



*City of*  
**Whittlesea**

# **MINUTES**

## **OF ADDITIONAL COUNCIL MEETING**

**HELD ON**

**MONDAY 25 OCTOBER 2021**

**AT 6:00PM**

**VIA ZOOM**



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## ADMINISTRATORS

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LYDIA WILSON

CHAIR OF COUNCIL

PEITA DUNCAN

ADMINISTRATOR

CHRIS EDDY

ADMINISTRATOR

On 19 June 2020 the Acting Minister for Local Government appointed the Panel of Administrators for the City of Whittlesea and appointed Ms Lydia Wilson as Chair of the Panel. The Panel of Administrators comprises of Ms Lydia Wilson, Ms Peita Duncan and Mr Chris Eddy who will undertake the duties of the Council of the City of Whittlesea until the October 2024 Local Government Election.



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## SENIOR OFFICERS

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CRAIG LLOYD

CHIEF EXECUTIVE OFFICER

FRANK JOYCE

EXECUTIVE MANAGER GOVERNANCE & STRATEGY

KATE MCCAUGHEY

DIRECTOR COMMUNITY WELLBEING

AMY MONTALTI

DIRECTOR CORPORATE SERVICES

JANINE MORGAN

EXECUTIVE MANAGER PUBLIC AFFAIRS

JUSTIN O'MEARA

DIRECTOR PLANNING & DEVELOPMENT



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## ORDER OF BUSINESS

The Chief Executive Officer submitted the following business:

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**Note:**

**In these Minutes, Resolutions adopted by Council are indicated in bold text.**





**1. OPENING****1.1 MEETING OPENING**

The Chair of Council, Lydia Wilson opened the meeting at 6:30PM.

“Welcome to this Council Meeting of 25 October 2021 which is being livestreamed.

I am Lydia Wilson, Chair of the Panel of Administrators and I would also like to introduce my Panel colleagues, Administrators Ms Peita Duncan and Mr Chris Eddy.

I would also like to introduce our Chief Executive Officer, Mr Craig Lloyd and ask that he in turn introduce the members of the Executive Leadership Team in attendance today.”

“Good evening everyone, we also have with us:

Executive Manager Governance, Mr Frank Joyce;

Director Community Wellbeing, Ms Kate McCaughey;

Director Corporate Services, Ms Amy Montalti;

Executive Manager Public Affairs, Ms Janine Morgan; and

Director Planning & Development, Mr Justin O’Meara;

These members of the Executive Leadership Team will join us during the meeting.”

**1.2 PRAYER BY THE CHIEF EXECUTIVE OFFICER**

Following the Introductions, the Chief Executive Officer read the following prayer:

*Almighty God, we ask for your blessing upon this council to make informed and good decisions to benefit the people of the City of Whittlesea.*

*Our father who art in heaven, hallowed be thy name, Thy kingdom come, Thy will be done on earth as it is in heaven. Give us this day our daily bread and forgive us our trespasses as we forgive them that trespass against us; and lead us not into temptation but deliver us from evil, For thine is the kingdom, the power and the glory, for ever and ever.*

*Amen*

**1.3 ACKNOWLEDGMENT OF TRADITIONAL OWNERS STATEMENT**

The Chair of Council, Lydia Wilson read the following statement:

“On behalf of the City of Whittlesea I recognise the rich Aboriginal heritage of this country and acknowledge the Wurundjeri Willum Clan as the Traditional Owners of this place.

I would also like to personally acknowledge Elders past, present and emerging.”

**1.4 PRESENT****Members:**

Ms Lydia Wilson	Chair of Council
Ms Peita Duncan	Administrator
Mr Chris Eddy	Administrator

**Officers:**

Mr Craig Lloyd	Chief Executive Officer
Mr Frank Joyce	Executive Manager Governance & Strategy
Ms Kate McCaughey	Director Community Wellbeing
Ms Amy Montalti	Director Corporate Services
Ms Janine Morgan	Executive Manager Public Affairs
Mr Justin O'Meara	Director Planning & Development

**2. APOLOGIES**

NIL

**3. DECLARATIONS OF INTEREST**

NIL

#### 4. OFFICERS' REPORTS

##### 4.1 CONNECTED COMMUNITIES

###### ITEM 4.1.1 COMMUNITY PLAN 2021-2025 AND FINANCIAL PLAN 2021-2031

<b>Attachments:</b>	1	<b>Submission by the Youth Advisory Committee</b> <a href="#">↓</a>
	2	<b>Community Plan 2021-2025</b> <a href="#">↓</a>
	3	<b>Community Plan Action Plan 2021-2022</b> <a href="#">↓</a>
	4	<b>Financial Plan 2021-2031</b> <a href="#">↓</a>

**Responsible Officer:** Executive Manager Governance & Strategy

**Author:** Unit Manager Corporate Planning

#### RECOMMENDATION SUMMARY

That Council

- Note the community feedback regarding the proposed Community Plan 2021-2025 and the proposed Financial Plan 2021-2031
- Write to the Youth Advisory Committee to thank them for their submission on the proposed Community Plan 2021-2025 and the proposed Financial Plan 2021-2031
- Re-endorse Whittlesea 2040 A place for all as the City of Whittlesea's community vision
- Adopt the Community Plan 2021-2025 and the Community Plan Action Plan 2021-2022
- Adopt the Financial Plan 2021-2031.

#### BRIEF OVERVIEW

- The Community Plan and the Financial Plan are key legislated strategic and financial documents prepared by Council
- More than 1,300 community members participated in their development in February and March 2021, and a further 220 community members participated in engagement activities during August and September once the proposed documents were presented
- A clear majority is supportive of both the Community Plan and the Financial Plan.

#### RATIONALE FOR RECOMMENDATION

Participants in the consultation provided valuable feedback on the proposed Community Plan and Financial Plan which has resulted in several changes mostly to the Community Plan. Given the broad support for the proposed Plans expressed during the consultation period, they can be considered reflective of community priorities. The Plans should therefore be adopted as Council's key medium-term strategic and long-term financial planning documents respectively, guiding Council's program of work over the forthcoming years.

**IMPACTS OF RECOMMENDATION**

Adoption of the Community Plan and the Financial Plan will clearly articulate Council's priorities over the next four years and discharge Council's obligations to develop a Council Plan, Municipal Public Health and Wellbeing Plan, Disability Action Plan and Financial Plan under the respective legislation.

**WHAT MEASURES WILL BE PUT IN PLACE TO MANAGE IMPACTS**

Impacts of the Community Plan and the Financial Plan will be managed via communications and engagement plans as well as regular reporting on the implementation and status of the initiatives and actions outlined in the Community Plan and the Action Plan.

**REPORT****BACKGROUND**

The integrated Community Plan 2021-2025 will be the City of Whittlesea's main medium-term strategic planning document for this Council term. It incorporates the:

- Council Plan, section 90 of the *Local Government Act 2020* (Vic)
- Municipal Public Health and Wellbeing Plan, section 26 of the *Public Health and Wellbeing Act 2008* (Vic)
- Disability Action Plan, section 38 of the *Disability Act 2006* (Vic)
- Pandemic recovery actions in line with section 60AE of the *Emergency Management Act 2013* (Vic).

The Plan builds on and re-endorses the long-term community vision, Whittlesea 2040 A place for all, which was developed in 2018 and shaped by the contribution of over 4,000 community members. Details of the Vision and engagement that occurred at that time can be found on the Council website at this link. <https://www.whittlesea.vic.gov.au/about-us/news-publications/plans-strategies-and-policies/whittlesea-2040-a-place-for-all/>

The Community Vision is the 'umbrella' document within the recently endorsed integrated strategic planning framework. The Community Plan 2021-2025 is positioned to expand on the long-term community vision to include key priorities, services and initiatives over the next four years. It plays a central role in Council's overall strategic planning and reporting framework and is the key overarching document for all other strategies and plans.

The Financial Plan 2021-2031 (the "Financial Plan") is Council's key long-term financial planning document, which is prepared to ensure Council is well positioned to meet the service, infrastructure and amenity needs of the community sustainably into the future.

**PROPOSAL**

That Council

- Note the community feedback regarding the proposed Community Plan 2021-2025 and the proposed Financial Plan 2021-2031
- Write to the Youth Advisory Committee to thank them for their submission on the proposed Community Plan 2021-2025 and the proposed Financial Plan 2021-2031
- Re-endorse Whittlesea 2040 A place for all as the City of Whittlesea's community vision
- Adopt the Community Plan 2021-2025 and the Community Plan Action Plan 2021-2022
- Adopt the Financial Plan 2021-2031.

**CONSULTATION**

An extensive program of community engagement has been conducted to inform the development of the Community Plan.

More than 1300 people joined the conversation online and at face-to-face events during February and March to give us a clear understanding of the community's priorities.

Once drafted, the Community Plan was available for community feedback between 20 August and 20 September 2021. Due to COVID-19 lockdown restrictions in place throughout this period, community engagement was conducted virtually.

More than 180 people participated in various online sessions with the Whittlesea Reconciliation Group, the Whittlesea Disability Network, the Whittlesea Early Years Partnership, the Youth Advisory Committee, Whittlesea Community Futures and the general public.

42 people submitted their feedback via the survey available on [engage.whittlesea.vic.gov.au](https://engage.whittlesea.vic.gov.au). Of those who participated in the survey,

- Most respondents were aged 35-74 years,
- 29% live with a disability,
- 11% are Aboriginal and /or Torres Strait Islander,
- 29% speak a language other than English at home,
- 49% are female, 38% male and 3% non-binary,
- A quarter of respondents live in Doreen/Mernda, followed by 15% from South Morang, 12% from outside the City of Whittlesea, 10% from Wollert, and 7% respectively from Epping, the Whittlesea township/rural north and Mill Park.

Community feedback is broadly supportive of the proposed Community Plan and Financial Plan, with almost three quarters of survey responses supportive and a further 20% neutral towards the proposed Plans. Only two respondents were either somewhat or strongly opposed to the Community Plan and Financial Plan respectively.

Key things the community liked in the draft plan include; social connection; reconciliation; community infrastructure and facilities and parks and playgrounds. Areas for improvement include; community infrastructure and facilities; waste management, roads, parks and playgrounds.

The Youth Advisory Committee submission (refer *Attachment 1*) acknowledges alignment with the identified priorities of mental health, family violence support and community connection, and identifies action for safe community facilities for youth and addressing inequity for people from our LGBTIQ\* community. The Committee notes that the Plan also addresses key areas of concern for future generations around sustainable resource management, climate change, protection of green spaces, employment opportunity and affordable housing, and requests clarification on capital investment into waste management as well as borrowings.

**COMMUNITY PLAN 2021-2025**

As a result of community feedback regarding the proposed Community Plan 2021-2025, several substantive changes have been made to the Plan:

- Carers and the gender diverse community have been explicitly included as key target populations under key initiatives in the Connected Community goal
- Development of a new Reconciliation Action Plan has been added as an initiative
- Culture and heritage references have been strengthened to reflect their importance in enhancing social cohesion as our community recovers from the pandemic
- The “Whittlesea Farm and Food Collective” initiative under goal 3 Strong Local Economy has been modified to better reflect its focus
- The “Rethinking Waste” initiative has been outlined more specifically under goal 4 Sustainable Environment
- Key strategies being implemented under goal 4 Sustainable Environment have been referenced as Disability Action Plan items as well, indicating the specific relevance of these to disability stakeholders for implementation
- The “Heat Mapping” initiative under goal 5 High-Performing Organisation has been removed and the corresponding actions will be delivered as part of the “Climate Change” and “Greening Whittlesea” initiatives under goal 5 Sustainable Environment.

Some areas for improvement identified in community feedback have not resulted in specific changes to the proposed Community Plan, as they are either already adequately addressed in the existing draft or covered at the annual action planning level. This is particularly the case in areas such as roads and transport, parks and gardens, or community infrastructure.

Engagement data incorporated in the Plan has also been updated to reflect the feedback received during the exhibition period in August and September.

Please refer to *Attachment 2* for the final draft of the Community Plan 2021-2025.

**COMMUNITY PLAN ACTION PLAN 2021-2022**

The Community Plan Action Plan 2021-2022 (the “Action Plan”) is a supplement to the Community Plan 2021-2025. It captures specific projects and actions for delivery during this financial year.

The Action Plan comprises 116 projects mapped against Council’s five goals. Together with Council’s valued services which are delivered on a day-to-day basis, these projects combine to provide a balanced response to the challenges and opportunities our community faces in the 2021-2022 financial year.

Please refer to *Attachment 3* for the Community Plan Action Plan 2021-2022.

## FINANCIAL PLAN

Feedback received from the community was supportive of Council's proposed Financial Plan 2021-2031. There was one written submission received from the Whittlesea Youth Advisory Committee, seeking some further information on Council's long-term commitment to capital investment in waste management and the intended use of proposed borrowings in the 2021-22 Annual Budget.

It is proposed that this submission be responded to in writing by Council. It is not expected to result in any adjustment to the proposed Financial Plan 2021-2031.

As a result of community feedback regarding the proposed Financial Plan 2021-2031, there have been no changes made to the proposed Financial Plan.

Please refer to *Attachment 4* for the Financial Plan 2021-2031.

## CRITICAL DATES

31 October 2021      Community Plan 2021-2025, Financial Plan 2021-2031 and Community Vision are required to be adopted in accordance with the *Local Government Act 2020*.

## FINANCIAL IMPLICATIONS

The Community Plan 2021-2025 is developed within existing resources. Initiatives and services included in the Plan have been considered in the Annual Budget 2021-2022, which budgeted for \$2 million for the participatory budget process to allocate recovery funding, as well as \$1.5 million for major initiatives under the Community Plan.

Further, Council's Financial Plan 2021-2031 incorporates the financial resourcing to deliver on Community plan initiatives and services beyond the 2021-22 Annual Budget.

## POLICY STRATEGY AND LEGISLATION

Council must:

- Develop or review a Community vision under section 88 of the *Local Government Act 2020* (Vic),
- Develop a Council Plan under section 90 of the *Local Government Act 2020* (Vic),
- Develop a Municipal Public Health and Wellbeing Plan under section 26 of the *Public Health and Wellbeing Act 2008* (Vic),
- Develop a Disability Action Plan under section 38 of the *Disability Act 2006* (Vic),
- Be a party contributing to pandemic recovery planning under section 60AE of the *Emergency Management Act 2013* (Vic), and
- Develop a Financial Plan under section 91 of the *Local Government Act 2020* (Vic).



**LINK TO STRATEGIC RISKS**

**Strategic Risk** *Community and Stakeholder Engagement - Ineffective stakeholder engagement resulting in compromised community outcomes and/or non-achievement of Council's strategic direction*

Adequate consideration of community feedback and effective communication back to the community is critical to build community trust and confidence in Council's operations and strategic direction.

**Strategic Risk** *Governance - Ineffective governance of Council's operations and activities resulting in either a legislative or policy breach*

Failure to develop the above mentioned legislated plans by the prescribed timeline will result in legislative breach unless a prior exemption is sought from the relevant Minister.

**Strategic Risk** *Financial Sustainability - Inability to meet current and future expenditure*

Failure to develop a Financial Plan reduces Council's ability to effectively manage its long-term revenue and expenditure and increases the risk of not being able to meet current and future expenditure.

**LINKS TO WHITTLESEA 2040 AND THE COUNCIL PLAN**

<b>Goal</b>	<b>Connected community</b>
<b>Key Direction</b>	<b>A participating community</b>

The Community Plan and Financial Plan are being developed based on extensive community engagement. They are key instruments giving community ownership and voice in local matters. The Community Vision was developed in 2018 following extensive community engagement and was confirmed through recent consultation that it was still valid and appropriate.

**DECLARATIONS OF CONFLICTS OF INTEREST**

Under Section 130 of the *Local Government Act 2020* and Rule 47 of the *Governance Rules 2021*, officers providing advice to Council are required to disclose any conflict of interest they have in a matter and explain the nature of the conflict.

The Responsible Officer reviewing this report, having made enquiries with relevant members of staff, reports that no disclosable interests have been raised in relation to this report.

**CONCLUSION**

The Community Plan 2021-2025 and Financial Plan 2021-2031 are key strategic documents guiding Council's program of work in the medium and longer term. Extensive community feedback involving more than 1,500 community members has resulted in balanced and well-supported Plans towards meeting our community's challenges and opportunities over the coming four years. The Community Plan Action Plan 2021-2022 specifies the actions that will be undertaken to contribute to the initiatives outlined in the Community Plan.

**RECOMMENDATION**

**THAT Council:**

- 1. Note the community feedback regarding the proposed Community Plan 2021-2025 and the proposed Financial Plan 2021-2031**
- 2. Write to the Youth Advisory Committee to thank them for their submission on the proposed Community Plan 2021-2025 and the proposed Financial Plan 2021-2031**
- 3. Re-endorse Whittlesea 2040 A place for all as the City of Whittlesea's community vision**
- 4. Adopt the Community Plan 2021-2025 and the Community Plan Action Plan 2021-2022**
- 5. Adopt the Financial Plan 2021-2031.**

**COUNCIL RESOLUTION**

**MOVED:** *Chairperson Wilson*  
**SECONDED:** *Administrator Duncan*

**THAT Council resolve to adopt the Recommendation.**

**CARRIED UNANIMOUSLY**

**Community Plan feedback submission – Whittlesea Youth Advisory Committee.**

On behalf of the Whittlesea Youth Advisory Committee, we thank the City of Whittlesea CEO Mr Craig Lloyd and the Panel of Administrators for the opportunity to provide feedback on the City of Whittlesea's proposed Community Plan 2021 – 2025. Please accept this submission as the committee's considered feedback on the City of Whittlesea Community Plan 2021 – 2025.

The Whittlesea Youth Advisory Committee were provided with an overview of the Community Plan, inclusive of the Municipal Public Health and Wellbeing Plan, Disability Action Plan, Pandemic Recovery Plan and the City's 10 year Financial Plan at the September 20<sup>th</sup> committee meeting. Prior to this meeting, YAC members had been provided with access to the Community Plan and Financial Plan documents for review and consideration.

The following feedback is a summary of feedback provided by Whittlesea YAC members following the Community Plan presentation is an accurate representation of the feedback of the committee as a whole.

The Whittlesea Youth Advisory Committee notes that the Community Plan aligns with the YAC's three portfolio groups of; Community Connectedness, Mental Health and Domestic Violence and Respectful Relationships. As such, the Community Plan key initiatives are in line with the goals and identified priorities of the YAC. We feel that the Plan also addresses key areas of concern for future generations around sustainable resource management, climate change, protection of green spaces, employment opportunity and affordable housing. We also support actions around the creation of a strong local economy, we note that future employment and economic participation is a major concern for University students looking towards career opportunities post University graduation.

The YAC endorses the Community Plan based on the above comments. The YAC would like the 2022-23 Council budget to prioritise investment in youth mental health, family violence support, and community connection events and initiatives.

Whittlesea Youth Advisory Committee members would also like to see the City of Whittlesea lead initiatives which include:

- Programs within libraries and other public spaces which enable young people to have access to safe spaces where they can study and complete school work if they are unable to do so at home.
- Addressing the many inequalities faced by LGBTIQ+ community members. We note the Plan includes "celebrate the diversity of..... sexual orientation", however we feel that this does not go far enough to actively address inequalities faced by this community.

Other comments regarding the Plan and the 10 year Financial Plan:

- The Committee notes that there is no money allocated to waste management under the statement of capital works in 2022/23 or in the years following. What is the financial

commitment to waste management going forward? How will the key actions in the Rethinking Waste Strategy be achieved without capital investment in local recycling facilities?

- The Committee notes that the City of Whittlesea has borrowed \$20,185,000 in the 2021/22 financial year but it is unclear to us where these funds are allocated and why, we would be appreciative of feedback on this to further understand the 10 year Financial Plan.

Again many thanks for providing the opportunity for the Whittlesea Youth Advisory Committee to comment on the Community Plan 2021 - 2025 and the 10 year Financial Plan.

On behalf of the Whittlesea Youth Advisory Committee

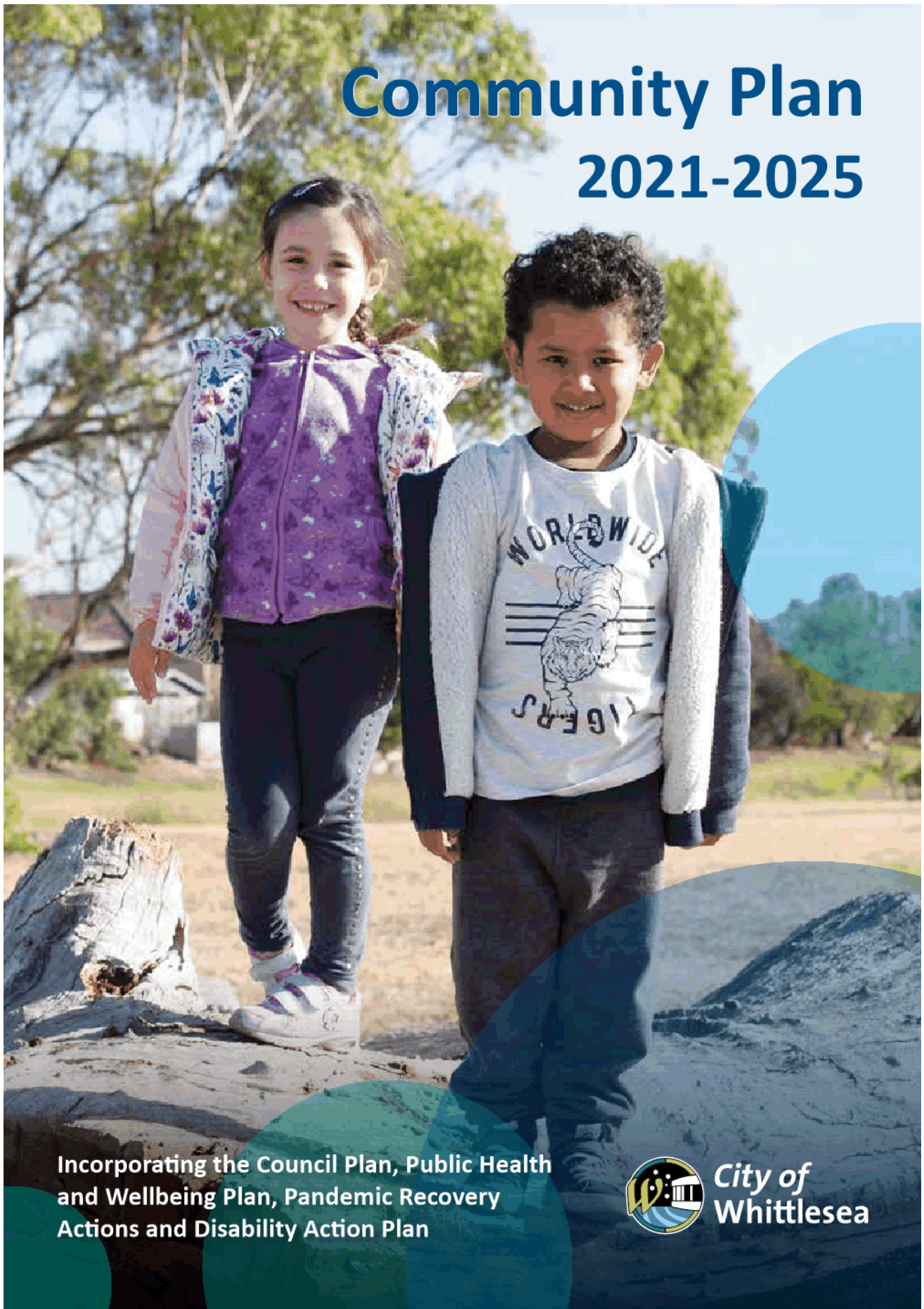


Larissa Cullen  
Chairperson  
Whittlesea Youth Advisory Committee



Sherin Bari  
Deputy Chairperson  
Whittlesea Youth Advisory Committee

# Community Plan 2021-2025



Incorporating the Council Plan, Public Health  
and Wellbeing Plan, Pandemic Recovery  
Actions and Disability Action Plan



**City of  
Whittlesea**

## Acknowledgement of Traditional Owners

The City of Whittlesea recognises the rich Aboriginal heritage of this country and acknowledges the Wurundjeri Willum Clan as the Traditional Owners of this place.

About 50,000 years before colonisation, a diversity of Wurundjeri people, families and communities managed the land that the City of Whittlesea now occupies. Throughout this time the Plenty River and other local natural features provided an abundance of flora and fauna as both a source of food and shelter.

The Wurundjeri Willum Clan is part of the Wurundjeri tribe and Woi Wurrung language group – one of the many language groups that make up the Kulin Nation. The people of the Kulin Nation were both Waang (the Australian raven) and Bunjil (wedge-tailed eagle – the creator) people who shared the same religion and language and lived in what is now metropolitan and greater Melbourne.

The pre-colonial legacy of the Wurundjeri people can still be seen today as the Whittlesea area is home to a number of protected and sacred 'scarred' trees. These trees were used for making bark canoes or as boundary markers for distinct tribal groups. Today the scarred river-red gum trees serve as a reminder that Aboriginal people have always been, and will always be, central to the social, economic and cultural prosperity of the City of Whittlesea.

*Throughout this document, the term 'Aboriginal' is taken to include people of Aboriginal and Torres Strait Islander descent. 'Aboriginal' is used in preference to 'Indigenous', 'First Nations', and 'Koori'.*





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# Administrator message

**It is my great pleasure to present the *Community Plan 2021-2025*, which for the first time incorporates Council’s *Health and Wellbeing Plan*, *Disability Action Plan* and the *Pandemic Recovery Actions*.**

In preparing this Community Plan, we engaged with our diverse community in many ways over a period of eight months to gain input into what our residents and businesses see as important to them.

I was very proud to participate in a number of these conversations and more recent consultation activities along with Administrators Ms Peita Duncan and Mr Chris Eddy, our CEO Mr Craig Lloyd and Council officers.

It is extremely pleasing to know that almost 5,800 pieces of feedback have been considered in the development of this four-year plan, and that the voice of our community will help shape the future of the City of Whittlesea.

In this Community Plan, we have developed 60 initiatives under our *Whittlesea 2040* goals, which will be delivered between 2021 and 2025, and which respond to community priorities.

The Municipal Public Health and Wellbeing Plan has been incorporated to protect and enhance the health and wellbeing of our community. Some of the areas we will focus on will be public health and safety actions; some will focus on activating our community through art and events following the pandemic. Others include mental health and wellbeing activities, and inclusion initiatives that will ensure the City of Whittlesea is truly a place for all.

We have also integrated our *Disability Action Plan* into the Community Plan to clearly demonstrate how we are building an inclusive community for all, including people with a disability and their carers.

In 2020/21, as the COVID-19 pandemic was still emerging, the City of Whittlesea allocated \$2 million to a COVID Community Recovery Fund. It is only now that we can see ‘recovery’ in our sights and this fund is helping our community and businesses recover from the significant impacts the pandemic has caused. The recovery initiatives were determined by a group of 26 community members who were invited to participate in a COVID Recovery Budget Working Group and we thank them for their significant guidance and input.

The delivery of our *Community Plan 2021-2025* will be overseen by the Panel of Administrators (the Council). We are firmly committed to continuing to listen to our community and serving the City of Whittlesea until October 2024 in partnership with Council officers who will deliver on the key initiatives and actions included in this Plan and the annual Action Plans.

**Lydia Wilson**  
Chair of Administrators





## Your Council



**Lydia Wilson**  
Chair of Administrators



**Chris Eddy**  
Administrator



**Peita Duncan**  
Administrator

## Your Executive



**Craig Lloyd**  
Chief Executive Officer



**Frank Joyce**  
Executive Manager  
Governance & Strategy



**Kate McCaughey**  
Director Community Wellbeing



**Amy Montalti**  
Director Corporate Services



**Janine Morgan**  
Executive Manager  
Public Affairs



**Justin O'Meara**  
Director Planning &  
Development



**Debbie Wood**  
Director Infrastructure &  
Environment

# Our city

The City of Whittlesea is one of Melbourne’s largest municipalities and is the proud home to a fast-growing and diverse community.

Located in the north of Melbourne, our municipality spans approximately 490 square kilometres with a mix of established suburbs, growth areas and rural communities.

By 2040, the City of Whittlesea’s population is expected to increase by more than 60 per cent as we welcome around 8,000 new residents each year.

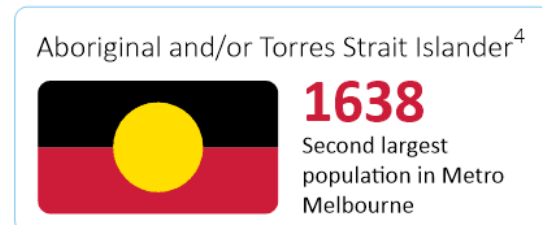
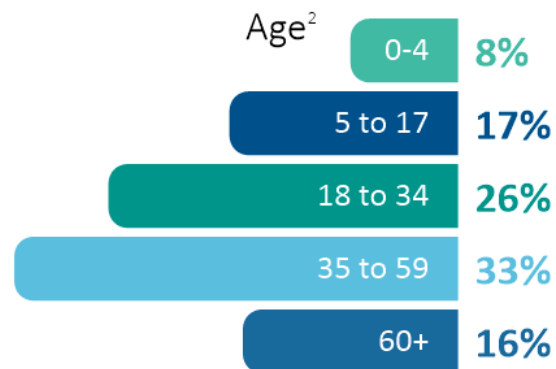
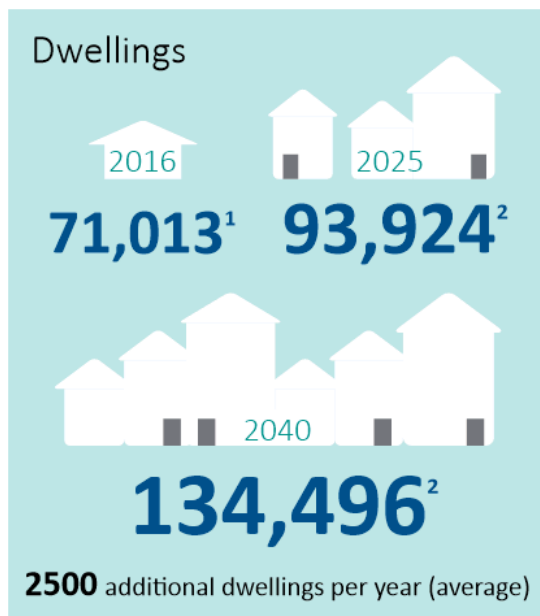
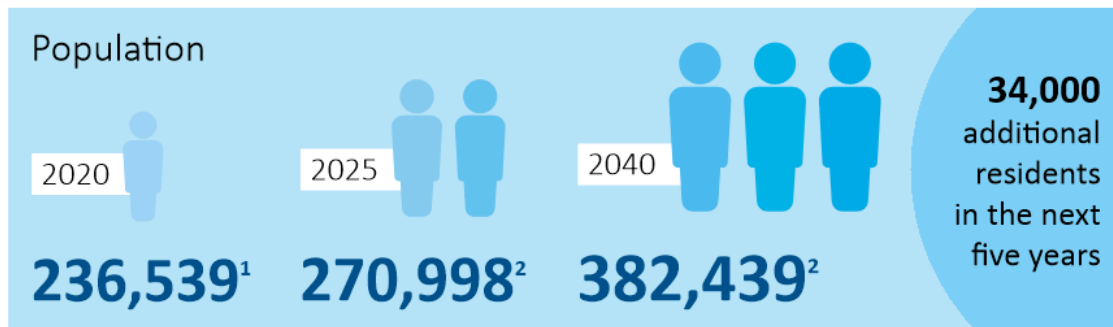
To accommodate our new residents, the City of Whittlesea will see around 56,000 new homes built across the municipality. These will be made up of a mix of new housing types to meet our community’s growing and diverse needs.

Our community is proud of its diversity. We have the second largest Aboriginal and Torres Strait Islander population in metropolitan Melbourne.

Adding to the rich culture and heritage of our municipality is a multicultural community so diverse that almost half of our residents speak a language other than English at home.

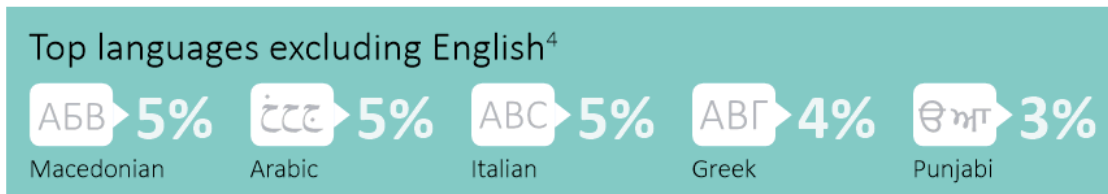
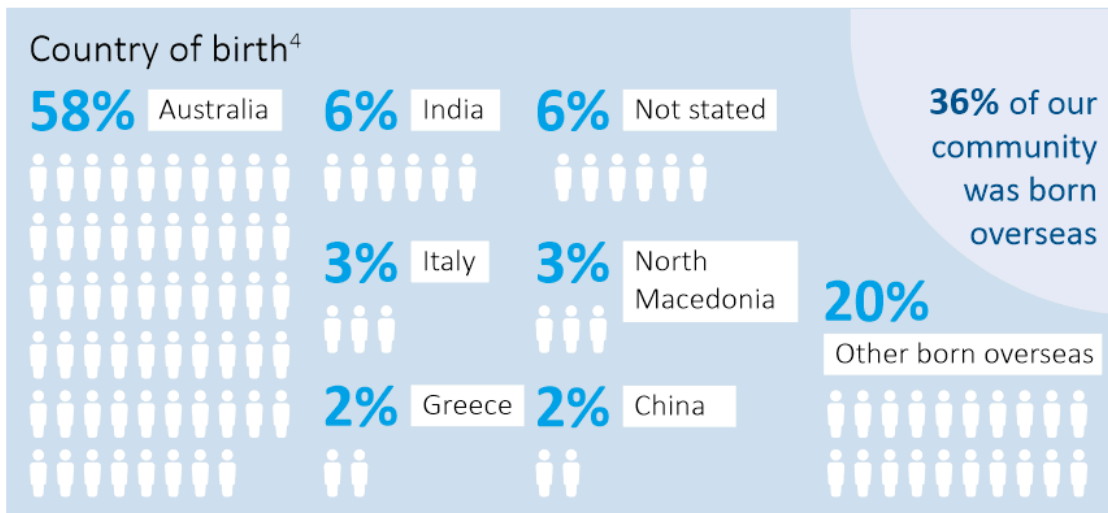
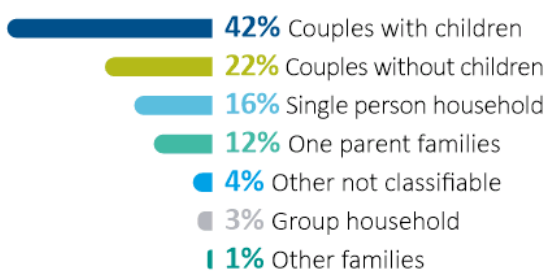
More and more families are calling the City of Whittlesea home with more than half of our households comprising of families with children. Every week, 62 babies are born into families living in the City of Whittlesea.

Our community’s largest age group is aged 35-59 followed by 18-34 year olds. People aged over 60 years make up 16 per cent of our population.





Household structure<sup>2</sup>

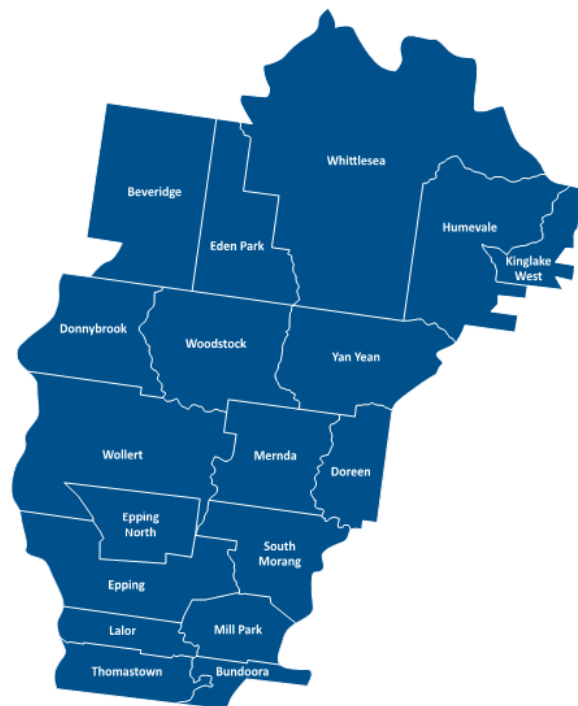


Data from

- 2020 ABS Estimated Resident Population: Australian Bureau of Statistics 2021, Regional Population Growth, Australia (3218.0)
- 2025 and 2040 forecast population and dwellings: Population and household forecasts, 2016 to 2041, prepared by .id (informed decisions)
- Figures for people with disability and carers: City of Whittlesea 2019, Annual Household Survey
- All other demographic data: Australian Bureau of Statistics, Census of Population and Housing 2016

### Our municipality

Council has captured the priorities and values of people living in the City of Whittlesea’s established, growth and rural areas based on almost 5,800 pieces of feedback from people across the municipality. Council also considered relevant health and demographic data about our community and other feedback received through broader engagement. Priorities differ across areas and precincts and reflect the wide-ranging community aspirations addressed in this Community Plan 2021-2025.



**Bundoora** – Owing to its two universities, Bundoora has a high number of people aged in their 20s who are renting alone or living in group households. Students share the suburb with older families and couples, many of whom have called Bundoora home for several decades. During consultation Bundoora residents told us they would like to see better waste management, more well-maintained green spaces and improved public transport options close to home.

**Donnybrook** – Propelled by a recent surge in greenfield housing development, Donnybrook is transforming from a small rural town into a community that will grow to a population of more than 25,000 people by 2031. Young families living in Donnybrook value social and community connections, with access to groups and activities for young children. As part of our engagement, Donnybrook residents told us they expect safe roads and essential infrastructure to be delivered at the right time to meet the community’s needs.

**Doreen** – With 28,000 residents now calling Doreen home, families in this community during consultation advocated for access to recreational facilities including leisure centres and swimming pools. The community values public open spaces and residents are avid supporters of maintaining our local natural environment.



**Epping** – This vibrant precinct plays a critical role in the City of Whittlesea’s economy and will continue to attract investment into the future. During consultation, people who live in Epping told us they value the natural environment and outdoor spaces. These residents are seeking well maintained spaces to meet and exercise along with better footpaths and natural shade.

**Epping North** – Epping North is the largest precinct in the City of Whittlesea with a population of around 38,000 people and 15,000 more people expected in the next two decades. The young, and culturally diverse residents of Epping North told us they support local businesses to strengthen the economy and create more employment opportunities and value places to play and be active.

**Lalor** – This well-located precinct has a growing community of residents aged in their 70s and 80s but is also popular with young couples and families, many of whom were born overseas from countries including India, Iran and Iraq. Through our engagement residents of Lalor told us they value local shopping and being connected to neighbours. These residents seek more local events such as festivals and markets to build relationships and experience other cultures.

The young, and culturally diverse residents of Epping North support local businesses to strengthen the economy and create more employment opportunities and value places to play and be active.



**Mernda** – Having experienced rapid population growth in the last decade, Mernda continues to attract young couples and families to the area with a further 6000 people forecast to call Mernda home before 2030. Mernda residents advised they seek improved road and transport networks to connect them to employment, schools and services, and understand the importance of supporting local businesses.

**Mill Park** – This community is characterised by mature families and empty nester couples aged in their 50s and 60s. This established area has limited opportunity for new housing growth. The community told us they value its local vibrant businesses and seek safer and better-connected roads and bike paths. Residents also seek access to green spaces where they can play, exercise and meet with friends and family.

**Rural north (including Beveridge, Eden Park, Humevale, Kinglake West, Woodstock and Yan Yean)** – The City of Whittlesea's rural north, containing a mix of natural biodiversity, agricultural businesses and rural residential properties, is home to older families and retirees.

Through the consultation process, the community advised they are passionate about growing the local economy by encouraging small business ventures, supporting agribusiness and providing opportunities for new social enterprises.

**South Morang** – This community is largely made up of families who have lived in the area for more than 10 years, with children who are at, or approaching, secondary school age. During consultation South Morang residents told us they are seeking more parks and upgrades and better maintenance of existing open spaces. The community would also like to see a diverse range of festivals and events to experience culture and connect with their neighbours.



The City of Whittlesea has a large rural area including farmland that boasts spectacular natural wildlife and biodiversity.

**Thomastown** – Our most culturally diverse community, more than half of Thomastown’s residents were born overseas. One in five residents are aged over 65 years, making it an ageing community. Through consultation we were advised that feeling safe and secure in their neighbourhoods is important to people in Thomastown. Better waste management practices, recycling and access to more public transport also rank highly.

**Whittlesea Township** – This township in the City’s north has a population of 5,500, which is largely made up of maturing families with teenage children, empty nester couples and retirees. The community advised they value improved access to services such as health, disability services and employment support. Whittlesea Township residents support small businesses and seek meaningful work opportunities close to home.

**Wollert** – A booming population located in the west of the municipality, Wollert is set to welcome 5,500 households in the next 10 years. The diverse community of first home buyers and young families let us know that they value community spaces where they can meet and host events, as well as parks and playgrounds. The community likes to make new social connections and seeks better quality roads to support its growing population.



## Community engagement

The City of Whittlesea invited the community to share its ideas and priorities for Council to focus on delivering over the next four years.

More than 1,500 people joined the conversation to give Council a clear understanding of the community’s priorities that has helped inform the Community Plan 2021-2025.

Council asked the community two key questions to consider when forming their views and ideas:

- **What should Council focus on over the next 4-10 years** to make sure the City of Whittlesea is a connected community, with liveable neighbourhoods, a vibrant local economy and sustainable environment?
- **How should Council’s \$2m Community Recovery Fund be spent** to help our community recover from the impacts of the COVID-19 pandemic?



5,771 comments from 1,394 people helped shape the Community Plan 2021-2025

Of those who responded:

- 77% live in the City of Whittlesea
- 10% work in the City of Whittlesea
- 12% are Council employees
- 6% are visitors
- 3% are business owners
- 1% study locally
- 26 community service organisations provided input.





### How we engaged

- 40 events and activities (online and face-to-face)
- 492 surveys completed online
- 212 people participated in 17 focus groups for diverse communities (children, young people, multicultural, LGBTIQ+, people with disabilities and carers, and Aboriginal communities)
- 42 people provided feedback on the proposed Plan via [www.engage.vic.gov.au](http://www.engage.vic.gov.au)
- 276 survey postcards were completed
- 12 pop-up stalls at shopping centres, playgrounds and community centres
- 26 people joined our participatory budgeting workshops to develop recommendations for the \$2m Community Recovery Fund
- 180 people participated in 7 online engagement sessions following publication of the proposed Plan
- 2 written submissions were provided

For more information about how Council engages with the community and for information about current consultations please visit [www.engage.whittlesea.vic.gov.au](http://www.engage.whittlesea.vic.gov.au)

# About Our Community Plan 2021-2025

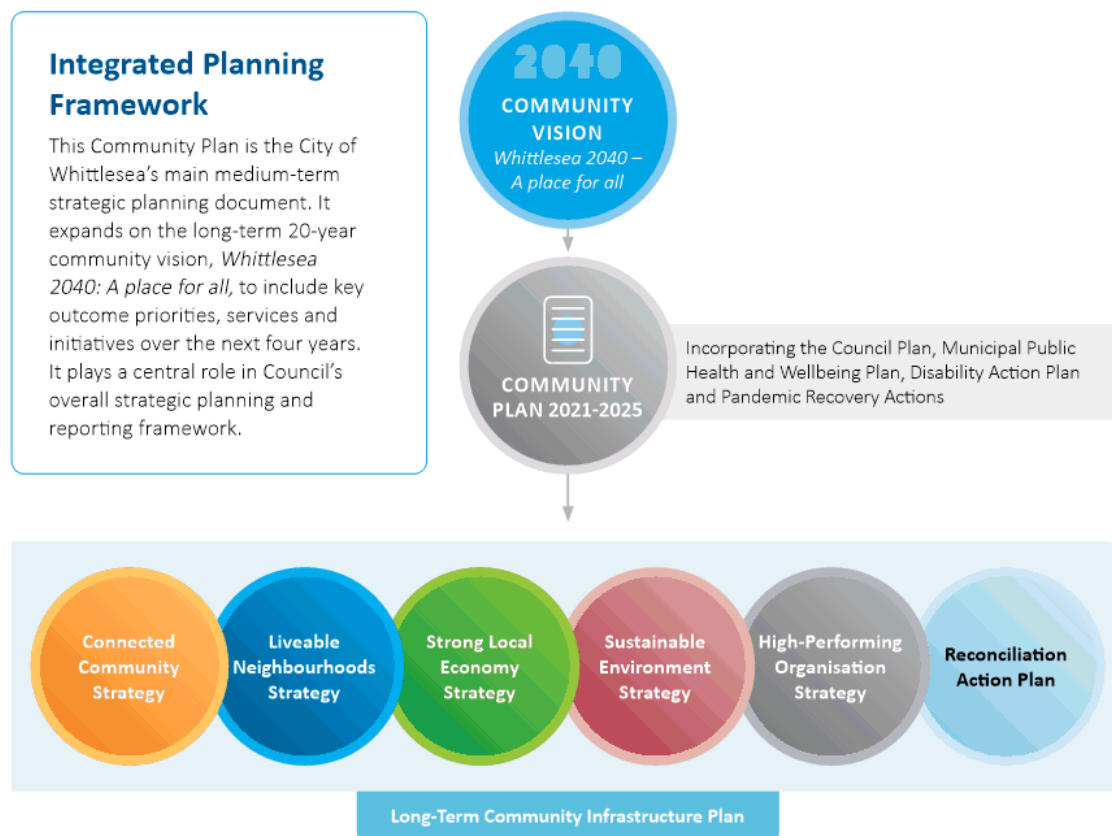


The City of Whittlesea's Community Plan 2021-2025 shapes the future for the City of Whittlesea and has been informed by extensive community engagement.

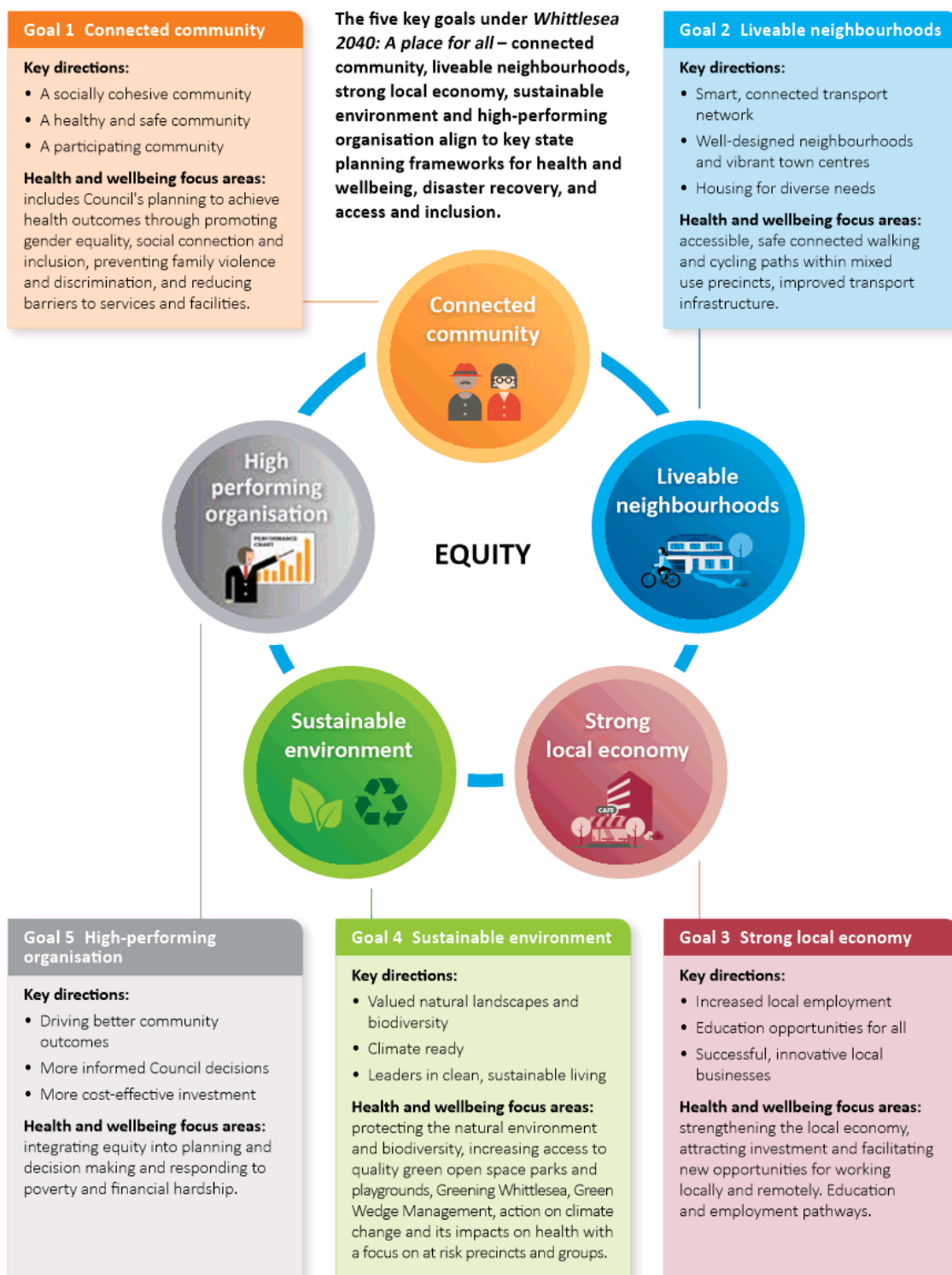
It clearly articulates what Council plans to achieve between 2021 and 2025, how it will prioritise its resources and effort, and how it will measure success by meeting the needs of its community.

This includes Council's planning to achieve key health and inclusion outcomes such as family violence prevention, climate change, gender equality, reducing barriers to goods, services and facilities access, participation in employment, inclusive communications and preventing discrimination against persons with a disability.

In developing the Community Plan, Council considered the community's goals and aspirations set out in *Whittlesea 2040*, which was developed in 2018 with significant input from people who live, work, study, visit and those who do business in the City of Whittlesea.



### Our goals, key directions and health and wellbeing focus areas





## Planning for a healthy city

### Planning in extraordinary times

A fast-growing community on the urban fringe presents opportunities but also challenges for our community.

The pace of growth can make it difficult to deliver timely infrastructure and services, causing challenges like limited access to public transport, health services and educational opportunities, unemployment and insecure employment, long commutes and traffic congestion, financial vulnerability, rental and mortgage stress, and social isolation. This contributes to more sedentary lifestyles, unhealthy weight and poorer mental health outcomes.

The City of Whittlesea continues to listen to what our community needs and responds as effectively and efficiently as it can through community-driven decision-making.

We also advocate to other levels of government and stakeholders to partner with Council so that we can deliver the infrastructure and services our community deserves.

There is no doubt that we are now living in extraordinary times with the global COVID-19 pandemic impacting significantly on local employment, the viability of local businesses, community connections and mental health.

Council is committed to helping guide our community through its recovery phase with new initiatives and grants that will directly impact on improving the lives of those who live and work in the City of Whittlesea.

There have also been some positive changes through the pandemic like a greater willingness for our community to explore and connect with local neighbourhoods, reduced time and costs in commuting to work, leaving more time for family and increased opportunity for flexible and remote work. It has enabled a greater use of our local open spaces, and taking up new hobbies and interests such as gardening, walking or cycling. Council will pursue strategies to retain these positive effects.

Climate change is also a global public health challenge, reinforcing the need for Council to take a leadership role at the local level to minimise health impacts by enhancing tree coverage, greening and cooling urban areas and ensuring equitable access to quality parks where people can connect with nature.

For more information about the health of the community and contributing factors please visit the City of Whittlesea Health Profile at [whittlesea.vic.gov.au/healthprofile](https://whittlesea.vic.gov.au/healthprofile)



## Our community's ideas

**Council engaged with people across the City of Whittlesea. From every suburb and across a mix of diverse groups, Council has used the ideas from our residents and businesses to help shape the next four years.**

Across all of our engagement activities (see pages 12 and 13), people were strongly in favour of:

1. **More parks and playgrounds** and improving the maintenance of those we already have
2. **Roads as a priority**, including safety, roadworks and maintenance
3. **Support for local business**, helping them grow with grants, incentives and marketing assistance
4. **Biodiversity**, including planting more trees, conserving habitats and looking after wildlife
5. **Improving waste management**, especially promoting recycling and practical systems for hard rubbish and green waste.
6. **Presentation of the City**, including clean streets and addressing dumped rubbish.

Other key priorities included focusing on local employment, shops and neighbourhoods, maintaining public safety, and increasing community facilities and activities like festivals.

To help recovery from COVID-19, the community asked Council to focus on:

- **Economic support**, particularly by helping small businesses and creating employment opportunities
- **Community connections**, including supporting vulnerable people and providing facilities and spaces for groups of people to meet
- **Health promotion**, emphasising mental health and wellbeing; natural environments and green open space; connected walking and cycling paths and trails, safety in public places and opportunities for social connection and exercise.

### Pandemic Community Recovery Fund

In the 2020/21 Annual Budget, Council committed \$2 million for COVID-19 recovery. The pandemic extended longer than expected and most of the 'recovery' will fall into 2021/22.

Funding for this initiative will be expended in 2021/22 and includes recommendations made to Council via a

participatory budget workshop program that included 26 people from our community. This group was selected to demonstrate diversity in our municipality and, together, participants considered the evidence and impacts of the pandemic and developed recommendations to help our community recover.

### Recommendations for the \$2 million Pandemic Community Recovery Fund



Whittlesea 2040 goal  
**Connected community**

**Recommended action**

- Coordinate recovery efforts across the municipality including COVID-19 safe messaging and mass vaccinations
- Grants program to support community service organisations as well as emergency relief
- Strengthen multichannel communications with community and local businesses
- Establish local community hubs to increase community connections



Whittlesea 2040 goal  
**Liveable neighbourhoods**

**Recommended action**

- Create more community gardens and support local events
- Advocate for better public transport
- Build health and recreational facilities
- Provide more public amenities



Whittlesea 2040 goal  
**Strong local economy**

**Recommended action**

- Business support program and incentives to buy local
- Enhanced learning and job-ready opportunities for young people
- Increased training and support for unemployed and underemployed residents



Whittlesea 2040 goal  
**Sustainable environment**

**Recommended action**

- Pilot Environmental Upgrades Program to support uptake of renewable energy
- Continue solar panel and battery scheme for council buildings to reduce running costs to community groups

Many of these recommendations have been included in the Community Plan 2021-2025 and others have been included in Council's planned activities and programs.

# Community Plan 2021-2025: Priorities, initiatives and actions

## Council has heard what is most important to our community.

We have listened to the ideas presented during the consultation about how best to support our community to recover from the impacts of the COVID-19 pandemic, and through to 2025.

Council has prioritised initiatives across each of the goals from our shared community vision – *Whittlesea 2040: A place for all*. An annual action plan will be developed and shared with our community to confirm what initiatives will be actioned by Council each year.

Delivering on these actions will ensure our decisions over the four-year cycle of this Community Plan are shared priorities with our residents and local businesses.

The City of Whittlesea’s Community Plan 2021-2025 constitutes the Council Plan under section 90 of the *Local Government Act 2020* (Vic). It integrates Council’s:

- Municipal Public Health and Wellbeing Plan under section 26 of the *Public Health and Wellbeing Act 2008* (Vic), subject to Secretary of Health approval under section 27 of the *Public Health and Wellbeing Act 2008* (Vic)
- COVID-19 pandemic recovery actions under section 60AE of the *Emergency Management Act 2013* (Vic)
- Disability Action Plan under section 38 of the *Disability Act 2006* (Vic).




The Municipal Public Health and Wellbeing Plan (MPHWP) is a strategic plan that identifies evidence-based goals and strategies to help the community achieve optimum health outcomes and is informed by the Victorian Public Health and Wellbeing Plan 2019-2023.

There are a range of legislative requirements for Local Government in health planning:

- In line with Recommendation 94 of the Royal Commission into Family Violence, the *Public Health and Wellbeing Act 2008* requires council to specify measures to prevent family violence and respond to the needs of victims of family violence in the local community
- The *Gender Equality Act 2020* requires council to undertake a Gender Impact Assessment when developing or reviewing any policy, program or service that has a direct and significant impact on the public.
- The *Climate Change Act 2017* requires a focus on tackling climate change and its impact on health.



### Community Plan legend:

-  Municipal Public Health and Wellbeing Plan
-  Disability Action Plan
-  Pandemic Recovery Action

# Goal 1: Connected community





Over the next four years we will continue to work to foster an inclusive, healthy, safe and welcoming community where all ways of life are celebrated and supported. Our community priorities are: Public safety, festivals, events, arts, culture, heritage and markets, social connection: access and inclusion, sports facilities and infrastructure and community groups and community infrastructure.

### Our key initiatives:

What we will deliver in 2021-2025

We will:

- Improve safety and perceptions of community safety in public spaces including for people with disabilities and their carers, women, girls and gender diverse people 🇺🇦 🇦🇺
- Prevent and respond to family and gender-based violence by working with local service providers and the community 🇺🇦 🇦🇺
- Increase responsible pet ownership and reduce the adverse impact of domestic animals on wildlife
- Support our community to be safer, better prepared and more resilient to emergency events and disasters through increased access to information and education 🇺🇦 🇦🇺 🌱
- Continue to work with partners to lead recovery from the COVID-19 pandemic including vaccinations and COVID-19 safe health messaging as well as early years, school, cultural and linguistically diverse communities, refugee, asylum seekers and workplace immunisation programs 🇺🇦 🇦🇺 🌱
- Deliver a Connected Communities Strategy that will enhance social inclusion, civic participation, health, wellbeing and safety and reflect and celebrate the diversity of religions, cultures, heritages, abilities, ages, gender and sexual orientation which make City of Whittlesea a place for all 🇺🇦 🇦🇺
- Strengthen community connections through a vibrant arts and events scene celebrating our diverse culture and heritage, activated open spaces and facilities and local markets 🇺🇦 🇦🇺 🌱
- Establish a Gathering Place to increase connections to culture, heritage, land and healing for Aboriginal people 🇺🇦 🇦🇺
- Implement a new community grants program to support our community and businesses, encourage festivals and events as well as helping our community and vulnerable residents recover from the pandemic 🇺🇦 🇦🇺 🌱
- Deliver an inclusive leadership program to support community members to develop their leadership skills and potential 🇺🇦 🇦🇺
- Advocate for more mental health services and prevention programs for our community including young people 🇺🇦 🇦🇺



- Work with our community and partner organisations to support older residents to access quality local services 🇺🇦 🇦🇺
- Commence construction of a leisure and wellbeing facility in Mernda 🇺🇦 🇦🇺
- Build additional outdoor netball courts in a number of neighbourhoods including Epping, Doreen, Mill Park, Whittlesea, South Morang, Mernda 🇺🇦 🇦🇺
- Improve access to physical activity and social connection by providing accessible, multiuse sports infrastructure which meets the diverse needs of our community 🇺🇦 🇦🇺
- Enhance our network of vibrant and welcoming community centres at the heart of our neighbourhoods - including building new centres at Mernda, Wollert, and Donnybrook 🇺🇦 🇦🇺
- Strengthen engagement with community through supporting or developing advisory groups and networks across our diverse community including young people, business, sustainability, people with a disability and Aboriginal people 🇺🇦 🇦🇺
- Transition the Youth Advisory Committee to a Whittlesea Youth Council. 🇦🇺
- Deliver a new Whittlesea Reconciliation Action Plan

🇺🇦 Municipal Public Health and Wellbeing Plan    🇦🇺 Disability Action Plan    🌱 Pandemic Recovery Action

# Goal 2: Liveable neighbourhoods



Over the next four years we will ensure our City is well planned and that our neighbourhoods and town centres are convenient and vibrant places to live, work and play. Our community priorities are: new and upgraded parks and playgrounds, transport improvements, local shops, social and affordable housing, clean streets and spaces, traffic management and road safety.

### Our key initiatives:

What we will deliver in 2021-2025

We will:

- Increase the quality, access, safety and amount of public open space in the municipality, including additional dog parks and a local park improvement program 🗺️ 🏠
- Develop and implement a plan to improve public toilets making them accessible, useable and safe 🗺️ 🏠 🌿
- Implement the Quarry Hills Regional Park master plan to increase accessibility, useability and activation 🗺️ 🏠
- Increase safety and accessibility of transport with a focus on major corridor improvements, public transport usage and safe connected cycling and walking networks 🗺️ 🏠
- Advocate for new or upgraded roads including Epping Road, Bridge Inn Road, E6, Yan Yean Road, Findon Road and Donnybrook Road 🗺️
- Improve disability access to public transport including installation of bus shelters across the municipality 🗺️ 🏠
- Advocate for better public transport, including better rail, tram and bus infrastructure and services and lead the public transport strategy under the Northern Council's Alliance 🗺️ 🏠 🌿
- Design and upgrade local streetscapes and shopping precincts to make it easier to move about, celebrate local culture, heritage and character, and connect people to the natural environment 🗺️ 🏠
- Deliver more affordable and accessible homes in the municipality 🗺️ 🏠
- Increase the number of waste and recycling bins in public spaces and parks
- Implement the Safe Routes to Schools program to improve the safety of school children. 🗺️ 🏠



🗺️ Municipal Public Health and Wellbeing Plan   🏠 Disability Action Plan   🌿 Pandemic Recovery Action

# Goal 3: Strong local economy



Over the next four years we will seek to make our City a smart choice for innovation, business growth and industry investment as well as supporting local businesses to be successful, enabling opportunities for local work and education. Our community priorities are: supporting local business, local employment, economic development, delivering libraries, schools and early years education, technology and innovation and creating employment pathways.

### Our key initiatives:

What we will deliver in 2021-2025

We will:

- Strengthen the visitor and agri-tourism economies by implementing a new Destination Tourism Plan
- As part of COVID recovery, deliver a ‘support local’ campaign and incentive program to support the community and local businesses  
- Work with partners to increase opportunities for local work, training, apprenticeships and programs with a focus on young people and groups who experience significant barriers to employment   
- Implement the Investment Attraction Plan to attract investment, strengthen the local economy and increase the number and diversity of local jobs 
- Work with the Victorian Government and key stakeholders to progress planning for key employment precincts such as Epping central, the Beveridge Intermodal Freight Terminal, the Melbourne Food Innovation and Export Hub and the Vearings Road employment precinct
- Implement the Victorian Government-funded 3-year-old kindergarten service together with the early childhood sector and deliver infrastructure projects at key sites across the city  
- Work with the Yarra Plenty Regional Library corporation to continue improving our library services around accessibility, innovation and community learning  
- Advocate for improved mobile phone coverage in rural areas
- Encourage employment pathways and sustainable land management practices at the Whittlesea Community Farm and Food Collective 
- Support local agribusinesses to be sustainable, grow and be prepared for climate change.



 Municipal Public Health and Wellbeing Plan  Disability Action Plan  Pandemic Recovery Action

# Goal 4: Sustainable environment



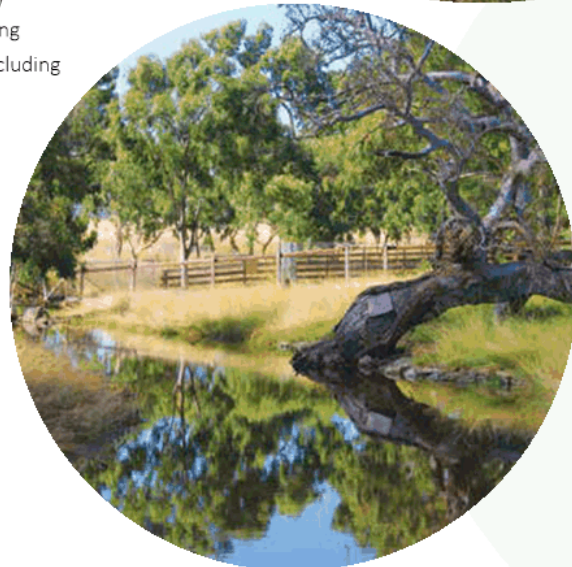
Over the next four years we will prioritise our environment and take action to reduce waste, preserve local biodiversity, protect waterways and green spaces and address climate change. Our community priorities are: waste management, biodiversity, community education and awareness, maintaining and increasing the number of trees, sustainable energy and infrastructure, water quality and security and climate change action and awareness.

### Our key initiatives:

What we will deliver in 2021-2025

We will:

- Deliver key actions from our Rethinking Waste Plan, including introducing residential glass recycling, extending food and garden waste services, protecting the environment from litter and increasing sustainable procurement 🗑️ ♻️
- Improve the quality and activation of our water networks, source more water from alternative water supplies and use less water through water efficiency upgrades 💧
- Finalise and implement the new Green Wedge Management Plan and 10 year action plan in consultation with the community
- Deliver on our Greening Whittlesea Strategy including increasing tree canopy along main road residential streets and in conservation reserves, park and major facilities 🌳 ♻️
- Finalise and implement the Climate Change Plan, with a focus of reducing potable water use, reducing carbon emissions and transitioning to more sustainable resources 💧 ♻️ 🌱
- Use less energy by investing in energy efficiency programs including energy efficient street lighting
- Introduce new local recycling drop off points including a resource recovery shop
- To protect and enhance Whittlesea’s environmental and sustainable future, we will undertake advocacy on behalf of our community, on climate change, water security and quality, vulnerable flora and fauna and waste reduction and reuse 💧 ♻️
- Undertake analysis of extreme heat on the health and wellbeing of our community to inform future planning to protect residents and precincts most vulnerable to heatwaves. 💧



💧 Municipal Public Health and Wellbeing Plan   ♻️ Disability Action Plan   🌱 Pandemic Recovery Action

# Goal 5: High-performing organisation






















Over the next four years we will work to ensure Council engages effectively with the community, delivers efficient and effective services and initiatives, makes decision in the best interest of the community and delivers value to the community. Our community priorities are: customer service and responsiveness, communication and engagement with our community, service quality and Council performance.


### Our key initiatives:

What we will deliver in 2021-2025

We will:

- Improve customer service through investing in technology, systems and Council staff and make it easier for our community to interact with Council 
- Continue to implement our Advocacy Plan for infrastructure and services to support the diverse needs of our community  
- Continue to be an employer of choice through developing and implementing a new Workforce Plan to attract and retain high quality and skilled staff to support our community 
- Establish a place-based approach to Council planning, service and infrastructure delivery that is responsive to the distinct needs and aspirations of local communities   
- Continue to implement the *Local Government Act 2020* and publicly report on an action plan to embed good governance at the Council 
- Develop a long term community infrastructure plan responding to community service and infrastructure needs for sport, leisure, recreation, arts, heritage and culture, youth, older adults, families and children and libraries  
- Continue to strengthen local community engagement in line with Council’s Community Engagement Policy to inform Council programs and decision-making 
- Maintain strong communications with our community to promote access to services including multilingual , accessible for all and mobile friendly communications and website  
- Implement, communicate and promote our Financial Hardship Policy 2021 to support our financially vulnerable residents   
- Introduce regular reporting on Council’s performance including the Community Action Plan and customer service performance 



- Seek further opportunities to collaborate with surrounding municipalities and other partners including shared services and collaborative procurement
- Undertake service planning to drive innovation, improvement, equity, efficiency and service excellence with a focus on customer experience. 

 Municipal Public Health and Wellbeing Plan  Disability Action Plan  Pandemic Recovery Action

# Council services

Council provides a range of important and valued services to support the community to be a *place for all*. Our services have been grouped under 26 service headings as outlined below. For each service we ensure the work that is undertaken is aligned to deliver the Community Plan and that the services adapt to the changing needs of our growing community. Our services may be further refined as we continue to improve our services.

Connected community	Animal management	Ageing well	Arts, heritage and events	Community facilities
Aboriginal reconciliation	Customer service, communications and civic participation	Children and family services	Community strengthening	
Youth services	Public health and safety	Leisure and recreation		
Liveable neighbourhoods	Traffic management	Roads, public transport and footpaths	Planning and building	Parks and open spaces
Strong local economy	Local business support	Libraries	Investment attraction	
Sustainable environment	Biodiversity and land management	Water management	Waste and recycling	Climate change action
High performing organisation	Our systems and knowledge	Our people	Our governance	Our finance and assets

## How we will measure our progress

We will use the Community Vision: *Whittlesea 2040 A place for all* indicators to measure our progress on the Community Plan. We will report on these annually to the Community. During 2021-2025 we will review and update these measures to ensure they align with the identified community priorities outlined in this plan.

### Goal 1 Connected community

- Social cohesion
- Physical activity
- Safety in public areas
- Civic participation

### Goal 2 Liveable neighbourhoods

- Commuter travel time
- Ease of walking and cycling
- Use of town centres
- Access to services and facilities
- Affordable housing

### Goal 3 Strong local economy

- Local jobs
- Access to education
- Gross Regional Product

### Goal 4 Sustainable environment

- Use of open space
- Tree canopy cover
- Energy use
- Water use
- Waste minimisation

### Goal 5 High-performing organisation

- Community satisfaction with Council decision making
- Financial sustainability
- Workforce engagement



Data from

1. 2020 ABS Estimated Resident Population: Australian Bureau of Statistics 2021, Regional Population Growth, Australia (3218.0)
2. 2025 and 2040 forecast population and dwellings: Population and household forecasts, 2016 to 2041, prepared by .id (informed decisions)
3. Figures for people with disability and carers: City of Whittlesea 2019, Annual Household Survey
4. All other demographic data: Australian Bureau of Statistics, Census of Population and Housing 2016



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Council Offices  
25 Ferres Boulevard  
South Morang VIC 3752

**Email us**  
info@whittlesea.vic.gov.au

**Visit our website**  
whittlesea.vic.gov.au

**Postal address**  
City of Whittlesea  
Locked Bag 1  
Bundoora MDC VIC 3083

**Call us**  
Phone: 9217 2170  
National Relay Service: 133 677  
(ask for 9217 2170)  
Free telephone interpreter service:  
If you speak a language other than  
English, please call 131 450

**Free telephone interpreter service**  
 **131 450**

**You can contact the Administrators**  
on 9217 2500 or email  
panel@whittlesea.vic.gov.au

October 2021



# COMMUNITY PLAN ACTION PLAN 2021-2022

This Community Plan Action Plan 2021-2022 (Action Plan) sets out the actions Council will focus on delivering in the first year of our Community Plan 2021-2025. We will release an Action Plan for each year of the four-year plan.<sup>1</sup> The Action Plan outlines the priority actions towards Council's five goals: a connected community, liveable neighbourhoods, a strong local economy, a sustainable environment and a high-performing organisation.

## Connected community



### Actions we will deliver in 2021-2022:

- Partner with Monash University and CrowdSpot to understand perceptions of safety in public spaces
- Upgrade the Whittlesea Dardi Munwurro facility to support programs for Aboriginal men and young people, and finalise tenure arrangements
- Deliver the Modelling Respect for Equality Program in partnership with The Men's Project
- Partner to deliver the CALD (Culturally and Linguistically Diverse) Family Violence Project Phase II
- Support the establishment of Orange Door service provision in City of Whittlesea
- Deliver the 2021-2022 De-sexing Cats Program
- Plan for Emergencies



- Utilise the Plenty Ranges Arts and Convention Centre as site for the State's mass COVID-19 vaccination roll out to reduce the risk of rapidly spreading
- Work with partners to lead recovery from COVID19 pandemic including vaccinations and COVID-19 safe health messaging
- Deliver the Multicultural Awareness of COVID Immunisation program to increase culturally and linguistically diverse community accessibility and uptake of COVID vaccinations
- Deliver the 2021-2022 Infrastructure Accessibility Program
- Deliver a place-based 2021/2022 Festival and Events program including initiatives supporting arts, culture, heritage and community recovery efforts to reconnect and foster wellbeing
- Undertake a review of opportunities and governance arrangements for the Ziebell's Farmhouse
- Continue to support place-based events and nature play activities in parks and reserves
- Progress delivery of an Aboriginal Gathering Place that will increase connections to culture, heritage, land and healing
- Advocate for funding to build Aboriginal Gathering Place
- Employ Community Grants Program Coordinator
- Provide COVID -19 emergency recovery grants to local community service organisations to support vulnerable communities and to provide emergency relief
- Commence implementing the Community Leadership Program
- Advocate for mental health services
- Launch and promote the Headspace site at The Edge in conjunction with Headspace
- Support Hume Whittlesea Local Learning and Employment Network (HWLLEN) and RMIT and other partners to deliver a place-based 'beyond school' transitions program, co-designed with and for local neuro-diverse young people
- Launch the Whittlesea Seniors Link Up project as a digital platform
- Aged Care Reform– Undertake service planning to ensure our older residents transition well to the national market-based aged care and disability system
- Advocate for a regional indoor netball basketball centre
- Redevelop Mill Park Basketball Stadium
- Implement the Business Advisory Panel and other targeted forums with key business sectors to strengthen engagement and partnerships with Council
- Continue to improve local community engagement in line with Council's Community Engagement Policy to inform Council programs and decision-making
- Consult with the Youth Advisory Committee about a transition to a Whittlesea Youth Council
- Commence development of Whittlesea Reconciliation Action Plan

<sup>1</sup> Not all key initiatives will be actioned every year or over the full duration of the four-year Community Plan. Community needs and priorities change over the four-year period, and this will be reflected in the composition of each annual Community Plan Action Plan.

### Liveable neighbourhoods



**Actions we will deliver in 2021-2022:**

- Renew Riverside Reserve Park and Playground
- Upgrade Mernda Village Adventure Playground
- Renew playgrounds and general landscape improvements (2021-2022 program)
- Walking in response to COVID 19
- Establish additional dog off leash areas in various locations (2021-2022 program)
- Implement the Whittlesea Public Gardens Master Plan
- Commence developing new Public Toilet Amenity Plan and upgrade public toilet facilities
- Commence Granite Hills Major Community Park
- Deliver the Missing Path Links Program in various locations (2021-2022 program)
- Construct Findon Road extension - Williamsons Road to Danaher Drive

- Deliver local road resurfacing works (2021-2022 program)
- Reconstruct Arthurs Creek Road
- Signalise intersection at Rockfield Street and Edgars Road in Epping
- Reconstruct and rehabilitate local roads (2021-2022 program)
- Advocate for funds for new or upgraded roads
- Improve disability access to public transport in line with the Disability Discrimination Act 1992 (2021-2022 program)
- Advocate for the construction of Wollert Rail
- Advocate for better public transport, including better rail, tram and bus infrastructure and services
- Support the community to establish and sustain community gardens
- Streets for people - Study and implement local area traffic management areas 26 and 32 in Mill Park and 09 in Thomastown
- Secure opportunities to facilitate social and affordable housing in Whittlesea through the Victorian Government Big Housing Build
- Advocate for more affordable housing and emergency accommodation, including for our Hope Street First Response Youth Service accommodation partnership
- Develop bins in parks policy



### Strong local economy



**Actions we will deliver in 2021-2022:**

- Implement and deliver a communications plan in partnership of business-related resources, activities and use of spaces
- As part of COVID-19 recovery, deliver a 'support local' campaign and incentive program to support the community and local businesses
- Plan with partners to support young people in preparation for future job opportunities
- Increase capacity building and training in the community to enhance employment opportunities for unemployed and underemployed residents
- Strengthen business to business connections (Business Hub)
- Deliver a Strong Local Economy Strategy
- Advocate for the delivery of an appropriate planning framework for the Beveridge Intermodal Freight Terminal (BIFT)
- Draft the Epping Central structure plan for community consultation
- Ensure City of Whittlesea actively participates and advocates for the delivery of MFIX (Melbourne Food Innovation and Export Hub)
- Prepare the Kindergarten Reform Options Paper produced to inform the development of Council's Long Term Community Infrastructure Plan
- Upgrade the building at McLeans Road Kindergarten
- Participate in the Connecting Victoria Program
- Progress Whittlesea Farm and Food Collective
- Support sustainable local agribusiness

**Sustainable environment**



**Actions we will deliver in 2021-2022:**

- Implement the Rethinking Waste Plan
- Design a residential glass recycling service for piloting
- Encourage sustainable procurement across Council, selecting products that generate economic, social and environmental benefits whenever it is practicable
- Renew and upgrade Peter Hopper Lake in Mill Park
- Renew Carlingford Wetlands in Lalor
- Draft Green Wedge Management Plan ready for consultation
- Deliver the 2021-2022 Residential Street Tree Renewal Planting Program
- Deliver the 2021-2022 Parks Tree and Major Facilities Planting Program
- Engage with Wurundjeri Woiwurrung Cultural Heritage Aboriginal Council and relevant fire ecology experts to advise on landscape fire management practices
- Deliver the 2021-2022 Main Roads and High Profile Streetscapes Planting Program
- Develop a program handbook and resource plan for each of the five major biodiversity portfolios biodiversity monitoring, interpretation and engagement, pest animal management and ecological burning)
- Deliver the 2021-2022 Conservation Reserves Tree Planting Program
- Implement the 2021-2022 program of Greening Whittlesea - City Forest Strategy, including an equity focussed Health Impact Assessment (EfHIA).
- Deliver the Infill Street Tree Planting Program (2021-2022 program)

- Map the City of Whittlesea's biodiversity assets
- Update the water asset register and review the maintenance programs for Council's water bodies, and stormwater treatment systems
- Develop Climate Change Risk and Governance Project Plan, implement project and develop Climate Change Risk and Governance Action
- Introduce a program to support the uptake of renewable energy options using Environmental Upgrade Agreements
- Finalise the City Climate Change Strategy and Action Plan
- Commence the transition of operational fleet to electric and/or hydrogen vehicles
- Deliver various Energy Efficiency Programs (2021-2022 program)
- Deliver the Street Light Bulk Replacement Program (2021-2022 program)
- Undertake feasibility and investigate partnerships for a re-use recovery shop

- Identify locations for recycling drop off point and align to our place-based approach
- Undertake a service review of the hard waste service
- Advocate to protect the grassy eucalypt woodlands
- Deliver the 2021-2022 Mernda Rail Matted Flax-Lily Translocation Project actions

### High-performing organisation



**Actions we will deliver in 2021-2022:**

- Deliver the 2021-2022 Customer First Program actions
- Improve customer experience with a new Council website
- Prepare State and Federal pre-budget submissions and advocacy for key community priorities
- Develop a Workforce Plan
- Commence developing longer term strategies for W2040 key goals and high performing organisation
- Commence implementation of our place-based service delivery model, including promotion of local services and identification of service gaps
- Develop the 2021-2025 Budget
- Develop the 2021-2031 Financial Plan
- Develop a Complaints Policy
- Develop the Community Plan 2021-2025
- Provide six-monthly Administrator reports on the performance against the Good Governance Action Plan
- Develop the 2022-2031 Asset Plan
- Commence drafting of Community Infrastructure Plan

- Strengthen integrated community engagement in line with the *Local Government Act 2020*
- Create a mix of digital, online and print communications to reach our diverse communities
- Publish print community newsletter "Local Scoop" bi-monthly rather than quarterly
- Continue to implement Council's Financial Hardship Policy to support financially vulnerable residents
- Develop the 2020-2021 Annual Report
- Develop and implement the health check performance report
- Commence developing an organisation outcomes and measurements framework
- Identify key initiatives that have a "direct and significant impact on community" for gender impact assessment under the Gender Equality Act 2020
- Review fees and charges to ensure a fair system that is sustainable financially



You can contact the Administrators on 9217 2500 or email [panel@whittlesea.vic.gov.au](mailto:panel@whittlesea.vic.gov.au)

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 National Relay Service: 133 677  
 (ask for 9217 2170)  
 Free telephone interpreter service:  
 If you speak a language other than  
 English, please call 131 450

**Free telephone interpreter service**  
 **131 450**





City of  
Whittlesea



# Financial Plan

2021-2031

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## 1. Introduction

The 2021-2031 City of Whittlesea Financial Plan provides an overview of Council's financial position and how it plans to responsibly invest in community services and infrastructure over the next decade.

The primary objective in developing Council's Financial Plan is striking a balance between maximising support for our community in the present, while maintaining a sound financial position to enable long term support for our growing community.

Further Financial Plan objectives include:

- Establishing a clear link between Council's Community Plan 2021-2025 and the financial resources required to achieve this in the medium term as well as our Whittlesea 2040 community vision in the longer term
- Determining the appropriate funding sources to support investment decisions in line with Council's capital management policy
- Ensuring an appropriate balance between investment in new infrastructure to support our growing community and the renewal of our existing assets in established areas
- Ensuring our rates, fees and charges are manageable and support the delivery of key services and infrastructure investment
- Maintaining a strong cash position to ensure we remain financially sustainable for future generations

In developing the Financial Plan, consideration is given to a wide range of financial challenges likely to impact Council and our community over the next decade. The most significant of which in the short term is the COVID-19 pandemic, which continues to present many social and financial challenges globally, nationally and locally for our community.

It is through responsible financial management that Council has been able to provide significant additional financial support in assisting our community, whilst continuing to maintain the levels of service and infrastructure investment that our community values and relies upon.

The development of our Financial Plan is supported by a number of underlying assumptions which are outlined in section 3.3. When reviewing key assumptions and financial information, there are a number of important considerations that require some additional context as outlined below.

### Our Operating Surplus / Performance

Council's operating surplus is calculated as our total revenue received (from sources including rates, fees and charges, grants etc.) less our total operating expenses (employee costs, cost of goods and services etc.).

On face value, Council's forecasted surpluses over the Financial Plan may appear large. However the reality is that the majority of these surpluses are in the form of contributions received from developers which either don't equate to cash or represent cash that is restricted for future use and therefore is not at Council's discretion in how it is spent.

Further, Council's operating surpluses are also used to fund cash contributions towards Council's annual capital works programs which are critical in supporting infrastructure development throughout the municipality.

For the above reasons, Council's cash result (as shown below) is considered a more accurate reflection of Council's financial performance. The cash result indicates that over the plan, Council is investing the majority of available cash generated back into our community.

	Forecast 2020-21 \$'000	Annual Budget 2021-22 \$'000	2022-23 \$'000	2023-24 \$'000	2024-25 \$'000	2025-26 \$'000	2026-27 \$'000	2027-28 \$'000	2028-29 \$'000	2029-30 \$'000	2030-31 \$'000
Total income	355,380	375,786	369,226	382,059	396,124	411,384	427,769	445,220	463,829	483,704	504,955
Total expenses	216,084	229,335	232,930	240,582	248,499	257,161	266,562	275,744	284,654	293,958	303,542
<b>Surplus/(deficit)</b>	<b>139,296</b>	<b>146,451</b>	<b>136,296</b>	<b>141,477</b>	<b>147,625</b>	<b>154,223</b>	<b>161,207</b>	<b>169,476</b>	<b>179,175</b>	<b>189,746</b>	<b>201,413</b>
<b>Less Adjustments</b>											
Grants - Capital (non-recurrent)	3,589	16,260	-	-	-	-	-	-	-	-	-
Contributions - monetary (capital)	16,892	17,338	12,898	13,156	13,419	13,688	13,962	14,241	14,526	14,816	15,112
Contributions - non-monetary	102,039	104,080	106,162	108,285	110,451	112,660	114,913	117,211	119,555	121,947	124,385
	<b>122,520</b>	<b>137,678</b>	<b>119,060</b>	<b>121,441</b>	<b>123,870</b>	<b>126,348</b>	<b>128,875</b>	<b>131,452</b>	<b>134,081</b>	<b>136,763</b>	<b>139,497</b>
<b>Adjusted underlying surplus/(deficit)</b>	<b>16,776</b>	<b>8,773</b>	<b>17,236</b>	<b>20,036</b>	<b>23,755</b>	<b>27,875</b>	<b>32,332</b>	<b>38,024</b>	<b>45,094</b>	<b>52,983</b>	<b>61,916</b>
<b>Cash surplus/(deficit)</b>		-	<b>(1,892)</b>	<b>(1,608)</b>	<b>502</b>	<b>(7,713)</b>	<b>(2,987)</b>	<b>(832)</b>	<b>2,448</b>	<b>6,384</b>	<b>10,816</b>

### Our Waste Charge

At present, City of Whittlesea has one of the lowest waste charges across Victorian Councils. This is due to Council not passing on the full cost of providing waste services to our community. For the 2021/22 year, Council has budgeted an under recovery of cost totalling approximately \$2.6 million, representing a direct subsidy to our community.

A key of assumption of the financial plan is for Council's waste charge to be increased by 12% over the first 5 years of the plan, dropping to 5% for the 5 years thereafter. This strategy is intended to bring Council's waste charge into alignment with the cost of providing waste services to our community. This increase will equate to an additional charge of just \$13.72 per household for the 2022/23 financial year. The benefit of this will be additional funds available to invest into our community services and infrastructure.

### Our Rates Charge

Rates and charges are Council's primary source of income and integral to funding the delivery of services and infrastructure investment.

With the introduction of the State Government's Fair Go Rating System in 2016, Council's rates and charges are now subject to an annual cap which is outlined annually by the Minister for Local Government. The impact of this has meant that the growth in costs associated with supporting our growing community often far exceeds the increases in our revenue base available to fund such costs.

The Financial plan assumes an annual rate increase of 2% over the financial plan.

City of Whittlesea continues to maintain one of the lowest average rates across Councils located outside the Melbourne fringe.

### Our Available Cash

Similar to our operating surplus, while Council's cash position may appear significant, the reality is quite different, with over 60% of Council's cash restricted for future use and therefore not at Council's discretion in how it is spent. Council's strategy is to maintain a cash balance that covers short-term financial obligations, whilst also providing adequate funding for future community infrastructure investment.

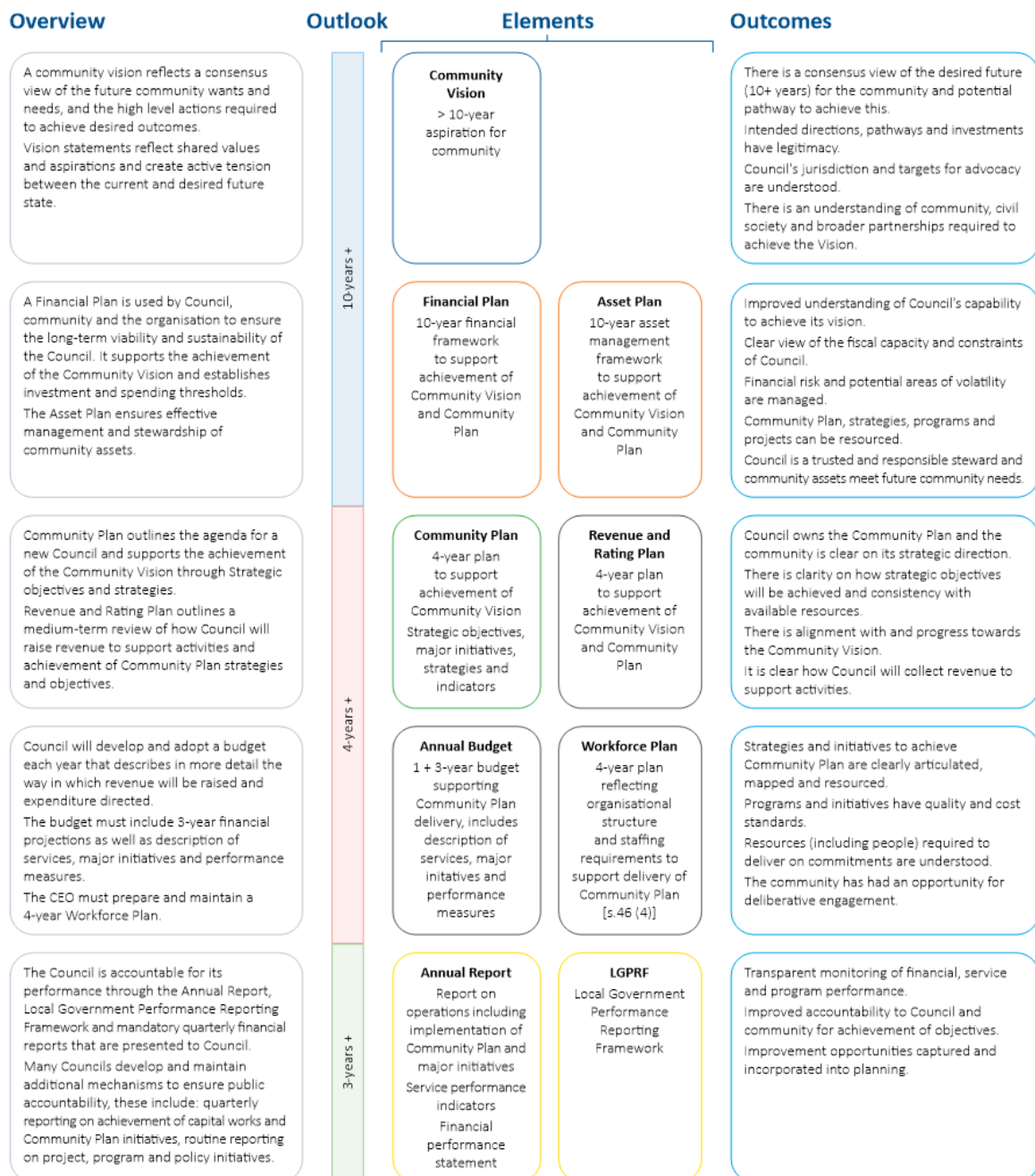
### Advocacy

Council will continue to advocate to both the State and Federal governments on behalf of our community for funding that will support key projects integral to the ongoing development of the municipality over the next decade. This is a key area of focus for Council, as obtaining external funding for projects frees up Council's cash reserves which can be invested in other areas for further community benefit.

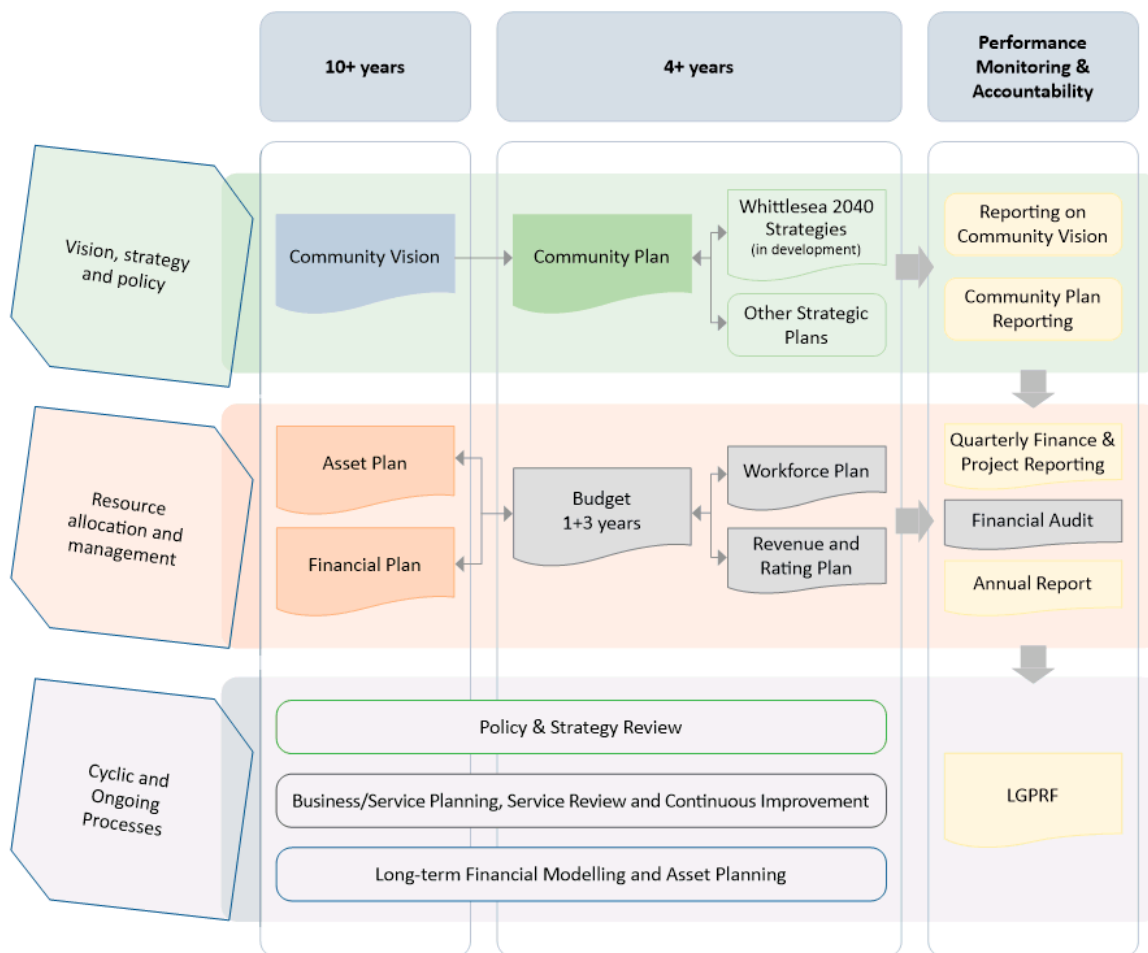
## 2. Integrated Planning Framework

This section describes how the Financial Plan links to the achievement of the Community Vision and the Community Plan within the Integrated Strategic Planning & Reporting framework. This framework guides the Council in identifying community needs and aspirations over the long term (Community Vision), medium term (Community Plan) and short term (Annual Budget) and then holding itself accountable (Annual Report).

The following diagram provides an overview of the core legislated elements of an integrated strategic planning and reporting framework and outcomes.



The following diagram demonstrates how each element might inform or be informed by other parts of the integrated framework.



## 2.1 Strategic Planning Principles

The Financial Plan provides a 10-year financially sustainable projection regarding how the actions of the Community Plan may be funded to achieve the Community Vision. The Financial Plan is developed in the context of the following strategic planning principles:

- Council has an integrated approach to planning, monitoring and performance reporting
- Council's Financial Plan addresses the Community Vision by funding the aspirations of the Community Plan. The Community Plan aspirations and actions are formulated in the context of the Community Vision
- The Financial Plan statements articulate the 10-year financial resources necessary to implement the goals and aspirations of the Community Plan to achieve the Community Vision
- Council's strategic planning principles identify and address the risks to effective implementation of the Financial Plan
- The Financial Plan provides for the strategic planning principles of progress monitoring and reviews, to identify and adapt to changing circumstances

## 2.2 Financial Management Principles

The Financial Plan demonstrates the following financial management principles:

- Revenue, expenses, assets, liabilities, investments and financial transactions are managed in accordance with Council's financial policies and strategic plans
- Management of the following financial risks:
  - The financial viability of the Council (refer to section 3.1 Financial Policy Statements)
  - The management of current and future liabilities of the Council. The estimated 10 year-liabilities are disclosed in section 4.2 Balance Sheet projections
  - The beneficial enterprises of Council (where appropriate)
- Financial policies and strategic plans are designed to provide financial stability and predictability to the community
- Council maintains accounts and records that explain its financial operations and financial position (refer section 4 Financial Statements)

## 2.3 Engagement Principles

Council has undertaken extensive engagement to understand the community's ideas and priorities over the next four to ten years. The following principles have been adopted during the engagement process:

- Proposed Financial Plan prepared by management
- Proposed Financial Plan reviewed by Council and approved for consultation
- Proposed Financial Plan placed on public exhibition for a period of 28 days for feedback from our community
- Community engagement is conducted using local news outlets and social media
- Community feedback reviewed by Council
- Proposed Financial Plan, including any revisions, presented for Council adoption at a Special Council Meeting (25 October)

## 2.4 Service Performance Principles

Council services are designed to be targeted towards community needs and value for money. The service performance principles are listed below:

- Services are provided in an equitable manner and are responsive to the diverse needs of the community. The Community Plan is designed to identify the key services and projects to be delivered to the community. The Financial Plan provides the mechanism to demonstrate how the service aspirations within the Community Plan may be funded
- Services are accessible to the relevant users within the community
- Council provides quality services that provide value for money to the community. The Local Government Performance Reporting Framework (LGPRF) is designed to communicate Council's performance regarding the provision of high-quality and efficient services
- Council is developing a performance monitoring framework to continuously improve its service delivery standards
- Council is developing a service delivery framework that considers and responds to community needs, feedback and complaints regarding service provision



## 2.5 Asset Plan Integration

Integration between the Financial Plan and Asset Plan is a key principle of the Council's strategic financial planning principles. The purpose of this integration is designed to ensure that future funding is allocated in a manner that supports service delivery in terms of the ongoing effective management and future plans of Council's assets.

The Asset Plan identifies the operational and strategic practices which will ensure that Council manages assets across their life cycle in a financially sustainable manner. The Asset Plan, and associated asset management policies, provide Council with a sound base to understand the risk associated with managing its assets for the community's benefit.

The Asset Plan is designed to inform the 10-year Financial Plan by identifying the amount of capital renewal, backlog and maintenance funding that is required over the life of each asset category. The level of funding will incorporate knowledge of asset condition, the risk assessment issues as well as the impact of reviewing and setting intervention and service levels for each asset class.

In addition to identifying the operational and strategic practices for managing assets across their life cycle in a financially sustainable manner, the Asset Plan quantifies the asset portfolio and the financial implications of those practices. Together the Financial Plan and Asset Plan seek to balance projected investment requirements against projected budgets.

### 3. Financial Plan Context

This section describes the internal and external contexts which informed the 10-year financial projections and assumptions.

#### 3.1 Financial Policy Statements

See below the policy statements and associated measures which demonstrate how Community Plans to fund the aspirations of the Community Vision and the Community Plan in a sustainable way.

Policy Statement	Measure	Target	Forecast actual										
			2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31
Council achieves an adjusted underlying surplus (operating surplus less contributions, less non-recurrent capital grants) (\$'000)	Adjusted underlying surplus > \$0	> \$0	\$16,776	\$8,773	\$15,736	\$20,036	\$23,755	\$27,875	\$32,332	\$38,024	\$45,094	\$52,983	\$61,916
Council maintain a Liquidity ratio greater than or equal to 1:1	Current Assets / Current Liabilities > 1	> 1	4.26	4.55	4.62	4.66	4.55	4.18	4.35	4.63	4.83	4.81	4.93
Allocate adequate funds towards renewal capital in order to replace assets and infrastructure as they reach the end of their service life	Asset renewal and upgrade expenses / Depreciation above 100%	> 100%	125.47%	129.40%	106.90%	69.18%	77.16%	75.63%	74.78%	74.76%	75.16%	74.64%	101.13%
That Council applies loan funding to new capital and maintains total borrowings in line with rate income and growth of the municipality	Total borrowings / Rate revenue to remain below 60%	< 60%	1.50%	12.30%	10.29%	8.37%	14.32%	29.23%	25.57%	21.79%	19.74%	23.04%	20.62%
Council maintains sufficient unrestricted cash to ensure ongoing liquidity as well as to address unforeseen cash imposts if required	Unrestricted cash / current liabilities to be maintained above 80%	> 80%	93.19%	127.06%	119.52%	115.62%	106.03%	74.71%	78.71%	94.05%	105.09%	97.52%	102.23%
Council generates sufficient revenue from rates plus fees and charges to ensure a consistent funding for new and renewal capital	Capital Outlays as a % of Own Source Revenue to remain above 30%	> 30%	37.44%	36.54%	28.34%	31.38%	37.43%	48.22%	26.60%	25.26%	29.17%	39.19%	33.51%

### 3.2 Strategic Actions

Following a series of community engagement activities, Council has identified the following strategic actions that will support the aspirations of the Community Plan.

The strategic actions are included in the 10-year financial plan and, where appropriate, referenced in the commentary associated with the 10-year Comprehensive Income Statement and the 10-year Statement of Capital Works.

Some of Council's key strategic actions include:

- Rate cap increase in accordance with current CPI information
- Setting of Waste charge at a sustainable level that covers the cost of providing the service
- Identification of efficiency savings in the operating budget that can be reinvested for future community benefit
- Setting of Council's fees and charges at a level that achieves balance between community benefit and financial sustainability

- Continuing to identify sources of alternative revenue streams and advocate for external funding to reduce the burden on rate revenue
- Monitor of Council's investment in asset renewal to ensure an appropriate balance between new infrastructure for growth areas and asset renewal for established areas

### 3.3 Assumptions to the financial plan statements

This section presents information regarding the assumptions to the Comprehensive Income Statement for the 10 years from 2021/22 to 2030/31. The assumptions comprise the annual escalations / movement for each line item of the Comprehensive Income Statement.

Escalation Factors % movement	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31
Rate Cap Increase	1.50%	2%	2%	2%	2%	2%	2%	2%	2%	2%
Waste Charge Increase	2%	12%	12%	12%	12%	5%	5%	5%	5%	5%
Population Growth	3%	3%	3%	3%	3%	3%	3%	3%	3%	3%
Statutory fees and fines	3%	3%	3%	3%	3%	3%	3%	3%	3%	3%
User fees	2%	2%	3%	3%	3%	3%	3%	3%	3%	3%
Grants - Operating	2%	2%	2%	2%	2%	2%	2%	2%	2%	2%
Grants - Capital	<b>No Growth Assumption used. Capital Grants only included when reasonable evidence the grant will be received.</b>									
Contributions - monetary	2%	2%	2%	2%	2%	2%	2%	2%	2%	2%
Contributions - non-monetary	2%	2%	2%	2%	2%	2%	2%	2%	2%	2%
Other income	2%	2%	2%	2%	2%	2%	2%	2%	2%	2%
Employee costs	3%	3%	3%	3%	3%	3%	3%	3%	3%	3%
Materials and services	4%	4%	4%	4%	4%	4%	4%	4%	4%	4%
Depreciation & Amortisation	4%	4%	4%	4%	4%	4%	4%	4%	4%	4%
Other expenses	3%	3%	3%	3%	3%	3%	3%	3%	3%	3%

### 3.3.1 Rates and charges

The introduction of the Fair Go Rates System by the Victorian Government from 2016 now requires all Victorian Councils to comply with an annual rate cap. This applies to general rates and municipal charges.

The rate cap for 2021/22 was set at 1.5% as approved by the Minister for Local Government, in comparison to 2% for 2020/21.

The Financial Plan is based on Council complying with the annual rate cap, which for the purposes of this document is assumed to be 2% for future years.

It is anticipated that an additional \$4 million per annum will be driven by growth across the municipality (additional properties) through supplementary rates, growing at a rate of 10% per annum over the life of the Financial Plan.

Further information about rating principles can be found in Council's Revenue and Rating plan 2021-25.

Following the introduction of a separate Waste Charge, Council has heavily subsidised the costs of delivering the waste service across the municipality, previously only increasing the service charge by 2% despite much higher cost increases to Council in delivering the service. In 2021/22 Council is subsidising in the order of \$2.6 million by not recovering full cost, a practice which is not considered to be financially sustainable over the period of the Financial Plan. In years 2 to 5 of the plan the waste charge assumption is set at a level that will enable Council to achieve alignment between the charge and the cost of providing the service to our community.

### 3.3.2 Statutory fees and fines

The Financial Plan indexes statutory fees, set by legislation, according to the estimated annual rate of CPI. This may be a 'best case scenario' as some fees are outside Council's control and therefore may be subject to increases less than the annual rate of CPI.

### 3.3.3 User Fees

User fees and charges are those that Council charge to recover proportions of the costs of delivering services to the community.

A key consideration in setting user fees and charges is to ensure access to key services and infrastructure is affordable, while balancing the financial capacity of Council to subsidise these services.

### 3.3.4 Grants

Council receives various grant funding and recognises the importance of actively pursuing grant funding to deliver significant projects and services to the community. Operating grants are expected to increase in line with CPI increases for future years. Council only allows for confirmed capital grant funding in budget allocations. Capital grants are essential for Council to deliver projects that will have intergenerational benefits.

### 3.3.5 Contributions

Council receives contributions from developers. These represent funds to enable Council to provide the necessary infrastructure, and infrastructure improvements, to accommodate development growth. The contributions are for specific purposes and often require Council to outlay funds for infrastructure works before receipt of this income source. These contributions are statutory contributions and are transferred to a restricted reserve until utilised for a specific purpose through the capital works program or delivered as works in kind by developers.

### 3.3.6 Other Income

Revenue from other income mainly comprises interest income and rental income received from the hire of Council buildings and facilities.

### 3.3.7 Employee costs

Employee costs is one of the largest costs incurred by Council to support the community and meet organisation commitments. Employee costs constitute a combination of direct wages and salaries, including on-costs such as superannuation, WorkCover, leave entitlements, training and temporary staff arrangements. The Financial Plan assumes a 3% increase for employee costs that reflects a combination of salary increases, banding movements for all staff pursuant to the Enterprise Bargaining Agreement as well as increased staff resources to meet the demand for delivery of Council services as the municipality continues to grow.

### 3.3.8 Materials and Services

Material costs include items required for the maintenance and repair of Council buildings, roads, drains and footpaths which are governed by market forces based on availability. Cost of Council maintenance contracts for parks and open space are expected to exceed the CPI due to the continued growth in Council assets and also the cost of raw materials like concrete, asphalt and other road items that continue to exceed CPI. These costs have been set accordingly.

Waste costs, which are a part of cost recovery for Council's waste charge, have increased significantly in 2021/22 due to increased tonnage, an anticipated increase in landfill levies in line with the new State Government levy which commenced in July 2021, and an increase in contractual costs for landfill charges.

Other associated costs included under this category are utilities, materials and consumable items for a range of services. Council also utilises external expertise on a range of matters, including legal services and audit. These costs are kept to within CPI levels year on year.

### 3.3.9 Depreciation and amortisation

Depreciation assumptions have been based on the projected capital spending contained within this Financial Plan document. Depreciation has been further increased by the indexing of the replacement cost of Council's fixed assets and as Council continues to receive contributed assets.

### 3.3.10 Borrowing costs

Borrowing costs comprise the interest expense to service Council's loan portfolio that is described in Section 5.1 Borrowing Plan.

### 3.3.11 Other expenses

Other expenses include costs such as utilities, insurance, contributions and other administration costs associated with the day-to-day running of Council.

## 3.4 Other Matters impacting the 10-year financial projections

There are a range of challenges Council continues to face which may impact future assumptions in the Financial Plan. Examples include but are not limited to:

- **Population Growth** – City of Whittlesea continues to be one of the fastest growing municipalities in Victoria which will continue to create cost pressures for Council
- **Rate Capping** – The ongoing impact of rate capping will force Council to continue to review its services and capital works investment, and seek alternative sources of revenue in order to remain financially sustainable into the future
- **Pandemic Recovery** – Council will continue to support our local community through the COVID-19 pandemic as the ongoing economic and social consequences continue to be felt
- **Cost Shifting** – Cost shifting occurs where Local Government provides a service to the community on behalf of the State or Federal Government. Over time the funds received by Local Governments do not increase in line with real cost increases. Examples include areas such as Maternal & Child Health, Immunisation Services and Library Services, where the level of payment received by Council from the State Government does not reflect the real cost of providing the service to the community
- **Renewal Gap** – The need to ensure that Council is investing appropriately in the renewal and upgrade of existing infrastructure assets
- **DCP Funding Gap** – The need to identify and manage potential shortfalls between monetary contributions received from developers and the costs associated with the future delivery of infrastructure across the municipality

## 4. Financial Plan Statements

This section presents information regarding the following Financial Plan Statements for the 10 years from 2021/22 to 2030/31.

Comprehensive Income Statement  
 Balance Sheet  
 Statement of Cash Flows  
 Statement of Changes in Equity  
 Statement of Capital Works  
 Statement of Human Resources

### 4.1 Comprehensive Income Statement

	Forecast 2020-21 \$'000	Annual Budget 2021-22 \$'000	2022-23 \$'000	2023-24 \$'000	2024-25 \$'000	2025-26 \$'000	2026-27 \$'000	2027-28 \$'000	2028-29 \$'000	2029-30 \$'000	2030-31 \$'000
<b>Income</b>											
Rates and charges	169,679	178,288	187,331	197,341	208,202	219,999	231,720	244,385	258,084	272,913	288,979
Statutory fees and fines	17,120	18,473	19,212	19,981	20,780	21,611	22,476	23,375	24,310	25,282	26,293
User fees	5,172	7,261	7,552	7,854	8,168	8,495	8,834	9,188	9,555	9,938	10,335
Grants - Operating	34,809	27,820	28,229	29,005	29,911	29,712	30,619	31,549	32,501	33,484	34,500
Grants - Capital	4,907	17,410	2,700	1,270	-	-	-	-	-	-	-
Contributions - monetary	16,892	17,338	12,898	13,156	13,419	13,688	13,962	14,241	14,526	14,816	15,112
Contributions - non-monetary	102,039	104,080	106,162	108,285	110,451	112,660	114,913	117,211	119,555	121,947	124,385
Other income	4,762	5,116	5,142	5,167	5,193	5,219	5,245	5,271	5,298	5,324	5,351
<b>Total income</b>	<b>355,380</b>	<b>375,786</b>	<b>369,226</b>	<b>382,059</b>	<b>396,124</b>	<b>411,384</b>	<b>427,769</b>	<b>445,220</b>	<b>463,829</b>	<b>483,704</b>	<b>504,955</b>
<b>Expenses</b>											
Employee costs	95,055	98,108	101,176	104,320	107,543	110,847	114,233	117,704	121,261	124,908	128,646
Materials and services	71,541	76,393	74,533	77,514	80,615	83,840	87,193	90,681	94,308	98,080	102,004
Depreciation	33,087	39,081	40,509	41,656	42,824	44,172	45,554	47,328	48,652	50,063	51,376
Amortisation - intangible assets	113	102	120	120	120	120	79	52	40	40	40
Amortisation - right of use assets	121	120	132	132	132	132	132	132	132	132	132
Bad and doubtful debts	389	418	388	388	388	388	388	388	388	388	388
Borrowing costs	220	158	553	451	366	663	1,432	1,307	1,146	1,002	935
Finance costs - leases	37	30	30	30	30	30	30	30	30	30	30
Other expenses	15,521	14,925	15,489	15,971	16,481	16,969	17,521	18,122	18,697	19,315	19,991
<b>Total expenses</b>	<b>216,084</b>	<b>229,335</b>	<b>232,930</b>	<b>240,582</b>	<b>248,499</b>	<b>257,161</b>	<b>266,562</b>	<b>275,744</b>	<b>284,654</b>	<b>293,958</b>	<b>303,542</b>
<b>Surplus/(deficit) for the year</b>	<b>139,296</b>	<b>146,451</b>	<b>136,296</b>	<b>141,477</b>	<b>147,625</b>	<b>154,223</b>	<b>161,207</b>	<b>169,476</b>	<b>179,175</b>	<b>189,746</b>	<b>201,413</b>
<b>Total Comprehensive Result</b>	<b>139,296</b>	<b>146,451</b>	<b>136,296</b>	<b>141,477</b>	<b>147,625</b>	<b>154,223</b>	<b>161,207</b>	<b>169,476</b>	<b>179,175</b>	<b>189,746</b>	<b>201,413</b>

The following table shows how the adjusted underlying result and cash result have been calculated.

	Forecast	Annual Budget									
	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Total income	355,380	375,786	369,226	382,059	396,124	411,384	427,769	445,220	463,829	483,704	504,955
Total expenses	216,084	229,335	232,930	240,582	248,499	257,161	266,562	275,744	284,654	293,958	303,542
<b>Surplus/(deficit)</b>	<b>139,296</b>	<b>146,451</b>	<b>136,296</b>	<b>141,477</b>	<b>147,625</b>	<b>154,223</b>	<b>161,207</b>	<b>169,476</b>	<b>179,175</b>	<b>189,746</b>	<b>201,413</b>
<b>Less adjustments</b>											
Grants - Capital (non-recurrent)	3,589	16,260	-	-	-	-	-	-	-	-	-
Contributions - monetary (capital)	16,892	17,338	12,898	13,156	13,419	13,688	13,962	14,241	14,526	14,816	15,112
Contributions - non-monetary	102,039	104,080	106,162	108,285	110,451	112,660	114,913	117,211	119,555	121,947	124,385
	<b>122,520</b>	<b>137,678</b>	<b>119,060</b>	<b>121,441</b>	<b>123,870</b>	<b>126,348</b>	<b>128,875</b>	<b>131,452</b>	<b>134,081</b>	<b>136,763</b>	<b>139,497</b>
<b>Adjusted underlying surplus/(deficit)</b>	<b>16,776</b>	<b>8,773</b>	<b>17,236</b>	<b>20,036</b>	<b>23,755</b>	<b>27,875</b>	<b>32,332</b>	<b>38,024</b>	<b>45,094</b>	<b>52,983</b>	<b>61,916</b>
<b>Cash surplus/(deficit)</b>		<b>-</b>	<b>(1,892)</b>	<b>(1,608)</b>	<b>502</b>	<b>(7,713)</b>	<b>(2,987)</b>	<b>(832)</b>	<b>2,448</b>	<b>6,384</b>	<b>10,816</b>

## 4.2 Balance Sheet

	Forecast 2020-21 \$'000	Annual Budget 2021-22 \$'000	2022-23 \$'000	2023-24 \$'000	2024-25 \$'000	2025-26 \$'000	2026-27 \$'000	2027-28 \$'000	2028-29 \$'000	2029-30 \$'000	2030-31 \$'000
<b>Assets</b>											
<b>Current assets</b>											
Cash and cash equivalents	50,106	56,199	47,348	37,011	32,011	25,987	41,316	63,589	82,703	89,167	103,183
Trade and other receivables	31,472	32,345	32,537	32,770	33,042	33,355	33,680	34,048	34,462	34,925	35,442
Other financial assets	130,000	151,000	169,000	182,000	192,000	196,712	198,279	199,712	201,453	203,495	205,164
Inventories	342	342	342	342	342	342	342	342	342	342	342
Other assets	1,185	1,185	1,185	1,185	1,185	1,185	1,185	1,185	1,185	1,185	1,185
<b>Total current assets</b>	<b>213,105</b>	<b>241,071</b>	<b>250,412</b>	<b>253,308</b>	<b>258,580</b>	<b>257,581</b>	<b>274,802</b>	<b>298,876</b>	<b>320,145</b>	<b>329,114</b>	<b>345,316</b>
<b>Non-current assets</b>											
Other financial assets	22	22	22	22	22	22	22	22	22	22	22
Investments in associates, joint arrangement and subsidiaries	2,611	2,611	2,611	2,611	2,611	2,611	2,611	2,611	2,611	2,611	2,611
Property, infrastructure, plant & equipment	3,923,891	4,065,308	4,193,204	4,332,358	4,491,145	4,683,193	4,824,423	4,966,090	5,123,951	5,318,919	5,503,147
Right-of-use assets	962	842	710	578	446	314	182	50	-	-	-
Intangible assets	777	675	555	435	315	195	116	64	25	-	-
<b>Total non-current assets</b>	<b>3,928,263</b>	<b>4,069,458</b>	<b>4,197,102</b>	<b>4,336,004</b>	<b>4,494,539</b>	<b>4,686,335</b>	<b>4,827,354</b>	<b>4,968,837</b>	<b>5,126,609</b>	<b>5,321,552</b>	<b>5,505,780</b>
<b>Total assets</b>	<b>4,141,368</b>	<b>4,310,529</b>	<b>4,447,514</b>	<b>4,589,312</b>	<b>4,753,119</b>	<b>4,943,916</b>	<b>5,102,156</b>	<b>5,267,713</b>	<b>5,446,754</b>	<b>5,650,666</b>	<b>5,851,096</b>
<b>Liabilities</b>											
<b>Current liabilities</b>											
Trade and other payables	11,929	12,167	12,411	12,659	12,912	13,170	13,434	13,703	13,977	14,256	14,541
Trust funds and deposits	16,104	16,104	16,104	16,104	16,104	16,104	16,104	16,104	16,104	16,104	16,104
Provisions	20,968	21,807	22,680	23,587	24,530	25,511	26,532	27,593	28,697	29,845	31,038
Interest-bearing liabilities	788	2,661	2,764	1,901	3,312	6,784	7,068	7,170	7,534	8,148	8,338
Lease liabilities	248	228	218	128	-	-	-	-	-	-	-
<b>Total current liabilities</b>	<b>50,037</b>	<b>52,967</b>	<b>54,177</b>	<b>54,379</b>	<b>56,858</b>	<b>61,569</b>	<b>63,138</b>	<b>64,570</b>	<b>66,312</b>	<b>68,353</b>	<b>70,021</b>
<b>Non-current liabilities</b>											
Provisions	4,771	7,257	9,719	11,866	13,687	14,514	15,313	16,083	16,869	17,670	18,487
Interest-bearing liabilities	1,753	19,277	16,513	14,612	26,494	57,530	52,193	46,072	43,410	54,735	51,263
Lease liabilities	574	346	128	-	-	-	-	-	-	-	-
<b>Total non-current liabilities</b>	<b>7,098</b>	<b>26,880</b>	<b>26,360</b>	<b>26,478</b>	<b>40,181</b>	<b>72,044</b>	<b>67,506</b>	<b>62,155</b>	<b>60,279</b>	<b>72,405</b>	<b>69,750</b>
<b>Total liabilities</b>	<b>57,135</b>	<b>79,847</b>	<b>80,537</b>	<b>80,857</b>	<b>97,039</b>	<b>133,613</b>	<b>130,644</b>	<b>126,725</b>	<b>126,591</b>	<b>140,758</b>	<b>139,771</b>
<b>Net assets</b>	<b>4,084,233</b>	<b>4,230,684</b>	<b>4,366,980</b>	<b>4,508,457</b>	<b>4,656,082</b>	<b>4,810,305</b>	<b>4,971,512</b>	<b>5,140,988</b>	<b>5,320,163</b>	<b>5,509,909</b>	<b>5,711,322</b>
<b>Equity</b>											
Accumulated surplus	2,754,184	2,896,244	3,023,450	3,161,929	3,302,519	3,450,532	3,600,321	3,758,507	3,927,306	4,108,347	4,303,207
Reserves	1,330,049	1,334,440	1,343,530	1,346,528	1,353,563	1,359,773	1,371,191	1,382,481	1,392,857	1,401,562	1,408,115
<b>Total equity</b>	<b>4,084,233</b>	<b>4,230,684</b>	<b>4,366,980</b>	<b>4,508,457</b>	<b>4,656,082</b>	<b>4,810,305</b>	<b>4,971,512</b>	<b>5,140,988</b>	<b>5,320,163</b>	<b>5,509,909</b>	<b>5,711,322</b>



### 4.3 Statement of Cash Flows

	Forecast 2020-21 \$'000	Annual 2021-22 \$'000	2022-23 \$'000	2023-24 \$'000	2024-25 \$'000	2025-26 \$'000	2026-27 \$'000	2027-28 \$'000	2028-29 \$'000	2029-30 \$'000	2030-31 \$'000
	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)
<b>Cash flows from operating activities</b>											
Rates and charges	169,459	178,029	187,059	197,041	207,876	219,645	231,368	244,005	257,673	272,468	288,497
Statutory fees and fines	17,666	18,971	19,940	20,738	21,567	22,430	23,327	24,260	25,231	26,240	27,290
User fees	5,705	6,966	7,838	8,151	8,477	8,816	9,169	9,536	9,917	10,314	10,727
Grants - operating	25,326	28,371	28,794	29,585	30,509	30,306	31,231	32,180	33,151	34,154	35,190
Grants - capital	5,397	19,151	2,970	1,397	-	-	-	-	-	-	-
Contributions - monetary	16,892	17,338	12,898	13,156	13,419	13,688	13,962	14,241	14,526	14,816	15,112
Interest received	1,502	1,602	1,918	1,933	1,948	1,964	1,980	1,995	2,011	2,027	2,044
Trust funds and deposits taken	6,438	6,438	6,438	6,438	6,438	6,438	6,438	6,438	6,438	6,438	6,438
Other receipts	3,260	3,514	3,224	3,234	3,245	3,255	3,266	3,276	3,286	3,297	3,307
Net GST refund / payment	7,309	13,711	13,410	14,713	16,759	20,333	15,393	15,750	17,782	21,674	20,778
Employee costs	(92,345)	(94,784)	(97,842)	(101,266)	(104,778)	(109,039)	(112,413)	(115,873)	(119,372)	(122,959)	(126,634)
Materials and services	(78,695)	(83,770)	(81,719)	(84,993)	(88,398)	(91,939)	(95,623)	(99,453)	(103,437)	(107,581)	(111,890)
Short-term, low value and variable lease payments	(490)	(490)	(490)	(490)	(490)	(490)	(490)	(490)	(490)	(490)	(490)
Trust funds and deposits repaid	(6,438)	(6,438)	(6,438)	(6,438)	(6,438)	(6,438)	(6,438)	(6,438)	(6,438)	(6,438)	(6,438)
Other payments	(17,073)	(16,418)	(17,038)	(17,568)	(18,129)	(18,666)	(19,273)	(19,934)	(20,566)	(21,246)	(21,990)
<b>Net cash provided by/ (used in) operating activities</b>	<b>63,913</b>	<b>92,191</b>	<b>80,962</b>	<b>85,631</b>	<b>92,005</b>	<b>100,303</b>	<b>101,897</b>	<b>109,493</b>	<b>119,712</b>	<b>132,714</b>	<b>141,941</b>
<b>Cash flows from investing activities</b>											
Payments for property, infrastructure, plant and equipment	(81,026)	(84,059)	(68,341)	(79,505)	(99,774)	(135,430)	(78,485)	(78,432)	(95,383)	(135,115)	(122,009)
Payments for investments	-	(21,000)	(18,000)	(13,000)	(10,000)	(4,712)	(1,567)	(1,433)	(1,741)	(2,042)	(1,669)
<b>Net cash provided by/ (used in) investing activities</b>	<b>(81,026)</b>	<b>(105,059)</b>	<b>(86,341)</b>	<b>(92,505)</b>	<b>(109,774)</b>	<b>(140,142)</b>	<b>(80,052)</b>	<b>(79,865)</b>	<b>(97,124)</b>	<b>(137,157)</b>	<b>(123,678)</b>
<b>Cash flows from financing activities</b>											
Finance costs	(220)	(158)	(553)	(451)	(366)	(663)	(1,432)	(1,307)	(1,146)	(1,002)	(935)
Proceeds from borrowings	-	20,185	-	-	15,194	37,820	1,730	1,050	4,872	19,473	4,866
Repayment of borrowings	(6,545)	(788)	(2,661)	(2,764)	(1,901)	(3,312)	(6,784)	(7,068)	(7,170)	(7,534)	(8,148)
Interest paid - lease liability	(37)	(30)	(30)	(30)	(30)	(30)	(30)	(30)	(30)	(30)	(30)
Repayment of lease liabilities	(268)	(248)	(228)	(218)	(128)	-	-	-	-	-	-
<b>Net cash provided by/ (used in) financing activities</b>	<b>(7,070)</b>	<b>18,961</b>	<b>(3,472)</b>	<b>(3,463)</b>	<b>12,769</b>	<b>33,815</b>	<b>(6,516)</b>	<b>(7,355)</b>	<b>(3,474)</b>	<b>10,907</b>	<b>(4,247)</b>
<b>Net increase/(decrease) in cash &amp; cash equivalents</b>	<b>(24,183)</b>	<b>6,093</b>	<b>(8,851)</b>	<b>(10,337)</b>	<b>(5,000)</b>	<b>(6,024)</b>	<b>15,329</b>	<b>22,273</b>	<b>19,114</b>	<b>6,464</b>	<b>14,016</b>
Cash and cash equivalents at the beginning of the financial year	74,289	50,106	56,199	47,348	37,011	32,011	25,987	41,316	63,589	82,703	89,167
<b>Cash and cash equivalents at the end of the financial year</b>	<b>50,106</b>	<b>56,199</b>	<b>47,348</b>	<b>37,011</b>	<b>32,011</b>	<b>25,987</b>	<b>41,316</b>	<b>63,589</b>	<b>82,703</b>	<b>89,167</b>	<b>103,183</b>

#### 4.4 Statement of Changes in Equity

	Total \$'000	Accumulated Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000
<b>2021 Forecast Actual</b>				
Balance at beginning of the financial year	3,944,937	2,616,282	1,174,758	153,897
Surplus/(deficit) for the year	139,296	139,296	-	-
Net asset revaluation increment/(decrement)	-	-	-	-
Transfers to other reserves	-	(20,174)	-	20,174
Transfers from other reserves	-	18,781	-	(18,781)
<b>Balance at end of the financial year</b>	<b>4,084,233</b>	<b>2,754,185</b>	<b>1,174,758</b>	<b>155,290</b>
<b>2022</b>				
Balance at beginning of the financial year	4,084,233	2,754,185	1,174,758	155,290
Surplus/(deficit) for the year	146,451	146,451	-	-
Net asset revaluation increment/(decrement)	-	-	-	-
Transfers to other reserves	-	(17,334)	-	17,334
Transfers from other reserves	-	12,942	-	(12,942)
<b>Balance at end of the financial year</b>	<b>4,230,684</b>	<b>2,896,244</b>	<b>1,174,758</b>	<b>159,682</b>
<b>2023</b>				
Balance at beginning of the financial year	4,230,684	2,896,244	1,174,758	159,682
Surplus/(deficit) for the year	136,296	136,296	-	-
Net asset revaluation increment/(decrement)	-	-	-	-
Transfers to other reserves	-	(13,148)	-	13,148
Transfers from other reserves	-	4,058	-	(4,058)
<b>Balance at end of the financial year</b>	<b>4,366,980</b>	<b>3,023,450</b>	<b>1,174,758</b>	<b>168,772</b>
<b>2024</b>				
Balance at beginning of the financial year	4,366,980	3,023,450	1,174,758	168,772
Surplus/(deficit) for the year	141,477	141,477	-	-
Net asset revaluation increment/(decrement)	-	-	-	-
Transfers to other reserves	-	(13,406)	-	13,406
Transfers from other reserves	-	10,408	-	(10,408)
<b>Balance at end of the financial year</b>	<b>4,508,457</b>	<b>3,161,929</b>	<b>1,174,758</b>	<b>171,770</b>
<b>2025</b>				
Balance at beginning of the financial year	4,508,457	3,161,929	1,174,758	171,770
Surplus/(deficit) for the year	147,625	147,625	-	-
Net asset revaluation increment/(decrement)	-	-	-	-
Transfers to other reserves	-	(13,669)	-	13,669
Transfers from other reserves	-	6,634	-	(6,634)
<b>Balance at end of the financial year</b>	<b>4,656,082</b>	<b>3,302,519</b>	<b>1,174,758</b>	<b>178,805</b>
<b>2026</b>				
Balance at beginning of the financial year	4,656,082	3,302,519	1,174,758	178,805
Surplus/(deficit) for the year	154,223	154,223	-	-
Net asset revaluation increment/(decrement)	-	-	-	-
Transfers to other reserves	-	(13,938)	-	13,938
Transfers from other reserves	-	7,728	-	(7,728)
<b>Balance at end of the financial year</b>	<b>4,810,305</b>	<b>3,450,532</b>	<b>1,174,758</b>	<b>185,015</b>

#### 4.4 Statement of Changes in Equity (cont)

	Total \$'000	Accumulated Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000
<b>2027</b>				
Balance at beginning of the financial year	4,810,305	3,450,532	1,174,758	185,015
Surplus/(deficit) for the year	161,207	161,207	-	-
Net asset revaluation increment/(decrement)	-	-	-	-
Transfers to other reserves	-	(14,212)	-	14,212
Transfers from other reserves	-	2,794	-	(2,794)
<b>Balance at end of the financial year</b>	<b>4,971,512</b>	<b>3,600,321</b>	<b>1,174,758</b>	<b>196,433</b>
<b>2028</b>				
Balance at beginning of the financial year	4,971,512	3,600,321	1,174,758	196,433
Surplus/(deficit) for the year	169,476	169,476	-	-
Net asset revaluation increment/(decrement)	-	-	-	-
Transfers to other reserves	-	(14,491)	-	14,491
Transfers from other reserves	-	3,201	-	(3,201)
<b>Balance at end of the financial year</b>	<b>5,140,988</b>	<b>3,758,507</b>	<b>1,174,758</b>	<b>207,723</b>
<b>2029</b>				
Balance at beginning of the financial year	5,140,988	3,758,507	1,174,758	207,723
Surplus/(deficit) for the year	179,175	179,175	-	-
Net asset revaluation increment/(decrement)	-	-	-	-
Transfers to other reserves	-	(14,776)	-	14,776
Transfers from other reserves	-	4,400	-	(4,400)
<b>Balance at end of the financial year</b>	<b>5,320,163</b>	<b>3,927,306</b>	<b>1,174,758</b>	<b>218,099</b>
<b>2030</b>				
Balance at beginning of the financial year	5,320,163	3,927,306	1,174,758	218,099
Surplus/(deficit) for the year	189,746	189,746	-	-
Net asset revaluation increment/(decrement)	-	-	-	-
Transfers to other reserves	-	(15,066)	-	15,066
Transfers from other reserves	-	6,361	-	(6,361)
<b>Balance at end of the financial year</b>	<b>5,509,909</b>	<b>4,108,347</b>	<b>1,174,758</b>	<b>226,804</b>
<b>2031</b>				
Balance at beginning of the financial year	5,509,909	4,108,347	1,174,758	226,804
Surplus/(deficit) for the year	201,413	201,413	-	-
Net asset revaluation increment/(decrement)	-	-	-	-
Transfers to other reserves	-	(15,362)	-	15,362
Transfers from other reserves	-	8,809	-	(8,809)
<b>Balance at end of the financial year</b>	<b>5,711,322</b>	<b>4,303,207</b>	<b>1,174,758</b>	<b>233,357</b>

#### 4.5 Statement of Capital Works

	Forecast 2020-21 \$'000	Annual Budget 2021-22* \$'000	2022-23 \$'000	2023-24 \$'000	2024-25 \$'000	2025-26 \$'000	2026-27 \$'000	2027-28 \$'000	2028-29 \$'000	2029-30 \$'000	2030-31 \$'000
<b>Property</b>											
Land	1,200	1,200	-	-	-	-	-	-	-	-	-
Land improvements	-	-	-	-	-	-	-	-	100	100	100
<b>Total land</b>	<b>1,200</b>	<b>1,200</b>	-	-	-	-	-	-	<b>100</b>	<b>100</b>	<b>100</b>
Buildings	9,515	14,247	3,430	14,872	28,913	62,324	20,434	13,448	23,795	46,899	19,967
Heritage buildings	-	-	-	-	-	-	-	-	-	-	-
Building improvements	8,712	7,834	5,550	6,137	9,734	9,124	4,875	3,975	2,625	5,375	3,975
Leasehold improvements	-	-	-	-	-	-	-	-	-	-	-
<b>Total buildings</b>	<b>18,227</b>	<b>22,081</b>	<b>8,980</b>	<b>21,009</b>	<b>38,647</b>	<b>71,448</b>	<b>25,309</b>	<b>17,423</b>	<b>26,420</b>	<b>52,274</b>	<b>23,942</b>
<b>Total property</b>	<b>19,427</b>	<b>23,281</b>	<b>8,980</b>	<b>21,009</b>	<b>38,647</b>	<b>71,448</b>	<b>25,309</b>	<b>17,423</b>	<b>26,520</b>	<b>52,374</b>	<b>24,042</b>
<b>Plant and equipment</b>											
Heritage plant and equipment	-	-	-	-	-	-	-	-	-	-	-
Plant, machinery and equipment	1,217	1,950	1,408	2,042	1,054	1,450	1,060	939	927	1,336	976
Fixtures, fittings and furniture	90	251	153	153	155	155	157	157	159	159	161
Computers and telecommunications	532	314	2,156	478	428	2,181	440	437	1,839	553	545
Library books	-	-	-	-	-	-	-	-	-	-	-
<b>Total plant and equipment</b>	<b>1,839</b>	<b>2,515</b>	<b>3,717</b>	<b>2,673</b>	<b>1,637</b>	<b>3,786</b>	<b>1,657</b>	<b>1,533</b>	<b>2,925</b>	<b>2,048</b>	<b>1,682</b>
<b>Infrastructure</b>											
Roads	20,740	23,277	21,460	26,352	21,240	16,403	24,680	23,344	17,200	27,801	48,995
Bridges	100	100	100	100	100	4,736	100	100	350	100	100
Footpaths and cycleways	2,702	2,400	2,719	2,470	1,908	1,816	1,705	1,557	2,220	2,083	1,361
Drainage	503	675	450	790	1,125	340	445	450	450	450	893
Recreational, leisure and community facilities	10,453	4,110	6,670	4,930	7,385	15,503	7,449	12,493	21,568	24,271	29,122
Waste management	-	-	-	-	-	-	-	-	-	-	-
Parks, open space and streetscapes	15,381	14,581	13,887	8,055	5,882	8,407	9,320	13,648	14,645	12,616	3,627
Aerodromes	-	-	-	-	-	-	-	-	-	-	-
Off street car parks	70	1,325	575	1,575	80	80	85	85	90	90	95
Other infrastructure	2,445	4,155	3,570	4,325	12,700	600	600	669	743	1,000	1,000
<b>Total infrastructure</b>	<b>52,394</b>	<b>50,623</b>	<b>49,431</b>	<b>48,597</b>	<b>50,420</b>	<b>47,885</b>	<b>44,384</b>	<b>52,346</b>	<b>57,266</b>	<b>68,411</b>	<b>85,193</b>
<b>Total capital works expenditure</b>	<b>73,660</b>	<b>76,419</b>	<b>62,128</b>	<b>72,279</b>	<b>90,704</b>	<b>123,119</b>	<b>71,350</b>	<b>71,302</b>	<b>86,711</b>	<b>122,833</b>	<b>110,917</b>

#### 4.5 Statement of Capital Works (cont)

	Forecast 2020-21 \$'000	Annual Budget 2021-22* \$'000	2022-23 \$'000	2023-24 \$'000	2024-25 \$'000	2025-26 \$'000	2026-27 \$'000	2027-28 \$'000	2028-29 \$'000	2029-30 \$'000	2030-31 \$'000
<b>Represented by:</b>											
New asset expenditure	31,996	25,295	18,574	41,959	47,410	89,711	37,286	35,719	48,893	81,716	58,379
Asset renewal expenditure	24,127	34,213	30,022	23,587	24,521	27,413	26,612	30,630	27,292	25,728	19,294
Asset expansion expenditure	150	550	250	1,500	10,250	-	-	200	1,250	3,750	580
Asset upgrade expenditure	17,386	16,359	13,282	5,231	8,522	5,995	7,452	4,753	9,276	11,638	32,665
<b>Total capital works expenditure</b>	<b>73,659</b>	<b>76,417</b>	<b>62,128</b>	<b>72,277</b>	<b>90,703</b>	<b>123,119</b>	<b>71,350</b>	<b>71,302</b>	<b>86,711</b>	<b>122,832</b>	<b>110,918</b>
<b>Funding sources represented by:</b>											
Grants	4,907	17,410	2,700	1,270	-	-	-	-	-	-	-
Contributions	4,636	2,600	4,058	10,408	6,633	7,727	2,794	3,201	4,400	6,361	8,809
Council cash	64,116	56,407	55,370	60,599	68,876	77,572	66,826	67,051	77,439	96,998	97,243
Borrowings	-	-	-	-	15,194	37,820	1,730	1,050	4,872	19,473	4,866
<b>Total capital works expenditure</b>	<b>73,659</b>	<b>76,417</b>	<b>62,128</b>	<b>72,277</b>	<b>90,703</b>	<b>123,119</b>	<b>71,350</b>	<b>71,302</b>	<b>86,711</b>	<b>122,832</b>	<b>110,918</b>

\* Includes works carried forward from 2020/21

#### 4.6 Statement of Human Resources

Staff expenditure	2020-21 \$'000	2021-22 \$'000	2022-23 \$'000	2023-24 \$'000	2024-25 \$'000	2025-26 \$'000	2026-27 \$'000	2027-28 \$'000	2028-29 \$'000	2029-30 \$'000	2030-31 \$'000
<b>Total staff expenditure</b>											
Female	55,525	57,308	59,052	60,834	62,661	64,538	66,457	68,426	70,445	72,515	74,633
Male	39,530	40,800	42,124	43,486	44,882	46,309	47,776	49,278	50,816	52,393	54,014
Self-described gender	-	-	-	-	-	-	-	-	-	-	-
<b>Total staff expenditure</b>	<b>95,055</b>	<b>98,108</b>	<b>101,176</b>	<b>104,320</b>	<b>107,543</b>	<b>110,847</b>	<b>114,233</b>	<b>117,704</b>	<b>121,261</b>	<b>124,908</b>	<b>128,647</b>
<b>Permanent full time</b>											
Female	35,086	35,363	36,554	37,776	39,027	40,311	41,627	42,975	44,357	45,774	47,225
Male	32,047	32,859	33,987	35,145	36,331	37,547	38,793	40,071	41,379	42,721	44,097
Self-described gender	-	-	-	-	-	-	-	-	-	-	-
<b>Total</b>	<b>67,133</b>	<b>68,222</b>	<b>70,541</b>	<b>72,921</b>	<b>75,358</b>	<b>77,858</b>	<b>80,420</b>	<b>83,046</b>	<b>85,736</b>	<b>88,495</b>	<b>91,322</b>
<b>Permanent part time</b>											
Female	14,126	14,273	14,631	14,996	15,371	15,755	16,149	16,553	16,966	17,390	17,825
Male	2,461	2,514	2,575	2,640	2,707	2,773	2,844	2,914	2,988	3,061	3,139
Self-described gender	-	-	-	-	-	-	-	-	-	-	-
<b>Total</b>	<b>16,587</b>	<b>16,787</b>	<b>17,206</b>	<b>17,636</b>	<b>18,078</b>	<b>18,528</b>	<b>18,993</b>	<b>19,467</b>	<b>19,954</b>	<b>20,451</b>	<b>20,964</b>
<b>Casuals, temporary and capitalised labour</b>											
Female	6,313	7,672	7,867	8,062	8,263	8,472	8,681	8,898	9,122	9,351	9,583
Male	5,022	5,427	5,562	5,701	5,844	5,989	6,139	6,293	6,449	6,611	6,778
Self-described gender	-	-	-	-	-	-	-	-	-	-	-
<b>Total</b>	<b>11,335</b>	<b>13,099</b>	<b>13,429</b>	<b>13,763</b>	<b>14,107</b>	<b>14,461</b>	<b>14,820</b>	<b>15,191</b>	<b>15,571</b>	<b>15,962</b>	<b>16,361</b>

## 4.6 Statement of Human Resources (cont)

Staff numbers	2020-21 FTE	2021-22 FTE	2022-23 FTE	2023-24 FTE	2024-25 FTE	2025-26 FTE	2026-27 FTE	2027-28 FTE	2028-29 FTE	2029-30 FTE	2030-31 FTE
<b>Total staff numbers</b>											
Female	499	505	511	517	523	529	535	541	547	553	559
Male	377	380	384	388	392	396	400	404	408	412	416
Self-described gender	-	-	-	-	-	-	-	-	-	-	-
<b>Total staff numbers</b>	<b>877</b>	<b>886</b>	<b>896</b>	<b>906</b>	<b>916</b>	<b>926</b>	<b>936</b>	<b>946</b>	<b>956</b>	<b>966</b>	<b>976</b>
<b>Permanent full time</b>											
Female	301	304	310	316	322	328	334	340	346	352	358
Male	299	300	304	308	312	316	320	324	328	332	336
Self-described gender	-	-	-	-	-	-	-	-	-	-	-
<b>Total</b>	<b>601</b>	<b>605</b>	<b>615</b>	<b>625</b>	<b>635</b>	<b>645</b>	<b>655</b>	<b>665</b>	<b>675</b>	<b>685</b>	<b>695</b>
<b>Permanent part time</b>											
Female	138	138	138	138	138	138	138	138	138	138	138
Male	28	28	28	28	28	28	28	28	28	28	28
Self-described gender	-	-	-	-	-	-	-	-	-	-	-
<b>Total</b>	<b>166</b>	<b>166</b>	<b>166</b>	<b>166</b>	<b>166</b>	<b>166</b>	<b>166</b>	<b>166</b>	<b>166</b>	<b>166</b>	<b>166</b>
<b>Casuals, temporary and capitalised FTE</b>											
Female	60	63	63	63	63	63	63	63	63	63	63
Male	50	52	52	52	52	52	52	52	52	52	52
Self-described gender	-	-	-	-	-	-	-	-	-	-	-
<b>Total</b>	<b>110</b>	<b>115</b>	<b>115</b>	<b>115</b>	<b>115</b>	<b>115</b>	<b>115</b>	<b>115</b>	<b>115</b>	<b>115</b>	<b>115</b>
Employees	1,233	1,242	1,252	1,262	1,272	1,282	1,292	1,302	1,312	1,322	1,332
Total staff numbers	1,233	1,242	1,252	1,262	1,272	1,282	1,292	1,302	1,312	1,322	1,332

#### 4.7 Planned Human Resource Expenditure

	2020-21 \$'000	2021-22 \$'000	2022-23 \$'000	2023-24 \$'000	2024-25 \$'000	2025-26 \$'000	2026-27 \$'000	2027-28 \$'000	2028-29 \$'000	2029-30 \$'000	2030-31 \$'000
<b>Office of the CEO</b>											
Permanent - Full time	619	638	654	671	688	705	723	741	759	778	798
Female	239	246	252	259	265	272	279	286	293	300	308
Male	380	392	402	412	423	433	444	455	466	478	490
Self-described gender	-	-	-	-	-	-	-	-	-	-	-
<b>Total Office of the CEO</b>	<b>619</b>	<b>638</b>	<b>654</b>	<b>671</b>	<b>688</b>	<b>705</b>	<b>723</b>	<b>741</b>	<b>759</b>	<b>778</b>	<b>798</b>
<b>Executive</b>											
Permanent - Full time	4,632	4,132	4,235	4,341	4,449	4,561	4,675	4,792	4,912	5,035	5,161
Female	3,938	3,513	3,601	3,691	3,783	3,878	3,975	4,074	4,176	4,281	4,388
Male	694	619	634	650	666	683	700	718	736	754	773
Self-described gender	-	-	-	-	-	-	-	-	-	-	-
Permanent - Part time	981	875	897	919	943	966	990	1,014	1,040	1,066	1,093
Female	796	710	728	746	765	784	803	823	844	865	887
Male	185	165	169	173	178	182	187	191	196	201	206
Self-described gender	-	-	-	-	-	-	-	-	-	-	-
Casuals, temporary and other expenditure	1,257	2,083	2,134	2,187	2,243	2,299	2,356	2,415	2,475	2,537	2,601
Female	1,060	1,757	1,800	1,845	1,892	1,939	1,987	2,037	2,088	2,140	2,194
Male	197	326	334	342	351	360	369	378	387	397	407
Self-described gender	-	-	-	-	-	-	-	-	-	-	-
<b>Total Executive</b>	<b>5,613</b>	<b>5,007</b>	<b>5,132</b>	<b>5,260</b>	<b>5,392</b>	<b>5,527</b>	<b>5,665</b>	<b>5,806</b>	<b>5,952</b>	<b>6,101</b>	<b>6,254</b>
<b>Community Wellbeing</b>											
Permanent - Full time	18,946	19,116	19,593	20,083	20,584	21,099	21,627	22,168	22,722	23,290	23,872
Female	14,205	14,332	14,690	15,057	15,433	15,819	16,215	16,620	17,036	17,462	17,898
Male	4,741	4,784	4,903	5,026	5,151	5,280	5,412	5,548	5,686	5,828	5,974
Self-described gender	-	-	-	-	-	-	-	-	-	-	-
Permanent - Part time	9,682	9,769	10,013	10,263	10,520	10,782	11,052	11,329	11,612	11,902	12,200
Female	9,140	9,222	9,453	9,689	9,931	10,179	10,434	10,695	10,962	11,236	11,517
Male	542	547	560	574	589	603	618	634	650	666	683
Self-described gender	-	-	-	-	-	-	-	-	-	-	-
Casuals, temporary and other expenditure	2,941	3,700	3,792	3,886	3,984	4,084	4,185	4,290	4,398	4,508	4,620
Female	2,398	3,017	3,092	3,169	3,249	3,330	3,413	3,498	3,586	3,676	3,767
Male	543	683	700	717	735	754	772	792	812	832	853
Self-described gender	-	-	-	-	-	-	-	-	-	-	-
<b>Total Community Wellbeing</b>	<b>28,628</b>	<b>28,885</b>	<b>29,606</b>	<b>30,346</b>	<b>31,104</b>	<b>31,881</b>	<b>32,679</b>	<b>33,497</b>	<b>34,334</b>	<b>35,192</b>	<b>36,072</b>



## 4.7 Planned Human Resource Expenditure (cont)

	2020-21 \$'000	2021-22 \$'000	2022-23 \$'000	2023-24 \$'000	2024-25 \$'000	2025-26 \$'000	2026-27 \$'000	2027-28 \$'000	2028-29 \$'000	2029-30 \$'000	2030-31 \$'000
<b>Planning and Development</b>											
Permanent - Full time	11,330	11,791	12,086	12,389	12,699	13,016	13,341	13,675	14,016	14,367	14,726
Female	6,975	7,259	7,441	7,627	7,818	8,013	8,213	8,419	8,629	8,845	9,066
Male	4,355	4,532	4,645	4,762	4,881	5,003	5,128	5,256	5,387	5,522	5,660
Self-described gender	-	-	-	-	-	-	-	-	-	-	-
Permanent - Part time	3,981	4,143	4,247	4,353	4,462	4,573	4,688	4,805	4,925	5,048	5,174
Female	2,505	2,607	2,673	2,739	2,808	2,878	2,950	3,024	3,099	3,177	3,256
Male	1,476	1,536	1,574	1,614	1,654	1,695	1,738	1,781	1,826	1,871	1,918
Self-described gender	-	-	-	-	-	-	-	-	-	-	-
Casuals, temporary and other expenditure	2,453	2,400	2,459	2,521	2,584	2,648	2,715	2,783	2,852	2,923	2,996
Female	1,519	1,486	1,523	1,561	1,600	1,640	1,681	1,723	1,766	1,810	1,855
Male	934	914	936	960	984	1,008	1,034	1,060	1,086	1,113	1,141
Self-described gender	-	-	-	-	-	-	-	-	-	-	-
<b>Total Planning and Development</b>	<b>15,311</b>	<b>15,934</b>	<b>16,333</b>	<b>16,742</b>	<b>17,161</b>	<b>17,589</b>	<b>18,029</b>	<b>18,480</b>	<b>18,941</b>	<b>19,415</b>	<b>19,900</b>
<b>Infrastructure and Environment</b>											
Permanent - Full time	21,055	21,694	22,851	24,037	25,253	26,500	27,777	29,086	30,429	31,805	33,214
Female	3,957	4,077	4,486	4,906	5,336	5,777	6,229	6,692	7,167	7,654	8,152
Male	17,098	17,617	18,365	19,131	19,917	20,723	21,548	22,394	23,262	24,151	25,062
Self-described gender	-	-	-	-	-	-	-	-	-	-	-
Permanent - Part time	568	586	600	615	630	646	663	679	696	713	731
Female	348	359	368	377	386	396	406	416	426	437	448
Male	220	227	232	238	244	250	257	263	270	276	283
Self-described gender	-	-	-	-	-	-	-	-	-	-	-
Casuals, temporary and other expenditure	2,452	2,576	2,641	2,707	2,774	2,843	2,914	2,988	3,062	3,139	3,217
Female	488	513	526	539	552	566	580	595	610	625	640
Male	1,964	2,063	2,115	2,168	2,222	2,277	2,334	2,393	2,452	2,514	2,577
Self-described gender	-	-	-	-	-	-	-	-	-	-	-
<b>Total Infrastructure and Environment</b>	<b>21,623</b>	<b>22,280</b>	<b>23,451</b>	<b>24,652</b>	<b>25,883</b>	<b>27,146</b>	<b>28,440</b>	<b>29,765</b>	<b>31,125</b>	<b>32,518</b>	<b>33,945</b>

#### 4.7 Planned Human Resource Expenditure (cont)

	2020-21 \$'000	2021-22 \$'000	2022-23 \$'000	2023-24 \$'000	2024-25 \$'000	2025-26 \$'000	2026-27 \$'000	2027-28 \$'000	2028-29 \$'000	2029-30 \$'000	2030-31 \$'000
<b>Corporate Services</b>											
Permanent - Full time	10,551	10,851	11,122	11,400	11,685	11,977	12,277	12,584	12,898	13,220	13,551
Female	5,772	5,936	6,084	6,236	6,392	6,552	6,716	6,884	7,056	7,232	7,413
Male	4,779	4,915	5,038	5,164	5,293	5,425	5,561	5,700	5,842	5,988	6,138
Self-described gender	-	-	-	-	-	-	-	-	-	-	-
Permanent - Part time	1,375	1,414	1,449	1,486	1,523	1,561	1,600	1,640	1,681	1,722	1,766
Female	1,337	1,375	1,409	1,445	1,481	1,518	1,556	1,595	1,635	1,675	1,717
Male	38	39	40	41	42	43	44	45	46	47	49
Self-described gender	-	-	-	-	-	-	-	-	-	-	-
Casuals, temporary and other expenditure	1,424	1,515	1,552	1,591	1,631	1,671	1,713	1,756	1,800	1,845	1,891
Female	849	903	925	948	972	996	1,021	1,047	1,073	1,100	1,127
Male	575	612	627	643	659	675	692	709	727	745	764
Self-described gender	-	-	-	-	-	-	-	-	-	-	-
<b>Total Corporate Services</b>	<b>11,926</b>	<b>12,265</b>	<b>12,571</b>	<b>12,886</b>	<b>13,208</b>	<b>13,538</b>	<b>13,877</b>	<b>14,224</b>	<b>14,579</b>	<b>14,942</b>	<b>15,317</b>
<b>Casuals, temporary and other expenditure</b>	<b>10,526</b>	<b>12,270</b>	<b>12,579</b>	<b>12,892</b>	<b>13,214</b>	<b>13,546</b>	<b>13,882</b>	<b>14,230</b>	<b>14,586</b>	<b>14,952</b>	<b>15,325</b>
<b>Capitalised labour costs</b>	<b>809</b>	<b>829</b>	<b>850</b>	<b>871</b>	<b>893</b>	<b>915</b>	<b>938</b>	<b>961</b>	<b>985</b>	<b>1,010</b>	<b>1,036</b>
<b>Total staff expenditure</b>	<b>95,055</b>	<b>98,108</b>	<b>101,176</b>	<b>104,320</b>	<b>107,543</b>	<b>110,847</b>	<b>114,233</b>	<b>117,704</b>	<b>121,261</b>	<b>124,908</b>	<b>128,647</b>

Staff numbers	2020-21 FTE	2021-22 FTE	2022-23 FTE	2023-24 FTE	2024-25 FTE	2025-26 FTE	2026-27 FTE	2027-28 FTE	2028-29 FTE	2029-30 FTE	2030-31 FTE
<b>Office of the CEO</b>											
Permanent - Full time	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0
Female	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0
Male	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Self-described gender	-	-	-	-	-	-	-	-	-	-	-
<b>Total Office of the CEO</b>	<b>3.0</b>	<b>3.0</b>	<b>3.0</b>	<b>3.0</b>	<b>3.0</b>	<b>3.0</b>	<b>3.0</b>	<b>3.0</b>	<b>3.0</b>	<b>3.0</b>	<b>3.0</b>
<b>Executive</b>											
Permanent - Full time	52.0	52.0	52.0	52.0	52.0	52.0	52.0	52.0	52.0	52.0	52.0
Female	47.3	47.3	47.3	47.3	47.3	47.3	47.3	47.3	47.3	47.3	47.3
Male	4.7	4.7	4.7	4.7	4.7	4.7	4.7	4.7	4.7	4.7	4.7
Self-described gender	-	-	-	-	-	-	-	-	-	-	-
Permanent - Part time	9.3	9.3	9.3	9.3	9.3	9.3	9.3	9.3	9.3	9.3	9.3
Female	7.8	7.8	7.8	7.8	7.8	7.8	7.8	7.8	7.8	7.8	7.8
Male	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5
Self-described gender	-	-	-	-	-	-	-	-	-	-	-
Casuals, temporary and other expenditure	18	19	19	19	19	19	19	19	19	19	19
Female	16.2	17.0	17.0	17.0	17.0	17.0	17.0	17.0	17.0	17.0	17.0
Male	1.6	1.7	1.7	1.7	1.7	1.7	1.7	1.7	1.7	1.7	1.7
Self-described gender	-	-	-	-	-	-	-	-	-	-	-
<b>Total Executive</b>	<b>61.3</b>	<b>61.3</b>	<b>61.3</b>	<b>61.3</b>	<b>61.3</b>	<b>61.3</b>	<b>61.3</b>	<b>61.3</b>	<b>61.3</b>	<b>61.3</b>	<b>61.3</b>

## 4.7 Planned Human Resource Expenditure (cont)

Staff numbers	2020-21 FTE	2021-22 FTE	2022-23 FTE	2023-24 FTE	2024-25 FTE	2025-26 FTE	2026-27 FTE	2027-28 FTE	2028-29 FTE	2029-30 FTE	2030-31 FTE
<b>Community Wellbeing</b>											
Permanent - Full time	179.8	181.8	183.8	185.8	187.8	189.8	191.8	193.8	195.8	197.8	199.8
Female	113.9	115.9	117.9	119.9	121.9	123.9	125.9	127.9	129.9	131.9	133.9
Male	65.9	65.9	65.9	65.9	65.9	65.9	65.9	65.9	65.9	65.9	65.9
Self-described gender	-	-	-	-	-	-	-	-	-	-	-
Permanent - Part time	96.0	96.0	96.0	96.0	96.0	96.0	96.0	96.0	96.0	96.0	96.0
Female	90.2	90.2	90.2	90.2	90.2	90.2	90.2	90.2	90.2	90.2	90.2
Male	5.8	5.8	5.8	5.8	5.8	5.8	5.8	5.8	5.8	5.8	5.8
Self-described gender	-	-	-	-	-	-	-	-	-	-	-
Casuals, temporary and other expenditure	32	33	33	33	33	33	33	33	33	33	33
Female	20.2	21.1	21.1	21.1	21.1	21.1	21.1	21.1	21.1	21.1	21.1
Male	11.5	12.0	12.0	12.0	12.0	12.0	12.0	12.0	12.0	12.0	12.0
Self-described gender	-	-	-	-	-	-	-	-	-	-	-
<b>Total Community Wellbeing</b>	<b>275.8</b>	<b>277.8</b>	<b>279.8</b>	<b>281.8</b>	<b>283.8</b>	<b>285.8</b>	<b>287.8</b>	<b>289.8</b>	<b>291.8</b>	<b>293.8</b>	<b>295.8</b>
<b>Planning and Development</b>											
Permanent - Full time	100.0	102.0	104.0	106.0	108.0	110.0	112.0	114.0	116.0	118.0	120.0
Female	61.1	62.1	63.1	64.1	65.1	66.1	67.1	68.1	69.1	70.1	71.1
Male	38.9	39.9	40.9	41.9	42.9	43.9	44.9	45.9	46.9	47.9	48.9
Self-described gender	-	-	-	-	-	-	-	-	-	-	-
Permanent - Part time	44.7	44.7	44.7	44.7	44.7	44.7	44.7	44.7	44.7	44.7	44.7
Female	26.2	26.2	26.2	26.2	26.2	26.2	26.2	26.2	26.2	26.2	26.2
Male	18.5	18.5	18.5	18.5	18.5	18.5	18.5	18.5	18.5	18.5	18.5
Self-described gender	-	-	-	-	-	-	-	-	-	-	-
Casuals, temporary and other expenditure	21	22	22	22	22	22	22	22	22	22	22
Female	12.5	13.1	13.1	13.1	13.1	13.1	13.1	13.1	13.1	13.1	13.1
Male	8.0	8.4	8.4	8.4	8.4	8.4	8.4	8.4	8.4	8.4	8.4
Self-described gender	-	-	-	-	-	-	-	-	-	-	-
<b>Total Planning and Development</b>	<b>144.7</b>	<b>146.7</b>	<b>148.7</b>	<b>150.7</b>	<b>152.7</b>	<b>154.7</b>	<b>156.7</b>	<b>158.7</b>	<b>160.7</b>	<b>162.7</b>	<b>164.7</b>
<b>Infrastructure and Environment</b>											
Permanent - Full time	193.0	193.0	199.0	205.0	211.0	217.0	223.0	229.0	235.0	241.0	247.0
Female	35.0	35.0	38.0	41.0	44.0	47.0	50.0	53.0	56.0	59.0	62.0
Male	158.0	158.0	161.0	164.0	167.0	170.0	173.0	176.0	179.0	182.0	185.0
Self-described gender	-	-	-	-	-	-	-	-	-	-	-
Permanent - Part time	5.1	5.1	5.1	5.1	5.1	5.1	5.1	5.1	5.1	5.1	5.1
Female	3.1	3.1	3.1	3.1	3.1	3.1	3.1	3.1	3.1	3.1	3.1
Male	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0
Self-described gender	-	-	-	-	-	-	-	-	-	-	-
Casuals, temporary and other expenditure	22	23	23	23	23	23	23	23	23	23	23
Female	4.0	4.2	4.2	4.2	4.2	4.2	4.2	4.2	4.2	4.2	4.2
Male	18.0	18.9	18.9	18.9	18.9	18.9	18.9	18.9	18.9	18.9	18.9
Self-described gender	-	-	-	-	-	-	-	-	-	-	-
<b>Total Infrastructure and Environment</b>	<b>198.1</b>	<b>198.1</b>	<b>204.1</b>	<b>210.1</b>	<b>216.1</b>	<b>222.1</b>	<b>228.1</b>	<b>234.1</b>	<b>240.1</b>	<b>246.1</b>	<b>252.1</b>

#### 4.7 Planned Human Resource Expenditure (cont)

Staff numbers	2020-21 FTE	2021-22 FTE	2022-23 FTE	2023-24 FTE	2024-25 FTE	2025-26 FTE	2026-27 FTE	2027-28 FTE	2028-29 FTE	2029-30 FTE	2030-31 FTE
<b>Corporate Services</b>											
Permanent - Full time	73.0	73.0	73.0	73.0	73.0	73.0	73.0	73.0	73.0	73.0	73.0
Female	42.0	42.0	42.0	42.0	42.0	42.0	42.0	42.0	42.0	42.0	42.0
Male	31.0	31.0	31.0	31.0	31.0	31.0	31.0	31.0	31.0	31.0	31.0
Self-described gender	-	-	-	-	-	-	-	-	-	-	-
Permanent - Part time	10.7	10.7	10.7	10.7	10.7	10.7	10.7	10.7	10.7	10.7	10.7
Female	10.3	10.3	10.3	10.3	10.3	10.3	10.3	10.3	10.3	10.3	10.3
Male	0.4	0.4	0.4	0.4	0.4	0.4	0.4	0.4	0.4	0.4	0.4
Self-described gender	-	-	-	-	-	-	-	-	-	-	-
Casuals, temporary and other expenditure	13	14	14	14	14	14	14	14	14	14	14
Female	7.5	7.8	7.8	7.8	7.8	7.8	7.8	7.8	7.8	7.8	7.8
Male	5.5	5.8	5.8	5.8	5.8	5.8	5.8	5.8	5.8	5.8	5.8
Self-described gender	-	-	-	-	-	-	-	-	-	-	-
<b>Total Corporate Services</b>	<b>83.7</b>	<b>83.7</b>	<b>83.7</b>	<b>83.7</b>	<b>83.7</b>	<b>83.7</b>	<b>83.7</b>	<b>83.7</b>	<b>83.7</b>	<b>83.7</b>	<b>83.7</b>
<b>Casuals, temporary and other FTE</b>	<b>105.0</b>	<b>110.0</b>	<b>110.0</b>	<b>110.0</b>	<b>110.0</b>	<b>110.0</b>	<b>110.0</b>	<b>110.0</b>	<b>110.0</b>	<b>110.0</b>	<b>110.0</b>
<b>Capitalised labour FTE</b>	<b>5.0</b>	<b>5.0</b>	<b>5.0</b>	<b>5.0</b>	<b>5.0</b>	<b>5.0</b>	<b>5.0</b>	<b>5.0</b>	<b>5.0</b>	<b>5.0</b>	<b>5.0</b>
<b>Total staff numbers</b>	<b>876.5</b>	<b>885.5</b>	<b>895.5</b>	<b>905.5</b>	<b>915.5</b>	<b>925.5</b>	<b>935.5</b>	<b>945.5</b>	<b>955.5</b>	<b>965.5</b>	<b>975.5</b>

## 5. Financial Performance Indicators

The following table highlights Council's projected performance across a range of key financial performance indicators. These indicators provide an analysis of Council's 10-year financial projections and should be interpreted in the context of the organisation's objectives and financial management principles.

### Key to Forecast Trend:

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

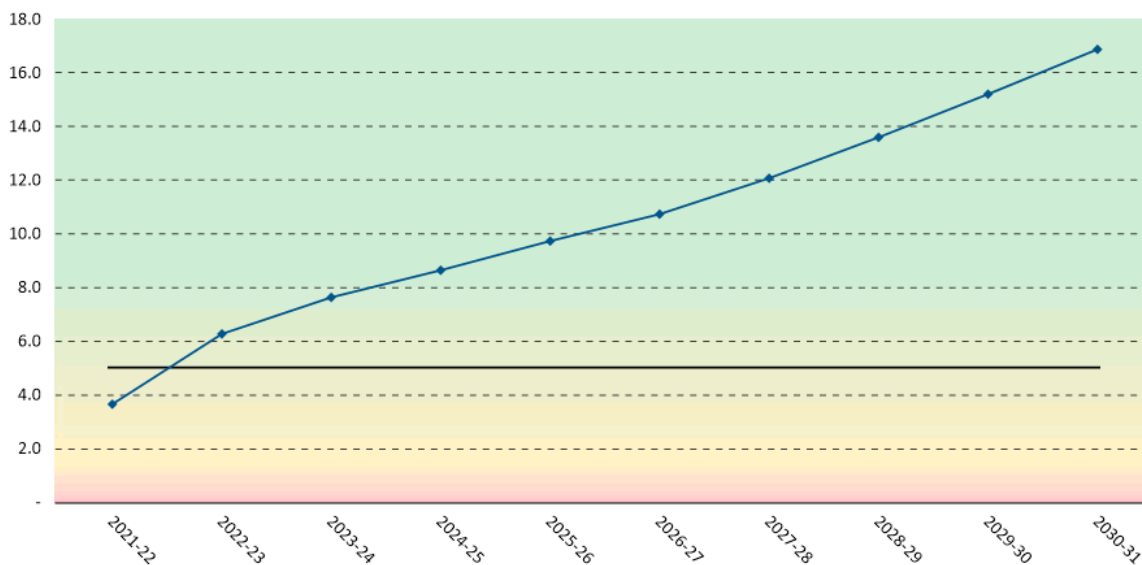
Indicator	Measure	Notes	Forecast Actual 2020-21	Annual Budget 2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	Trend +/o/-
<b>Operating position</b>														
Adjusted underlying result	Adjusted underlying surplus (deficit) / Adjusted underlying revenue	1	7.20%	3.68%	6.33%	7.69%	8.73%	9.78%	10.82%	12.12%	13.68%	15.27%	16.94%	+
<b>Liquidity</b>														
Working Capital	Current assets / current liabilities	2	425.89%	455.13%	462.21%	465.82%	454.78%	418.36%	435.24%	462.87%	482.79%	481.49%	493.16%	+
Unrestricted cash	Unrestricted cash / current liabilities	3	93.19%	127.06%	119.52%	115.62%	106.03%	74.71%	78.71%	94.05%	105.09%	97.52%	102.23%	+
<b>Obligations</b>														
Loans and borrowings	Interest bearing loans and borrowings / rate revenue	4	1.50%	12.30%	10.29%	8.37%	14.32%	29.23%	25.57%	21.79%	19.74%	23.04%	20.62%	o
Loans and borrowings	Interest and principal repayments on interest bearing loans and borrowings / rate revenue		3.99%	0.53%	1.72%	1.63%	1.09%	1.81%	3.55%	3.43%	3.22%	3.13%	3.14%	+
Indebtedness	Non-current liabilities / own source revenue		3.61%	12.85%	12.02%	11.50%	16.58%	28.22%	25.16%	22.02%	20.28%	23.10%	21.08%	+
Asset renewal	Asset renewal and upgrade expense / Asset depreciation	5	125.47%	129.40%	106.90%	69.18%	77.16%	75.63%	74.78%	74.76%	75.16%	74.64%	101.13%	-
<b>Stability</b>														
Rates concentration	Rate revenue / adjusted underlying revenue	6	72.87%	74.88%	75.33%	75.72%	76.47%	77.18%	77.53%	77.89%	78.27%	78.66%	79.07%	+
Rates effort	Rate revenue / CIV of rateable properties in the municipality		0.28%	0.27%	0.27%	0.27%	0.27%	0.27%	0.28%	0.28%	0.28%	0.29%	0.29%	+

Indicator	Measure	Notes	Forecast Actual 2020-21	Annual Budget 2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	Trend +/o/-
<b>Efficiency</b>														
Expenditure level	Total expenses/ no. of property assessments		\$2,303	\$2,372	\$2,339	\$2,349	\$2,360	\$2,377	\$2,401	\$2,421	\$2,438	\$2,457	\$2,478	+
Revenue level	Total rate revenue / no. of property assessments		\$1,545	\$1,604	\$1,659	\$1,710	\$1,757	\$1,800	\$1,841	\$1,878	\$1,914	\$1,947	\$1,978	+

## Notes to Indicators

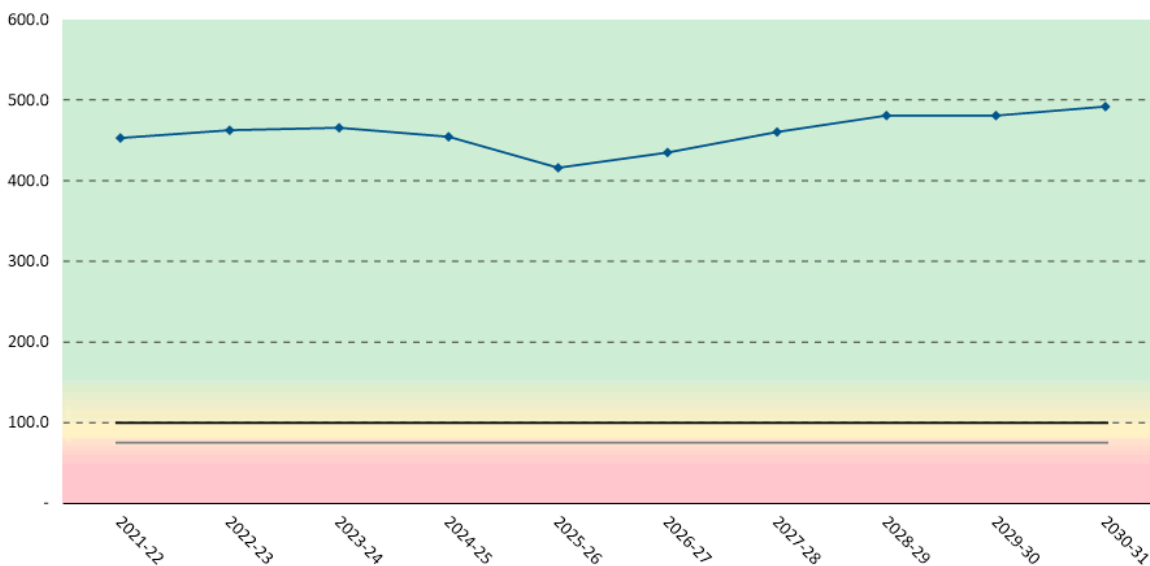
### 1. Adjusted Underlying Result (VAGO Financial Sustainability Indicator)

An indicator of the sustainable operating result required to enable Council to continue to provide core services and meet its objectives. A key goal of the Financial Plan is to maintain an adjusted underlying surplus in the long term. The adjusted underlying result increases over the Financial Plan (as shown below) indicating Council is generating sufficient surplus and achieves a low risk rating for this indicator.



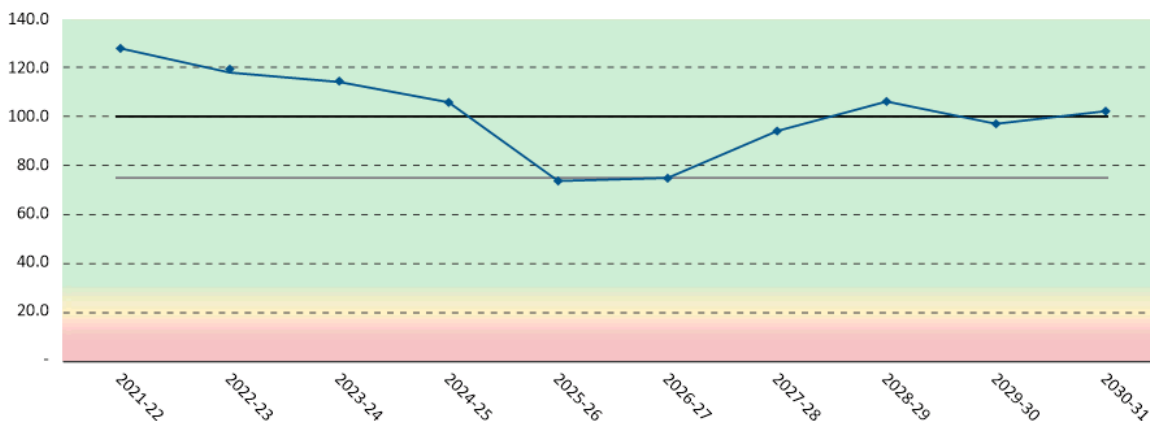
### 2. Working Capital (VAGO Financial Sustainability Indicator)

An indicator of the proportion of current assets that Council has to cover its current liabilities. Council’s working capital remains favourable throughout the Financial Plan (shown below) indicating sufficient current assets to fund operations and meet short term obligations (low risk rating).



### 3. Unrestricted Cash (VAGO Financial Sustainability Indicator)

Unrestricted cash represents cash funds which are free of all specific Council commitments or restricted future uses and are available to meet the organisations cashflow requirements. Council’s forecast result remains relatively steady across the Financial Plan and within the target range of 80%.

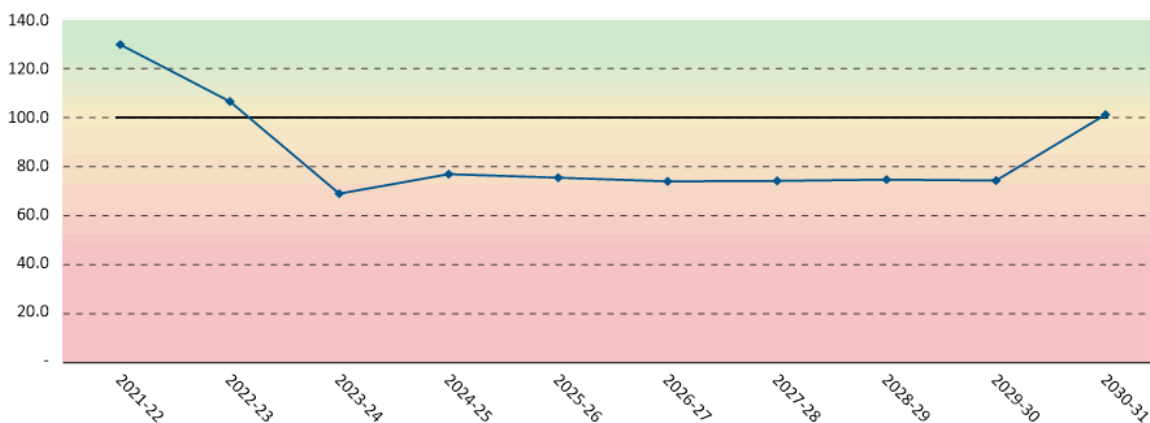


### 4. Debt compared to rates

Council’s Financial Plan includes proposed borrowings to fund capital expenditure projects. Council’s repayments as a proportion of rate revenue trends upwards over the Financial Plan due to increasing repayments associated with a proposed increase in borrowings over the next 10 years. Council’s forecasted ratios over the Financial Plan are within the low risk range.

### 5. Asset Renewal (VAGO Financial Sustainability Indicator)

This indicator compares Council’s spend on expenditure renewal/ upgrade and restoring and replacing existing assets, with the depreciation charge for usage and consumption of asset benefits. Council’s investment in asset renewal has a downward, then stable trend over the life of the Financial Plan. Council’s Asset Management Strategy, which is currently being developed, will inform the level of Asset renewal spend in future versions of the Financial Plan.



### 6. Rates Concentration

This indicator is a measure of the level of reliance Council has on rates as a source of income after excluding revenue from external sources outside of Council’s control such as grants and contributions. The trend increases over the Financial Plan, indicating an increasing reliance on rate income to fund Council operations.

## 6. Strategies and Plans

### 6.1 Borrowings Strategy

In developing Council's Financial Plan, borrowings are an important consideration as a source of funding for the capital works program. The decision to utilise borrowings as a source of funding should not be viewed as 'living beyond our means', but rather a decision that is impacted by factors including Council's current borrowing levels and interest rate levels which determine the cost of debt.

The decision to fund some projects via borrowings takes into consideration the fact that the funding burden of capital projects that will benefit future generations should not be entirely borne by present-day ratepayers.

The Financial Plan has made provision for proposed borrowings over the next 10 years which are outlined in section 6.1.2 below.

### 6.1.1 Current Debt Position

The total amount of Council borrowings as at 30 June 2021 was \$2.54 million.

### 6.1.2 Future Borrowing Requirements

	Forecast 2020-21 \$'000	Annual Budget 2021-22 \$'000	2022-23 \$'000	2023-24 \$'000	2024-25 \$'000	2025-26 \$'000	2026-27 \$'000	2027-28 \$'000	2028-29 \$'000	2029-30 \$'000	2030-31 \$'000
<b>Opening balance</b>	9,086	2,541	21,938	19,277	16,513	29,806	64,314	59,260	53,242	50,944	62,883
Plus New loans	-	20,185	-	-	15,194	37,820	1,730	1,050	4,872	19,473	4,866
Less Principal repayment	(6,545)	(788)	(2,661)	(2,764)	(1,901)	(3,312)	(6,784)	(7,068)	(7,170)	(7,534)	(8,148)
<b>Closing balance</b>	<b>2,541</b>	<b>21,938</b>	<b>19,277</b>	<b>16,513</b>	<b>29,806</b>	<b>64,314</b>	<b>59,260</b>	<b>53,242</b>	<b>50,944</b>	<b>62,883</b>	<b>59,601</b>
Interest payment	220	158	553	451	366	663	1,432	1,307	1,146	1,002	935

### 6.1.3 Performance Indicators

Performance Indicator	Target	Forecast 2020-21 %	Annual Budget 2021-22 %	2022-23 %	2023-24 %	2024-25 %	2025-26 %	2026-27 %	2027-28 %	2028-29 %	2029-30 %	2030-31 %
Total borrowings / Rate revenue	Below 60%	1.50%	12.30%	10.29%	8.37%	14.32%	29.23%	25.57%	21.79%	19.74%	23.04%	20.62%
Debt servicing / Rate revenue	Below 5%	0.13%	0.09%	0.30%	0.23%	0.18%	0.30%	0.62%	0.53%	0.44%	0.37%	0.32%
Debt commitment / Rate revenue	Below 10%	3.99%	0.53%	1.72%	1.63%	1.09%	1.81%	3.55%	3.43%	3.22%	3.13%	3.14%
Indebtedness / Own source revenue	Below 60%	3.61%	12.85%	12.02%	11.50%	16.58%	28.22%	25.16%	22.02%	20.28%	23.10%	21.08%



Council considers all proposed borrowings in line with its capital management strategy and maintains a financially responsible approach towards borrowings based on achieving the below indicators.

#### 1. Total borrowings / Rate revenue

Loan balances are in line with the target level of below 60% over the Financial Plan indicating proposed borrowings are adequately supported by Council's rate revenue.

#### 2. Debt servicing / Rate revenue

Debt servicing (interest repayments) are in line with the target level of below 5% of rate revenue indicating Council is generating sufficient funding from rates to service interest repayments on proposed debt.

#### 3. Debt commitment / Rate revenue

Debt commitment ratio measures Council's ability to make principal and interest repayments on loans based on rate revenue. Council is in line with the target indicator of below 10% indicating sufficient rate revenue to service proposed debt (interest and principal).

#### 4. Indebtedness / Own sourced revenue

Indebtedness ratio is in line with target level indicating Council generates enough revenue from its own sources (excluding contributions and grants) to repay proposed borrowings.

### 6.2 Reserves Strategy

Financial Reserves are used by Council to manage restricted cash relating to developer contributions and also to allocate funding for proposed future investment. Financial Reserves are operated in accordance with Council's Financial Reserves policy.

The below table provides the balance and annual movement for Council's reserves over the Financial plan.

Reserves	Restricted / Discretionary	Forecast 2020-21 \$'000's	Annual Budget 2021-22 \$'000's	2022-23 \$'000's	2023-24 \$'000's	2024-25 \$'000's	2025-26 \$'000's	2026-27 \$'000's	2027-28 \$'000's	2028-29 \$'000's	2029-30 \$'000's	2030-31 \$'000's
<b>Asset Development Reserves</b>		<b>Restricted</b>										
Opening balance		108,634	117,375	123,796	135,494	140,034	147,623	160,599	173,794	186,471	198,365	209,900
Transfer to reserve		16,526	16,346	12,898	13,156	13,419	13,688	13,962	14,241	14,526	14,816	15,112
Transfer from reserve		(7,785)	(9,925)	(1,200)	(8,616)	(5,830)	(712)	(767)	(1,564)	(2,632)	(3,281)	(4,354)
Closing balance		117,375	123,796	135,494	140,034	147,623	160,599	173,794	186,471	198,365	209,900	220,658
<b>Asset Replacement Reserves</b>		<b>Discretionary</b>										
Opening balance		45,263	37,916	35,887	33,279	31,737	31,183	24,417	22,640	21,253	19,735	16,905
Transfer to reserve		3,649	988	250	250	250	250	250	250	250	250	250
Transfer from reserve		(10,996)	(3,017)	(2,858)	(1,792)	(804)	(7,016)	(2,027)	(1,637)	(1,768)	(3,080)	(4,455)
Closing balance		37,916	35,887	33,279	31,737	31,183	24,417	22,640	21,253	19,735	16,905	12,700
<b>Reserves Summary</b>		<b>Restricted &amp; Discretionary</b>										
Opening balance		153,897	155,291	159,683	168,773	171,771	178,806	185,016	196,434	207,724	218,100	226,805
Transfer to reserve		20,175	17,334	13,148	13,406	13,669	13,938	14,212	14,491	14,776	15,066	15,362
Transfer from reserve		(18,781)	(12,942)	(4,058)	(10,408)	(6,634)	(7,728)	(2,794)	(3,201)	(4,400)	(6,361)	(8,809)
Closing balance		155,291	159,683	168,773	171,771	178,806	185,016	196,434	207,724	218,100	226,805	233,358

### 6.2.1 Asset Development Reserves

Council's Asset Development Reserves comprise the following:

**Developer Contribution Plan Reserve** – Funds received from developers for the future construction of infrastructure throughout the municipality

**Parklands Contributions (open space) Reserve** – Funds received from developers for the future provision of open space and associated infrastructure

**Community Facilities Reserve** – Developer contributions received for future community facilities and assets

**Planning Permit Drainage Levy** – Funds received from developers to expand drainage infrastructure to absorb extra inflow due to multi-unit developments

**Net Gain Compensation Reserve** – Funds received from developers for replanting of trees as per planning permit condition

**Plenty Road Duplication** – Funding from developers for Plenty Road duplication works

### 6.2.2 Asset Replacement Reserves

Council's Asset Replacement Reserves comprise the following:

**Strategic Properties Reserve** – Reserves used to plan and fund strategic property purchases

**Technology Improvement Fund Reserve** – Reserve established to enable organisational capability and fund digital transformation

**Strategic Investment Reserve** – Reserve established to invest any surplus cash funds for future investment in Council projects and to assist with bridging Council's asset renewal gap

**Synthetic Turf Replacement Reserve** – Reserve established to capture contributions received from sporting clubs for future replacement of synthetic turf

**Transport Infrastructure Reserve** – Reserve established to fund investment in future Transport Infrastructure

**Waste Reserve** – Reserve established to capture any future surplus from waste operations and reinvest in line with legislative framework

**LASF Defined Benefits Liability** – Reserve was established to plan for future defined benefits liability calls and to fund Council's liability

**Native Vegetation Offset Site Maintenance** – Reserve established to fund native vegetation works which Council takes over from developers

**Non-standard Street Lighting Contribution** – Contributions received from developers for a non-legislative fee that was introduced as part of Council's non-standard public lightning policy

**Lutheran Church** – Reserve established to purchase the Lutheran Church site at a future point in time

**Traffic Light Construction** – Contributions from developers for developer-funded traffic signals

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Council Offices  
25 Ferres Boulevard  
South Morang VIC 3752

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**Call us**  
Phone: 9217 2170  
National Relay Service: 133 677  
(ask for 9217 2170)  
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If you speak a language other than  
English, please call 131 450

**Free telephone interpreter service**  
 **131 450**

**You can contact the Administrators**  
on 9217 2500 or email  
[panel@whittlesea.vic.gov.au](mailto:panel@whittlesea.vic.gov.au)

October 2021

**ITEM 4.1.2 SCHEDULED COUNCIL MEETINGS 2021 & 2022 UPDATE**

<b>Attachments:</b>	<b>1</b>	<b>Schedule of Meetings</b> <a href="#">↓</a>
<b>Responsible Officer:</b>	<b>Executive Manager Governance &amp; Strategy</b>	
<b>Author:</b>	<b>Coordinator Governance Administration</b>	

**REPORT STATUS**

This report is being presented to:

- Council Briefing on 18 October 2021; and
- Council Meeting on 25 October 2021.

**RECOMMENDATION SUMMARY**

In accordance with section 394 of the *Local Government Act 2020* (the Act) it is proposed that the Council Meetings scheduled for the remainder of 2021 will be held remotely by electronic means commencing at 6:30pm. This includes the scheduled Council Meetings being held on 8 November and 6 December 2021.

In relation to the 2022 schedule, the following changes are proposed to the schedule of Council Meetings including:

- Rescheduling the 13 June meeting to 27 June 2022; and
- Should the four in-person meetings scheduled to commence at 7.30pm be held remotely, that these meetings commence at 6.30pm.

**BRIEF OVERVIEW**

The proposed changes to the Council Meeting schedule for the remainder of 2021 and 2022 allows Council to continue to conduct Council Meetings in a safe and flexible manner while adhering to State Government Health Directions in place due to COVID-19.

**RATIONALE FOR RECOMMENDATION**

In accordance with the Act and section 8 of Council's *Governance Rules* the date, time and place of scheduled Council Meetings are to be determined, and may be altered, by resolution of the Council with reasonable notice to be provided to the public.

**IMPACTS OF RECOMMENDATION**

Adoption of the recommendations in this report enables conduct of Council Meetings to occur in a COVID safe manner and providing public notice of the updated schedule of Council Meetings for 2021 and 2022.

**WHAT MEASURES WILL BE PUT IN PLACE TO MANAGE IMPACTS**

The updated scheduled Council Meeting dates for 2021 and 2022 will be published on Council's website and promoted through Council's social media, to encourage members of the community to watch by live-stream or recording available on Council's website or attend Council meetings in person when possible.

**REPORT****INTRODUCTION**

Council meetings are open to the public and the community are able and encouraged to attend and/or watch online. This report proposes changes to the Council Meeting schedule for 2021 and 2022 to allow Council to continue to conduct Council Meetings in a safe and flexible manner while adhering to State Government Health Directions in place due to COVID-19.

**BACKGROUND**

The schedule for the remainder of the 2021 and the 2022 Council Meetings were set at the meetings on 1 June and 2 August 2021 (Refer attachment for dates, times and locations).

Council Meetings are generally held in the Council Chamber at the Civic Centre. Section 394 of the Act allows Council Meetings to be held remotely by electronic means and livestreamed to the public, when Government restrictions are in place relating to COVID-19. This provision is in place until 26 April 2022, however, it is understood that the State Government is reviewing this provision and considering making it a permanent addition to the Act to allow for Council Meetings to proceed during emergency events.

**COMMUNITY COUNCIL MEETINGS**

Council is committed to building a stronger sense of community within neighbourhoods and across the municipality and create new opportunities for social networks and civic engagement by holding some Council Meetings in community locations with a preceding Community Engagement Forum. Community Engagement Forums enables discussion about local issues and topical matters and allows Council to gain general feedback from members of the community. There are Council Meetings with preceding Community Engagement Forums planned for 2022 to be held at various locations within the community. (Refer attachment for dates, times and locations.)

**PROPOSAL**

It is proposed that the Council Meetings scheduled for the 8 November 2021 and 6 December 2021 be held remotely by electronic means commencing at 6:30pm, so that they can continue in a COVID safe manner.

The following changes are proposed to the schedule of Council meetings for 2022:

- Rescheduling the 13 June meeting to 27 June 2022; (due to the Queen's Birthday Public Holiday and the Australian Local Government Association National General Assembly likely to be 20 June 2022); and
- Should the four in-person meetings scheduled to commence at 7.30pm be held remotely, that these meetings commence at 6.30pm.

**CRITICAL DATES**

The dates for Council Meetings proposed for 2022 consider public holidays and other sector specific events such as major conferences.

## FINANCIAL IMPLICATIONS

There are no financial implications from these proposed changes.

## POLICY STRATEGY AND LEGISLATION

In accordance with the *Local Government Act 2020* and Council's *Governance Rules 2021* Council is required to set the date, time and location of Scheduled Council Meetings and that reasonable notice be provided to the public. In accordance with Council's *Public Transparency Policy 2020* Scheduled Council Meetings promote openness and transparency in Council decision-making processes and promotes greater understanding and awareness by the community of how Council's decisions are made.

## LINK TO STRATEGIC RISKS

**Strategic Risk Governance - Ineffective governance of Council's operations and activities resulting in either a legislative or policy breach**

Regular Council Meetings promote open and transparent decision making and civic engagement.

## LINKS TO WHITTLESEA 2040 AND THE COUNCIL PLAN

<b>Goal</b>	<b>High-performing organisation</b>
<b>Key Direction</b>	<b>More informed Council decisions based on strong advice and community consultation and engagement</b>

Council will work to build a stronger sense of community within neighbourhoods and across the municipality and create new opportunities for social networks and civic engagement.

Conducting Council meetings throughout the year gives the community an opportunity to become involved in Council's decision-making process on issues that affect the community.

## DECLARATIONS OF CONFLICTS OF INTEREST

Under Section 130 of the *Local Government Act 2020* and Rule 47 of the *Governance Rules 2021*, officers providing advice to Council are required to disclose any conflict of interest they have in a matter and explain the nature of the conflict.

The Responsible Officer reviewing this report, having made enquiries with relevant members of staff, reports that no disclosable interests have been raised in relation to this report.

## CONCLUSION

It is recommended that the updated schedule of Council Meetings for 2021 and 2022 be adopted and advertised to the public. The schedule of meeting dates will facilitate Council's decision-making processes by ensuring that regular meetings are held in a safe manner and that Council meetings are promoted to the public.

**RECOMMENDATION**

**THAT Council resolve:**

1. In accordance with section 394 of the *Local Government Act 2020* (the Act) that the Council Meetings scheduled for 8 November and 6 December 2021 be held remotely by electronic means commencing at 6:30pm.
2. To reschedule the 13 June 2022 council meeting to be held on 27 June 2022 at 7.30pm at Barry Road Community Activity Centre, 36 Barry Road, Thomastown following a Community forum; and
3. That the Council Meetings of 21 March, 27 June, 19 September and 12 December 2022 will commence at 6.30pm, if they need to be held remotely by electronic means in accordance with COVID safe measures.

**COUNCIL RESOLUTION**

**MOVED:** *Administrator Eddy*  
**SECONDED:** *Administrator Duncan*

**THAT Council resolve to adopt the Recommendation.**

**CARRIED**



### Schedule of Council Meetings

The schedule for the remainder of the year was set by Council at its meeting on 1 June 2021 as follows:

Date	Venue	Commencement Time
8 November 2021	Council Chamber, Council Offices, 25 Ferres Boulevard, South Morang	6.30pm
6 December 2021	Barry Road Community Activity Centre, 36 Barry Road Thomastown	7:30pm*

\*Community forum to be held prior to meeting

In addition to the scheduled Council meetings above, on 2 August 2021 Council scheduled an Additional Council meeting to be held on 25 October 2021 at 6pm.

Council set the following schedule of Council Meetings at its meeting on 2 August 2021:

Date	Venue	Commencement Time
31 January 2022	Council Chamber, Council Offices, 25 Ferres Boulevard, South Morang	6.30pm
21 February 2022	Council Chamber, Council Offices, 25 Ferres Boulevard, South Morang	6.30pm
21 March 2022	Whittlesea Community Activity Centre 57 Laurel Street Whittlesea	7:30pm*
11 April 2022	Council Chamber, Council Offices, 25 Ferres Boulevard, South Morang	6.30pm
16 May 2022	Council Chamber, Council Offices, 25 Ferres Boulevard, South Morang	6.30pm
13 June 2022	Barry Road Community Activity Centre, 36 Barry Road, Thomastown	7:30pm*
18 July 2022	Council Chamber, Council Offices, 25 Ferres Boulevard, South Morang	6.30pm
15 August 2022	Council Chamber, Council Offices, 25 Ferres Boulevard, South Morang	6.30pm
19 September 2022	Galada Community Centre, 10A Forum Way, Epping	7:30pm*
17 October 2022	Council Chamber, Council Offices, 25 Ferres Boulevard, South Morang	6.30pm
21 November 2022	Council Chamber, Council Offices, 25 Ferres Boulevard, South Morang	6.30pm
12 December 2022	Mernda Village Community Activity Centre 70 Mernda Village Drive, Mernda	7:30pm*

\*Community forum to be held prior to meeting



## 4.2 HIGH PERFORMING ORGANISATION

### ITEM 4.2.1 CEO EMPLOYMENT AND REMUNERATION POLICY

**Attachments:** 1 CEO Employment and Remuneration Policy [↓](#)

**Responsible Officer:** Executive Manager Governance & Strategy

**Author:** Principal Governance Advisor

#### RECOMMENDATION SUMMARY

THAT Council resolve to

1. Adopt the Chief Executive Officer Employment and Remuneration Policy contained in Attachment 1 of this report effective 26 October 2021; and
2. Revoke the CEO Employment Advisory Committee (CEMAC) terms of reference and CEO Protocols Policy effective 26 October 2021.

#### BRIEF OVERVIEW

Council is responsible for developing, adopting and keeping in force the CEO Employment and Remuneration Policy and undertaking the recruitment and appointment of a CEO when a vacancy occurs. Council is also responsible for appointing an Acting CEO when there is a vacancy and also for monitoring the CEO performance including an annual performance review.

#### RATIONALE FOR RECOMMENDATION

The *Local Government Act 2020* requires Council to develop, adopt and keep in force a Chief Executive Officer Employment and Remuneration Policy.

#### IMPACTS OF RECOMMENDATION

The new policy will supersede the existing CEO Employment Advisory Committee (CEMAC) terms of reference and provide a policy for all CEO employment and remuneration matters as required under the *Local Government Act 2020*.

#### WHAT MEASURES WILL BE PUT IN PLACE TO MANAGE IMPACTS

The CEO Employment and Remuneration Committee will meet in accordance with the policy and make recommendations to Council in relation to Key Performance Indicators (KPIs), performance, recruitment and remuneration of the CEO.

**REPORT****BACKGROUND**

The *Local Government Act 2020* requires Council to develop, adopt and keep in force a Chief Executive Officer Employment and Remuneration Policy.

This Policy provides for the following matters which Council is responsible for under the Act or as a requirement of this Policy:

- (a) the recruitment and appointment of the CEO;
- (c) approving the Contract of Employment between Council and the CEO;
- (d) the appointment of an Acting CEO;
- (e) the provision of independent professional advice in relation to the matters dealt with in the Policy;
- (f) the monitoring of the CEO's performance;
- (g) an annual review of the CEO's performance; and
- (h) determining the CEO's remuneration.

**PROPOSAL**

Under the Act, Council is responsible for developing, adopting and keeping in force the CEO Employment and Remuneration Policy and undertaking the recruitment and appointment of a CEO when a vacancy occurs in the office of CEO. Council is also responsible for appointing an Acting CEO when there is a vacancy in the office of the CEO, including a temporary vacancy.

To implement the requirements of the Act, it is proposed that Council establish a Committee which will oversee the implementation of the Policy.

It is also proposed that Council appoint an independent member to the Committee to assist with and advise on the implementation of the Policy and determine the rate of remuneration of the independent member.

**Committee Membership**

The CEO Employment and Remuneration Committee will be comprised of:

- The Mayor/Chair of Administrators
- Two (2) Administrators/Councillors appointed by Council; and
- One (1) Independent Member appointed by Council in accordance with this Policy.

The Independent Member will chair Committee meetings.

**Length of appointment**

The appointment of the Committee will be for a term as deemed appropriate by Council and, before the expiration of each term, there will be a call for nominations for the next term.

**Role**

The Committee is advisory only and is established to make recommendations to Council on employment matters relating to the CEO and to monitor and make recommendations to Council on performance matters relating to the CEO.

### **Functions**

The Committee will carry out the following functions:

#### Recruitment

- a) Establish and oversee the process to enable the Council to appoint the CEO;
- c) Provide recommendations on the terms and conditions of the CEO's contract of employment; and
- d) Provide a recommendation on any extension of the appointment of the CEO, when required.

#### Remuneration

- a) Make recommendations on the remuneration of the CEO; and
- b) Undertake an annual review of the Remuneration Package as part of the CEO's annual performance review, in accordance with the CEO's contract of employment.

#### Performance Monitoring

- a) Develop annually, in conjunction with the CEO, relevant and measurable performance objectives (KPI's) for the CEO and make recommendations to Council;
- b) Undertake performance reviews every six months against the agreed KPI's in accordance with these Terms of Reference and the CEO contract, and make recommendations to Council;
- c) Make recommendations on development opportunities for the CEO; and
- d) Make recommendations to Council on matters relating to the CEO's performance and performance review, as appropriate.

### **Support to the Committee**

The Committee may request the appointment of a suitably qualified Independent Expert (as distinct from the Independent Member) to assist in any other function specified in these terms of reference where the Committee consider it would benefit from the presence or where there is not a consensus on performance.

The Committee may obtain legal or other specific expert advice, as required and necessary and any formal advice requested by the Committee will be made available to all Committee Members and, where relevant and appropriate, will be provided to Council through meeting minutes.

### **Independent Member**

The appointment of an independent member to the Committee will ensure consistent and quality advice to the Committee and Council.

The independent member will be appointed following an advertisement calling for expressions of interest from suitably skilled and qualified people and will be remunerated at a rate to be determined by Council.

#### Qualities and Qualifications

It is proposed that the independent member possess and demonstrate the following key competencies:

- Strong leadership and communication skills;
- Skills, expertise and experience in one or more of the following:
  - human resources management (including Executive recruitment, remuneration and talent management);
  - senior business or government (including local government) experience;
  - experience with and understanding of employment law; and
  - demonstrated ability in performance management and development of executive level staff.
- Understanding of good governance and previous experience or facilitation experience working with governance bodies or boards;
- Ability to work effectively with Administrators/Councillors and the CEO; and
- Knowledge and understanding of the issues affecting Council.

#### Appointment Timeframe

The independent member may be appointed for up to four (4) years, or the term of the CEO's contract, whichever is the lesser period and may be re-appointed by Council, subject to Council's procurement requirements.

### **CONSULTATION**

The CEO Employment Matters Advisory Committee were consulted on the Policy and provided feedback to inform the policy at their meeting held 14 October 2021.

They also reviewed the existing CEO Protocols policy and recommended this be updated and included as an attachment to the new CEO Employment and Remuneration Policy.

The policy was prepared with guidance from Local Government Victoria and also reviewing various Council Policies and considering the existing CEMAC terms of reference.

### **CRITICAL DATES**

Section 45 of the *Local Government Act 2020* requires Council to develop, adopt and keep in force a Chief Executive Officer Employment and Remuneration Policy by 1 January 2022.

**FINANCIAL IMPLICATIONS**

The costs associated with the employment and remuneration of the CEO are included within the recurrent budget.

### **POLICY STRATEGY AND LEGISLATION**

This Policy provides for the following matters which Council is responsible for under the Act or as a requirement of this Policy:

- (a) the recruitment and appointment of the CEO;
- (c) approving the Contract of Employment between Council and the CEO;
- (d) the appointment of an Acting CEO;
- (e) the provision of independent professional advice in relation to the matters dealt with in the Policy;
- (f) the monitoring of the CEO's performance;

- (g) an annual review of the CEO's performance; and
- (h) determining the CEO's remuneration.

### LINK TO STRATEGIC RISKS

**Strategic Risk** *Governance - Ineffective governance of Council's operations and activities resulting in either a legislative or policy breach*

This policy supports effective governance in relation to CEO employment and remuneration matters and meets the requirements under the *Local Government Act 2020*.

### LINKS TO WHITTLESEA 2040 AND THE COUNCIL PLAN

<b>Goal</b>	<b>High-performing organisation</b>
<b>Key Direction</b>	<b>Driving better community outcomes through improved service access, satisfaction and advocacy</b>

The Chief Executive Officer Employment and Remuneration Policy supports effective decision making in relation to CEO contractual and performance matters.

### DECLARATIONS OF CONFLICTS OF INTEREST

Under Section 130 of the *Local Government Act 2020* and Rule 47 of the *Governance Rules 2021*, officers providing advice to Council are required to disclose any conflict of interest they have in a matter and explain the nature of the conflict.

The Responsible Officer reviewing this report, having made enquiries with relevant members of staff, reports that no disclosable interests have been raised in relation to this report.

### CONCLUSION

The Chief Executive Officer Employment and Remuneration Policy has been developed for Council's consideration. It is required to be endorsed by 31 December 2021 under the *Local Government Act 2020*.

## RECOMMENDATION

**THAT Council resolve to**

- 1. Adopt the Chief Executive Officer Employment and Remuneration Policy contained in Attachment 1 of this report effective 26 October 2021; and**
- 2. Revoke the CEO Employment Advisory Committee (CEMAC) terms of reference and CEO Protocols Policy effective 26 October 2021**

## COUNCIL RESOLUTION

**MOVED:** *Administrator Duncan*  
**SECONDED:** *Chairperson Wilson*

**THAT Council resolve to adopt the Recommendation.**

**CARRIED**





## Chief Executive Officer Employment and Remuneration Policy



### POLICY STATEMENT

Council is committed to, and will ensure the application of good governance, transparency and fairness in all matters relating to the employment, management and remuneration of the Chief Executive Officer (CEO).

### Objective

This policy reinforces Council's commitment to good governance practices and provides a consistent, fair and transparent framework for employment matters relating to the Chief Executive Officer (CEO) including recruitment, contract terms, performance monitoring and annual review.

### Context/Rationale

The *Local Government Act 2020* (Act) requires Council to develop, adopt and keep in force a Chief Executive Officer Employment and Remuneration Policy (Policy).

This Policy provides for the following matters which Council is responsible for under the Act or as a requirement of this Policy:

- (a) the recruitment and appointment of the CEO;
- (c) approving the Contract of Employment between Council and the CEO;
- (d) the appointment of an Acting CEO;
- (e) the provision of independent professional advice in relation to the matters dealt with in the Policy;
- (f) the monitoring of the CEO's performance;
- (g) an annual review of the CEO's performance; and
- (h) determining the CEO's remuneration.

The CEO must be a natural person and employed under a contract of employment which does not exceed five (5) years.

### Key linkages

All City of Whittlesea policies comply with the *Victorian Charter of Human Rights and Responsibilities*.

This policy has clear linkages to the following legislation and Council documents:

- Chief Executive Officer's Employment Contract
- CEO Position Description
- CEO's Key Performance Indicators
- *Local Government Act 2020*
- *Fair Work Act 2009*
- *Equal Opportunity Act 2010*
- *Gender Equality Act 2020*

## CEO Employment and Remuneration Policy 2021

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- *Victorian Independent Remuneration Tribunal and Improving Parliamentary Standards Act 2019*
- Council's Procurement Policy and Procedures
- Government Policy on Executive Remuneration in Public Entities
- Protecting Integrity – Leading the Way. Managing the employment cycle of a council CEO – Local Government Inspectorate (Victoria) (February 2019)

### TERMS OF REFERENCE

These Terms of Reference establish and govern the operation of the Chief Executive Officer Employment Matters Advisory Committee (Committee) in implementing the Policy.

#### 1. COUNCIL'S ROLE

Under the Act, Council is responsible for:

- Developing, adopting and keeping in force the CEO Employment and Remuneration Policy;
- Undertaking the recruitment and appointment of a CEO when a vacancy occurs in the office of CEO; and
- Appointing an Acting CEO when there is a vacancy in the office of the CEO, including a temporary vacancy.

To implement the requirements of the Act, Council will:

- Establish a Committee to oversee the implementation of the Policy;
- Appoint an Independent Member to the Committee to assist with and advise on the implementation of this Policy;
- In the case of a vacancy, appoint an Acting CEO for a maximum of 12 months only;
- Determine the rate of remuneration of the Independent Member of the Committee;
- Consider reports and recommendations from the Committee; and
- Review this Policy within six (6) months of a Council election.

#### 2. THE CEO EMPLOYMENT MATTERS ADVISORY COMMITTEE

##### Membership

The CEO Employment Matters Advisory Committee will be comprised of:

- The Mayor/Chair of Administrators
- Two (2) Administrators/Councillors appointed by Council; and
- One (1) Independent Member appointed by Council in accordance with this Policy.

The Independent Member is a full member of the Committee and is expected and required to be an active participant in Committee meetings.

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### Length of appointment

The appointment of the Committee will be for a term as deemed appropriate by Council and, before the expiration of each term, there will be a call for nominations for the next term.

### Role

The Committee's role is to report to the Council and provide recommendations, appropriate advice, information and feedback on matters relevant to these Terms of Reference.

The Committee is advisory only and has no delegated decision-making power or authority.

The Committee is established to:

- Make recommendations to Council on employment matters relating to the CEO;
- Monitor and make recommendations to Council on performance matters relating to the CEO; and
- Perform any other functions or responsibilities prescribed by the Act or specified by Council.

### Functions

The Committee will carry out the following functions:

#### Recruitment

- a) Establish and oversee the process to enable the Council to appoint the CEO, including, but not limited to:
  - advising on the selection of a recruitment consultant or agency to facilitate and advise on the recruitment process;
  - acting as the Selection Panel;
  - preparing a short list of applicants for interview;
  - interviewing shortlisted applicants;
  - coordinating and reviewing testing of applicants; and
  - developing details of the interview process – questions, etc.
- c) Provide recommendations on the terms and conditions of the CEO's contract of employment; and
- d) Provide a recommendation on any extension of the appointment of the CEO under section 44(3) of the Act, when required.

#### Remuneration

- a) Make recommendations on the remuneration of the CEO; and
- b) Undertake an annual review of the Remuneration Package as part of the CEO's annual performance review, in accordance with the CEO's contract of employment.

#### Performance Monitoring

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- a) Develop annually, in conjunction with the CEO, relevant and measurable performance objectives (KPI's) for the CEO and make recommendations to Council;
- b) Undertake performance reviews every six months against the agreed KPI's in accordance with these Terms of Reference and the CEO contract, and make recommendations to Council;
- c) Make recommendations on development opportunities for the CEO; and
- d) Make recommendations to Council on matters relating to the CEO's performance and performance review, as appropriate.

### Other Prescribed Functions or Responsibilities

Make recommendations to Council on any other matters relevant to the employment and performance of the CEO in accordance with the CEO's employment contract and the Act.

### **3. INDEPENDENT MEMBER**

- a) In accordance with the Act, Council is required to obtain independent professional advice.
- b) The appointment of an Independent Member to the Committee will ensure consistent and quality advice to the Committee and Council.
- c) The Independent Member will be appointed following an advertisement calling for expressions of interest from suitably skilled and qualified people.

### **Remuneration**

The Independent Member will be remunerated at a rate to be determined by Council.

### **Qualities and Qualifications**

The Independent Member must possess and demonstrate the following key competencies:

- Strong leadership and communication skills;
- Skills, expertise and experience in one or more of the following:
  - human resources management (including Executive recruitment, remuneration and talent management);
  - senior business or government (including local government) experience;
  - experience with and understanding of employment law; and
  - demonstrated ability in performance management and development of executive level staff.
- Understanding of good governance and previous experience or facilitation experience working with governance bodies or boards Members in membership and/or facilitation roles;
- Ability to work effectively with Administrators/Councillors and the CEO;
- Knowledge and understanding of the issues affecting Council.

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### Appointment Process

- a) Council will call for Expressions of Interest from interested persons to be an Independent Member of the Committee.
- b) Where there is a vacancy in the position of Independent Member (or an impending vacancy) the Committee will call for Expressions of Interest.
- c) The Committee will prepare a shortlist, conduct interviews and make a recommendation to Council on the appointment of the Independent Member.
- d) The independent person appointed by Council will be a neutral person with appropriate experience recommended by the Committee.
- e) The list of all Expressions of Interest considered by the Committee will be provided to Council.

### Appointment Timeframe

The Independent Member may be appointed for up to four (4) years, or the term of the CEO's contract, whichever is the lesser period.

The Independent Member may be re-appointed by Council, subject to Council's procurement requirements.

## 4. COMMITTEE PROCEDURES AND OPERATIONS

### Meeting Schedule

- (i) Meetings of the Committee will be held at least once every six (6) months and, otherwise, as deemed necessary by the Committee to fulfil its objectives considering the CEO Contract of Employment, remuneration and Performance Review provisions processes.
- (ii) The Committee will provide a report to Council following each meeting.
- (iii) Special Meetings may be called by the Chairperson providing two (2) weeks' notice of and the reasons for the Special Meeting.

### Chair

- (i) The Independent member will chair the meetings.
- (ii) If the Independent member is unavailable, the Mayor/Chair of Administrators shall chair the meeting.

### Meeting procedures

- (i) Meetings will follow standard meeting procedures as outlined in these Terms of Reference.
- (ii) All recommendations, proposals and advice must be directed through the Chairperson.
- (iii) All Committee meetings and records are confidential as the matters relate to personnel and contractual matters.
- (iv) There will be no official voting process and the Committee will operate on a consensus basis.

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- (v) Majority and minority opinions will be reflected in Committee minutes and provided to Council.
- (vi) The duration of each Committee meeting should generally not exceed two hours.

### Conflicts of Interest

If a Committee Member has a conflict of interest relating to any item on the Agenda, the Member must disclose to the Chair, the type and nature of the interest immediately before consideration of the matter in question.

### Quorum and Attendance

- (i) A majority of members of the Committee constitute a quorum, providing that two (two) Administrators/Councillors and one (1) Independent Member are present.
- (ii) If, at any scheduled Committee meeting, a quorum is not present within 30 minutes after the time appointed for the meeting, the meeting will be adjourned and must re-convene within two (2) weeks of the adjourned meeting.
- (iii) The CEO will attend meetings, as required.
- (iv) All committee members are expected to attend each meeting in person. Virtual attendance may be considered in exceptional circumstances (eg. Pandemic restrictions) at the discretion of the CEO.
- (v) A Member who misses two (2) consecutive meetings without a formal apology may, at the discretion of Council, have their term revoked.

### Minutes of the Meeting

- (i) The Executive Manager Governance and Strategy will provide executive support and undertake necessary administrative functions under this Policy (such as the compilation and distribution of meeting agenda and minutes) and will take the minutes for each Committee meeting;
- (ii) At the Chair's discretion, in considering the nature of the item being discussed, the minutes may be taken by another member of the committee and the Executive Manager Governance and Strategy may be required to leave the meeting. The minutes of these items will be forwarded to the Executive Manager Governance and Strategy to include in the formal minutes.
- (iii) The minutes will be in a standard format including a record of those present, apologies for absence, adoption of previous minutes, declaration of conflicts of interest and a list of adopted actions and resolutions of the Committee.
- (iv) The Agenda shall be distributed at least five (5) working days in advance of the meeting to all Committee members and a call for Agenda items will be made prior to issuing the Agenda;
- (v) Questions to the CEO should be put within 48 hours prior to meetings, where applicable.
- (vi) A copy of the minutes shall be distributed to all Committee members within ten (10) working days of the meeting, as far as practicable;

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- (vii) A report to Council will be tabled after every meeting of the Committee, as a confidential report to Council, or at a minimum having the minutes as a confidential attachment; and
- (viii) Reports to Council should reflect a consensus view. Where consensus cannot be reached, the report should clearly outline the differing points of view. That is, the majority and minority opinions.

### Support to the Committee

The Committee may also request the appointment of a suitably qualified Independent Expert (as distinct from the Independent Member) to assist in any other function specified in these terms of reference where:

1. The Committee consider it would benefit from the presence; or
2. Where there is not a consensus on performance -
  - a) The suitably qualified Independent Expert will be recommended by the Executive Manager Governance and Strategy to the Committee;
  - b) The Committee will consider the recommendation of the Executive Manager Governance and Strategy and make a recommendation to Council; and
  - c) The Independent Expert will be appointed by Council and must be a neutral person with appropriate experience; the list of independent experts considered by the Committee will also be provided to Council.
3. The Committee may obtain legal or other specific expert advice, as required and necessary;
4. Any formal advice requested by the Committee will be made available to all Committee Members and, where relevant and appropriate, will be provided to Council through meeting minutes; and
5. Any advice required by the Committee will be arranged through the Executive Manager Governance and Strategy to ensure compliance with Council's procurement policies and procedures.

### 5. NON-COMPLIANCE

Failure to comply with this Policy may constitute a breach of the CEO's contract of employment, the *Local Government Act 2020* and/or the *Fair Work Act 2009*.

### 6. IMPLEMENTATION OF THE POLICY

Advice on the interpretation or application of this Policy should be sought, in the first instance, from the Executive Manager Governance and Strategy.

### 7. OPERATION AND REVIEW

This Policy will remain in force until it is revised or revoked by a resolution of Council and must be reviewed within the six (6) months following general Council elections.

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**ATTACHMENT 1****CEO PROTOCOLS FOR GOOD GOVERNANCE AND OVERSIGHT****Introduction**

These protocols outline the shared responsibilities between the Chief Executive Officer (CEO), Mayor/Chair of Administrators and Council in managing the administration of the CEO. As the CEO is employed by Council, it is essential to provide clarity on reporting requirements for the CEO on functions otherwise carried out by a manager.

This includes:

- management of the CEO's performance;
- administration of expenses and reimbursements;
- restructures or significant organisational reform;
- leave planning and leave management;
- approving external non-executive or executive appointments; and
- other administrative matters conducted in a traditional subordinate-manager relationship.

**CEO Performance Management**

Performance management of the CEO is undertaken in accordance with the CEO's Contract of Employment and the CEO Employment and Remuneration Policy. The CEO Employment Matters Advisory Committee (CEMAC) in consultation with the CEO will develop KPIs annually for resolution of Council.

**Requirements**

- CEO and CEMAC will conduct an Administrator/Councillor Briefing workshop for KPI development.
- Six monthly reporting on the progress of KPIs to CEMAC.
- Annual reporting on KPIs to Council.

**Corporate Credit Card**

It is expected that the CEO will have access to a corporate credit card to fulfil the requirement of his/her role. The use of corporate credit cards is to be restricted only to Council related expenses. *For example: hotel and meal accommodation, or professional development and training.*

**Requirements**

- Limit is not to exceed \$5,000, unless otherwise approved by Council.
- Ensure purchases are in accordance with Council's Purchase/Credit Card policy.

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- Credit card transactions of the CEO be approved by the Chief Financial Officer (CFO).
- Credit card statements of the CEO and his/her Executive Assistant (EA) be tabled to the Audit & Risk Committee for transparency.
- Receipts and justifications must be provided prior to acquittal.

### Reimbursement of Expenses

There may be situations where the CEO is required to use cash to pay for Council related expenses. *For example: car parking or fuel for a corporate vehicle.*

#### Requirements

- Complete the required reimbursement form with a justification.
- Reimbursement of Expenses form to be approved by the CFO to ensure compliance with organisational policies and tabled quarterly to Audit and Risk Committee.

### Leave Approval & Processing

It is essential that Council maintains an awareness of the CEO's unplanned and planned leave arrangements. This ensures Council's OHS obligations are met and will provide clarity to Administrators/Councillors on acting and interim arrangements.

Requests for annual leave will be provided by email to the Mayor/Chair of Administrators in advance for email approval by the Chair/Mayor. Any leave processing should be copied to the Chair of Administrators/Mayor via email and approved by the Director Corporate Services.

#### Requirements

##### Sick or Unplanned Leave

- Notification of absence to the Chair of Administrators/Mayor and CEO's Executive Assistant.

##### Planned Leave (1 week or more)

- Consultation with CEMAC during KPI process.
- Information on acting arrangements sent to all Administrators/Councillors.

##### Interstate or Overseas Travel

- Interstate travel for work purposes requires email approval by the Chair of Administrators/Mayor.
- Overseas travel for work purposes requires a Council resolution in accordance with the travel policy as it applies to members of staff.

##### Processing & Reporting

- By the Director Corporate Services, with Chair of Administrators/Mayor to be copied in via email on approval.
- Reporting to CEMAC on leave balances at the end of financial year.

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### Acting CEO Arrangements

Where the CEO is proposed to be on leave of 5 days or more, an Acting CEO should be appointed. An acting CEO must be a Director.

The CEO can appoint an Acting CEO for a period not exceeding 28 days (which cannot be extended without agreement of Council), in accordance with the *Local Government Act 2020* and Council's instrument of delegation to the CEO.

### Requirements

- Discussion with the Chair of Administrators/Mayor on acting arrangements.
- Notification to all Administrators/Councillors.

### Professional Development & Mentoring

It is expected and essential that the CEO undertakes professional development and mentoring. During the annual KPI process, CEMAC will consider and recommend approval of the CEO's professional development activities to Council. Professional Development may include attendance at relevant interstate conferences.

### Requirements

- Provide CEMAC with details of planned professional development activities.
- Detail costings and absence periods (if applicable).

### Motor Vehicle Accidents

Where the CEO is involved in a motor vehicle accident, the CEO must report the details of the accident to the Chair of Administrators/Mayor. The Chair of Administrators/Mayor will be responsible for reviewing the accident report to ensure management oversight.

### Requirements

- Immediate reporting to the Chair of Administrators/Mayor.
- Completion of Motor Vehicle Accident form and incident report on the Risk Management Safety System (RMSS).
- Once reviewed by the Chair of Administrators/Mayor, the Director Corporate Services will be required to authorise repairs in accordance with Council policy and close off the RMSS incident.

### OHS Incidents

If the CEO is involved in an OHS incident, he/she must advise the Chair of Administrators/Mayor in the first instance. The Chair of Administrators/Mayor is to ensure the CEO has access to Corporate OHS support immediately in the event

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of an incident. An incident report in RMSS is to be completed as soon as practicable.

Where an incident involves a member of Council's staff, the CEO must advise the Chair of Administrators/Mayor should the incident involve significant injury or damage to a Council asset or third party. This is to ensure the Chair of Administrators/Mayor is aware of any incident that may cause media or community interest.

This information must be provided to all Administrators/Councillors at the earliest available opportunity.

**Requirements**

- Immediate reporting to the Chair of Administrators/Mayor.
- Advise all Administrators/Councillors at the earliest available opportunity.

**Organisational Restructures**

Where the CEO is planning on undertaking an organisation or significant departmental restructure, the CEO must ensure the Council is advised prior to implementation. This ensures Administrators/Councillors are across the scope and intent of the proposal.

**Requirements**

- Briefing to all Administrators/Councillors prior to implementation.
- Details of costings, including: redundancies or planned savings.

**Complaint Against CEO**

Complaints against the CEO will be managed in accordance with Council's complaints policy. It is expected that depending on the nature of the complaint it will either be investigated externally or referred to the Independent broad-based anti-corruption commission (IBAC) or Local Government Inspectorate (LGI) for investigation.

Where any complaints are referred to IBAC or LGI the CEO is required to immediately advise the Mayor/Chair of Administrators about the complaint.

**Requirements**

- Immediately advise the Mayor about the complaint.
- At the next meeting of Council, advise the Council about the complaint when the meeting is closed to members of the public.

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**ATTACHMENT 2****DEFINITIONS**

**Act** means the *Local Government Act 2020 (Vic)*.

**Administrators** means the individuals holding the office of a member of Council.

**Chairperson** means the chair of the CEO Employment Matters Advisory Committee established under this Policy.

**Chief Executive Officer or CEO** means the Chief Executive Officer of Council.

**Committee** means the CEO Employment Matters Advisory Committee established under this Policy.

**Contract of Employment** means the contract of employment between Council and the CEO, including any schedules.

**Council** means Whittlesea City Council.

**Councillors** means the individuals holding the office of a member of Council.

**Independent Advisor** means the consultant appointed by Council from time to time to provide independent professional advice in accordance with section 45(2)(a) of the Act.

**KPIs** means Key Performance Indicators or performance criteria however described.

**Mayor** means the Mayor of Council.

**Policy** means this CEO Employment and Remuneration Policy adopted in accordance with section 45 of the Act.

**Public Sector Wages Determination** means any Determination that is currently in effect under section 21 of the *Victorian Independent Remuneration Tribunal and Improving Parliamentary Standards Act 2019* in relation to remuneration bands for executives employed in public service bodies.

**Remuneration Package** means the total gross remuneration package paid to the CEO pursuant to the Contract of Employment.

**Resolution** means a resolution of Council made at a properly constituted Council meeting.

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### ATTACHMENT 3

#### LEGISLATION

##### Local Government Act 2020 - Section 45

- (1) A Council must develop, adopt and keep in force a Chief Executive Officer Employment and Remuneration Policy.
- (2) A Chief Executive Officer Employment and Remuneration Policy must—
- (a) provide for the Council to obtain independent professional advice in relation to the matters dealt with in the Chief Executive Officer Employment and Remuneration Policy; and
  - (b) provide for the following—
    - (i) the recruitment and appointment process;
    - (ii) provisions to be included in the contract of employment;
    - (iii) performance monitoring;
    - (iv) an annual review; and
  - (c) include any other matters prescribed by the regulations.
- (3) A Council must have regard to—
- (a) any statement of policy issued by the Government of Victoria which is in force with respect to its wages policy (or equivalent); and
  - (b) any Determination that is currently in effect under section 21 of the **Victorian Independent Remuneration Tribunal and Improving Parliamentary Standards Act 2019** in relation to remuneration bands for executives employed in public service bodies—
 

in developing the Chief Executive Officer Employment and Remuneration Policy.
- (4) A Council must adopt the first Chief Executive Officer Employment and Remuneration Policy under this section within 6 months of the commencement of this section.

##### Victorian Independent Remuneration Tribunal and Improving Performance Standards Act 2019 - Section 21

##### Determinations in relation to remuneration bands for executives employed in public service bodies

- (1) The Tribunal must make a Determination setting the values of the remuneration bands for executives employed in public service bodies which must—
- (a) include a comprehensive review of the roles of executives employed in public service bodies and the existing remuneration provided to executives under the Public Administration Act 2004 as in force before the commencement of Part 7 of this Act; and
  - (b) provide for any other matter that the Tribunal considers relevant.
- (2) The Tribunal must make a new Determination under subsection (1) at the end of each subsequent period of 4 years after the previous Determination was made under subsection (1).
- (3) A new Determination under subsection (2) must—
- a) include a comprehensive review of the roles of executives employed in public service bodies and the existing remuneration provided to executives; and
  - (b) provide for any other matter that the Tribunal considers relevant.

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5. CONFIDENTIAL BUSINESS

5.1 HIGH PERFORMING ORGANISATION

5.1.1 CONFIRMATION OF MINUTES AND ASSOCIATED ACTIONS OF CEMAC MEETING HELD 14 OCTOBER 2021 1

COUNCIL RESOLUTION

**MOVED:** Administrator Eddy  
**SECONDED:** Administrator Duncan

THAT Council resolve to close the meeting to members of the public for the purpose of considering details relating to the following confidential matters in accordance with Section 66(2)(a) of the *Local Government Act 2020* as follows:

5.1.1 CONFIRMATION OF MINUTES AND ASSOCIATED ACTIONS OF CEMAC MEETING HELD 14 OCTOBER 2021

*This report is presented to Council as a confidential document on the grounds that it contains:*

- personal information, being information which if released would result in the unreasonable disclosure of information about any person or their personal affairs.

In particular the report/attachment contains information regarding the CEO employment, performance and remuneration.

CARRIED

6. CLOSURE

ACCORDINGLY, THE MEETING WAS CLOSED TO THE PUBLIC AT 6.30PM.

CONFIRMED THIS 8<sup>th</sup> DAY OF NOVEMBER 2021.

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LYDIA WILSON  
CHAIR OF COUNCIL