



WHITEHORSE CITY COUNCIL

# Quarterly Performance Report

JANUARY – MARCH 2021



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## **Introduction – Chief Executive Officer’s Overview**

I am pleased to present the Quarterly Performance Report for the third quarter ending 31 March 2021.

During this third quarter of 2020/21, Council has continued with its COVID-19 recovery efforts. We offered further grants to our businesses and community organisations to support them in their recovery. We've also continued our return of Council services to their full capacity whilst adjusting to, and complying with the changing COVID-19 restrictions. Leisure, sporting and arts facilities have reopened and have welcomed more people back to in-person activities, and our festival season relaunched with Shake Rattle and Roll and Moonlight Movie. Both were very well attended and positively received by our community.

The Whitehorse Community Vision 2040 panel met over four sessions and have developed a draft vision which has been presented to Council. This has been an outstanding project involving many different groups in our community, and I thank everyone for their involvement.

Despite the disruption to some capital works programs as a result of the pandemic, Council has still progressed with major projects including construction of the open double story carpark as part of the Whitehorse Performing Arts Centre redevelopment. We are also providing for the growth in use of sporting facilities with Pavilion upgrades underway at Terrara Park and Morton Park

From a financial perspective, Council reports a surplus of \$52.63m, \$1.94m favourable to budget at the end of March. Income was \$16m unfavourable to budget and expenditure was \$17.95m favourable to budget, predominantly due to service closures and reduced demand as a results of the COVID-19 Pandemic.

**Simon McMillan**  
**Chief Executive Officer**

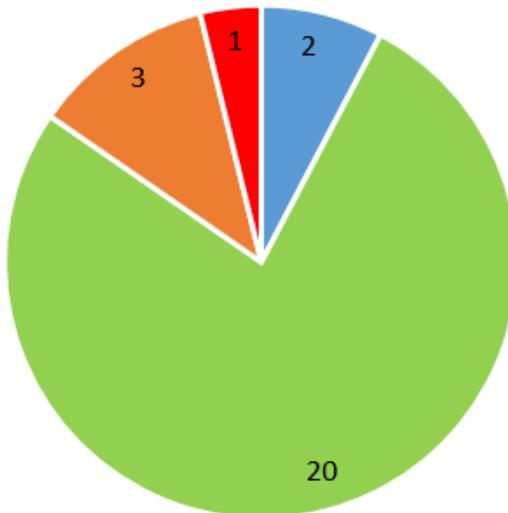
## Performance against Major Initiatives and Initiatives in the *Adopted Budget 2020/21*

January to March 2021

### Action Status

**26** Actions Reported for Q3

<b>2</b>	Actions Completed
<b>20</b>	On Track
<b>3</b>	Monitor
<b>1</b>	Needs Work



■ Completed ■ On Track ■ Monitor ■ Needs Work

## Section 1 – Performance against *Council Plan 2017-21*

This section provides a quarterly report against major initiatives, initiatives, and services, all of which are aligned to the strategic directions of the *Council Plan 2017-21*.

To assist the reader, each strategic direction is colour coded as follows:

1. Support a healthy, vibrant, inclusive and diverse community
2. Maintain and enhance our built environment to ensure a liveable and sustainable city
3. Protect and enhance our open spaces and natural environments
4. Strategic leadership and open and accessible government
5. Support a healthy local economy

Each strategic direction section is structured as follows:

- **Initiatives** – identified in the Annual Plan, which is part of the *Adopted Budget 2020-21* form a combination of significant projects or actions that are once-off in nature and/or lead to improvements in service delivery that will directly contribute to the achievement of the *Council Plan 2017-21* and have a major focus in the budget
- **Services** – Council delivers more than 100 services to the community and this report provides a snapshot of service highlights and challenges for the quarter.

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



Complete



Activity or action tracking within planned quarter target timeframes for current financial year



Activity or action is at risk of falling behind planned quarter target timeframes for current financial year



Activity or action is delayed or has not met planned quarter target timeframes for current financial year



Activity or action is deferred or on hold until further notice but likely to recommence

**Not started**

Activity not yet due to commence.

## Strategic Direction 1: Support a healthy, vibrant, inclusive and diverse community

### Annual Plan Major Initiatives and Initiatives Update

Initiative	Description	Responsible Department	Current Status	Progress Comment	Progress Against Target
<b>Nunawading Community Hub</b>	Opening of the new Nunawading Community Hub, providing the community with an inviting, highly accessible facility with a range of flexible internal and external spaces for active and passive activities, catering for a broad range of groups and individuals now and into the future.	Major Projects	Complete	<ul style="list-style-type: none"> <li>Nunawading Community Hub achieved Practical Completion and Certificate of Occupancy issued. The relocation of Silver Grove tenants has occurred and the Hub is in operation.</li> <li>The Defects Liability Period will be in progress until 4th August 2021.</li> </ul>	
<b>Whitehorse Centre Redevelopment</b>	Continue the redevelopment of the Whitehorse Centre to upgrade and expand facilities to meet current and future community needs for performing arts, exhibitions and functions activities. This will include an increase in audience capacity and stage size, an additional smaller theatre, increase in foyer space and improved disability access.	Major Projects	On Track	<ul style="list-style-type: none"> <li>Completed Design Development of the Performing Arts Centre and commenced construction of the Open Double Storey Carpark.</li> <li>The Expressions of Interest procurement process for the Performing Arts Centre Main Works Contract has commenced.</li> </ul>	 ON TRACK
<b>Municipal Health and Wellbeing Plan</b>	Commence review and preparation of a new Whitehorse Municipal Health and Wellbeing Plan.	Community Development	On Track	<ul style="list-style-type: none"> <li>Existing MPHWP continued implementation during the Jan-March period.</li> </ul> <p>MPHWP 2021/2025 planning is well underway including:</p> <ul style="list-style-type: none"> <li>Partial integration of the Engagement Strategy with Council Plan, Finance Plan and Asset Plan</li> <li>Leading the project and collaborating with the consultants, cross-Council department and the community.</li> <li>The Whitehorse Health and Wellbeing Profile has been developed</li> <li>The Whitehorse Selected Indicators of Health and Wellbeing Report has been developed.</li> </ul>	 ON TRACK

<b>Strathdon House</b>	Completion of the redevelopment of Strathdon homestead and precinct.	Major Projects	<b>On Track</b>	<ul style="list-style-type: none"> <li>Design Development drawings and documentation completed</li> <li>Request for Tender documentation closed Thursday 28 January, 2021. Evaluation is well underway.</li> </ul>	 ON TRACK
<b>Swimming Pool and Spa Safety Barrier Legislation</b>	Implementation of new Victorian legislative requirements, which came into effect from 1 December 2019, now requiring registration, inspection and certification of all swimming pools and spas to improve community safety. This initiative includes the engagement of a Swimming Pool Inspector to undertake the required inspections and assist property owners with complying with the new requirements.	Planning and Building	<b>On Track</b>	<ul style="list-style-type: none"> <li>A new swimming pool liaison officer has been appointed and has commenced training and working through outstanding registrations.</li> <li>Owners who have not registered will be further communicated with to ensure registration occurs.</li> </ul>	 ON TRACK
<b>Aqualink Nunawading Redevelopment Business Case</b>	Complete the review and preparation of concept plans and a Business Case considering the potential for future redevelopment of Aqualink Nunawading.	Leisure and Recreation	<b>On Track</b>	<ul style="list-style-type: none"> <li>Internal and external consultation has occurred for the AQN feasibility study and included broad community consultation including surveys and forums, consultation with various Council Departments and with AQN key user groups and Stakeholders including groups located within the precinct, community and cultural groups, neighbouring Council's and Industry networks.</li> <li>A consultant was appointed to the The Aqualink Nunawading (AQN) Feasibility study on the future needs of AQN. The study aims to review and assess the current provision of facilities and services at AQN including identification of any service gaps, future needs and complementary opportunities between AQN and Aqualink Box Hill.</li> <li>The site and services review has been completed and the information is being collated for the report. The consultation report is underway with key themes being identified. An information session has been organised with the Councillor's in April to complete the consultation and provide information on the project.</li> </ul>	 ON TRACK

## Quarterly Service Highlights

Service	Description	Quarterly Service Highlights
<b>Libraries</b>	Represents Council's contribution to the Whitehorse Manningham Regional Library Corporation which provides public library services at four locations within the municipality.	<p>Quarterly achievements for Whitehorse Libraries 1 January 2021 - 31 March 2021</p> <ul style="list-style-type: none"> <li>• 2021 Library Community Survey conducted from 12 February 2021 – 5 March 2021 with close to 2,000 Respondents.</li> <li>• Development of a long term vision and strategy for the provision of library services in Whitehorse commenced.</li> <li>• Library opening hours returned to normal in January 2021, with a small extension of hours offered to support our Covid-19 Recovery Plan.</li> <li>• Reintroduction of some in-person programs and events, subject to Covid-Safe restrictions.</li> <li>• Removal of redundant line of sight wide area network equipment from library and council buildings.</li> </ul>
<b>Community Development</b>	Focuses on the development and implementation of policies and strategies, and programs and initiatives to respond to community wellbeing needs. It also provides community grants to local not-for-profit groups and organisations and offers support with community festivals.	<ul style="list-style-type: none"> <li>• 2021 Intergenerational Grants program is currently open. Changes to the 2021 round included an intergenerational grants webpage initiated and launched and a new objective to incorporate ageism. The grants round was publicly advertised.</li> <li>• Ageism: Tackling Ageism Together- EveryAGE Counts in Melbourne's East' project highlights include: training workshop designed and delivered to internal staff project launched in Whitehorse News.</li> <li>• Mitcham Senior Citizen Centre: Facilitated the return of the Club to resume activities at the Centre.</li> <li>• The Whitehorse Community Engagement policy has been adopted by Council and in place by the 1st March 2021.</li> <li>• The "Shaping Whitehorse" (Council Plan, Municipal Public Health &amp; Wellbeing Plan, Financial Plan and Asset Plan) broad community engagement process has commenced.</li> <li>• The Whitehorse Health and Wellbeing Profile has been developed and will be used to inform upcoming community engagement workshops. The Profile is also supported by a database of Health and Wellbeing Indicators that have been developed.</li> <li>• Participated in the Regional Local Government Homelessness and Social Housing Charter Group working group to produce a glossary resource with consistent definitions for key terms (e.g. social housing, homelessness) for use in advocacy and policy development.</li> <li>• Commenced administering the "Socialsuite" Wellbeing Survey to WHACS clients that would otherwise find it challenging to participate in an online longitudinal survey. The Wellbeing Survey measures the community perceived social impacts of COVID-19 and in the month of March there were 81 respondents from this cohort.</li> <li>• Community Grants Program.</li> <li>• Council approved the recommended changes to the Acknowledgement to Country to include both the Wurundjeri people as well as all peoples of the Kulin nation.</li> </ul>

Service	Description	Quarterly Service Highlights
		<ul style="list-style-type: none"> <li>• Disability Action Plan – commenced identifying key issues arising from the Royal Commission Inquiry into Violence, Abuse Neglect and Exploitation of People with disability, the Inquiry into Mental Services in Victoria as well as the National Disability Strategy and State Disability Action Plan.</li> <li>• Reconciliation Action Plan – commenced identifying key legislation and policy documents supporting the development and implementation of the RAP.</li> <li>• Global Fiesta / Cultural Diversity Week: Design new format for 2021 to a week-long celebration in the Box Hill Mall activation pods that were run by community and faith groups.</li> <li>• Community Groups e-Newsletter - The inaugural March edition of the Whitehorse Community Groups e-Newsletter was distributed to Community organisations and groups and will go out once a month into the future.</li> <li>• Whitehorse Interfaith Network met and focussed on their annual work plan.</li> <li>• Anti-racism initiatives - Planning for (and promotion of) 2 online forums to be delivered April/May 2021, in partnership with VicPol and VHREOC. “Racism – Know your rights”. English and Mandarin.</li> </ul>
<b>Arts and Cultural Services</b>	<p>Provides a diverse and ongoing program of arts, cultural and heritage events as well as access to the Whitehorse Art Collection, meeting room hire and function services.</p>	<p><b>Box Hill Community Arts Centre (BHCAC)</b></p> <ul style="list-style-type: none"> <li>• BHCAC have been engaging with the community ‘virtually’ during the Centre’s closure, including monthly art challenges, zoom workshops and free kids’ activities via BHCAC’s website and social media platforms, feedback has been positive and social engagement has been high.</li> </ul> <p><b>Box Hill Town Hall</b></p> <ul style="list-style-type: none"> <li>• The Town Hall team have continued to support the BHTH HUB tenants who provide essential services to the community during COVID restrictions.</li> <li>• Some essential maintenance work has been completed and the team are preparing for re-opening by ensuring safety measures are in place, updated signage and sanitiser stations are ready for the public.</li> </ul> <p><b>Festivals</b></p> <ul style="list-style-type: none"> <li>• The festivals team have responded to COVID-19 Safe event planning requirements while adapting to the roadmap for reopening. A review of all event documentation, processes and procedures has been carried out to ensure compliance.</li> <li>• Festivals have been working closely with the Local Government Association events network to share knowledge and COVID-19 recovery strategies to enable safe community events in the near future.</li> </ul> <p><b>Placemaking</b></p> <ul style="list-style-type: none"> <li>• Whitehorse Couch Choir was launched as a community song project celebrating and uniting the Whitehorse community during these challenging times. Participants submitted videos of them singing, playing musical instruments, displaying AUSLAN interpretation and dancing to Ben Lee’s ‘We’re All in This Together’. In the first 24 hours of release, it reached over 14,000 people organically on Facebook and 1,006 across the</li> </ul>

Service	Description	Quarterly Service Highlights
		<p>Whitehorse web site and You Tube. The video now has had 10,300 views on Facebook and 1,223 views on YouTube.</p> <p>Whitehorse Artspace (Art Collection &amp; Programs)</p> <ul style="list-style-type: none"> <li>• During the COVID 19 closure, Artspace continues to connect with patrons with regular E-News posts and website engagement.</li> <li>• Council's Visual Arts Advisory Committee met online in September, accepting the donation of a painting attributed to impressionist Theo Brooke-Hansen into the Collection. Acquisitions to the Collection also included the sculptural installation by Brian Robinson (sited at Nunawading Community Hub), impressionist work by Bertha Merfield, watercolours by Mary Hammond and ceramics by Tim Clarkson and John Stroomer.</li> <li>• The White Horse Monument and the Unity sculpture, both on Whitehorse Rd, were conserved in this period.</li> </ul>
<b>Leisure and Recreation Management</b>	<p>This program represents costs relating to the overall management of the Leisure and Recreation Services Department including administration and project support.</p>	<p>Aqualink</p> <ul style="list-style-type: none"> <li>• Further lifting of COVID-19 restrictions has shown a steady increase in resumption of normal activities and the return of the swim programs.</li> </ul> <p>Nunawading Community Hub</p> <ul style="list-style-type: none"> <li>• All community groups have been successfully transitioned across and the Nunawading Hub is housing a mix of community and sporting activity.</li> </ul> <p>Morack Golf Course</p> <ul style="list-style-type: none"> <li>• Attendances to both the driving range and on course golf have continued to be strong.</li> <li>• Extensive work has continued on the future management structure of the facility.</li> </ul> <p>Sportlink</p> <ul style="list-style-type: none"> <li>• As restrictions have continued to ease, operating hours were adjusted accordingly. There has been an overwhelming response to the reopen with high court utilisation despite the need to provide changeover periods in between bookings.</li> </ul>

Service	Description	Quarterly Service Highlights
<b>Active Communities</b>	Manages community sport and recreation operations, use and development including the utilisation of sporting grounds and pavilions and provides support to community groups including club development opportunities.	<ul style="list-style-type: none"> <li>COVID-Safe Return to Sport.</li> <li>In accordance with COVID requirements Whitehorse Clubs are supported to implement and review their COVID-safe plans for their sport and associated activities.</li> <li>Whitehorse Sport and Recreation Network (WSRN) Recruitment was undertaken as per the Terms of Reference, 10 community members were appointed including 6 previous members. Two new Councillors (Cr Mark Lane and Cr Prue Cutts) also join the WSRN for the 2021-2022 term.</li> </ul>
<b>Recreation and Open Space Development</b>	This service provides planning and strategy development for open space and recreation facilities and infrastructure.	<ul style="list-style-type: none"> <li>Box Hill City Oval Redevelopment – Community Consultation was undertaken including two drop in sessions held on Saturday 20 February and Monday 22 February 2021.</li> <li>Funding application seeking \$10M for Box Hill City Oval Redevelopment was submitted to the State Government under the Community Sports Infrastructure Stimulus Program.</li> <li>Sparks Reserve West New Satellite Pavilion – World Game Facilities Fund Grant Application completed seeking \$500,000 from the State Government.</li> <li>Commenced consultation on proposed Basketball Half Court at Halliday Park, Mitcham.</li> <li>Submission of Sport &amp; Recreation Victoria Project Status Reporting for Milestone 3 – Sports Field and Sport Court Lighting Funding Agreement.</li> </ul>
<b>Sports Fields</b>	Responsible for the design, installation, maintenance and renewal of sports field infrastructure and project management of sports field capital projects.	<ul style="list-style-type: none"> <li>Ground renewal works have been completed at Mirrabooka South Reserve including drainage, Irrigation and santa ana couch playing surface.</li> </ul>
<b>Home and Community Services</b>	Provides home delivered and community-based meals, personal and respite care, transport, domestic and home maintenance, planned activities and social support.	<p>The following services were delivered over the period January-March 2021:</p> <ul style="list-style-type: none"> <li>Regional Assessment Service (RAS) 513 –assessments</li> <li>Service referrals received for – 943 services</li> <li>Shopping Assistance – 839.25 hours</li> <li>Occupational Therapy- 263 hours</li> <li>Domestic Assistance- 15,633 hours</li> <li>Personal Care- 5,282 hours</li> <li>Respite Care- 622 hours</li> <li>Home Modifications &amp; Home Maintenance- 1,370 hours</li> <li>Food Services –13,267 meals</li> <li>Assistance with food preparation - 295 hours</li> <li>Social Connections &amp; Support –1,932 hours</li> </ul>

Service	Description	Quarterly Service Highlights
		<ul style="list-style-type: none"> <li>• Escorted Activities (e.g shopping, appointments etc) -358 hours</li> <li>• Provision of holistic and diverse supports, information, referrals and practical assistance to over 3,000 older residents.</li> <li>• Over 650 new services commenced for consumers to ensure vital needs were met and independence is supported.</li> <li>• Conducted 1,233 hours of regular welfare calls to 520 vulnerable consumers due to COVID-19 related risks and issues.</li> <li>• Supported the resumption of various social support groups and transport assistance activities.</li> <li>• Received 52 compliments from consumers acknowledging WHACS services.</li> <li>• Contributed to the Community Connector (CASI) project.</li> <li>• Regional Assessment Services (RAS) achieved the required KPIs providing assessment services to 513 consumers.</li> <li>• Continued the development of the Digital Connections Project to equip consumers with basic digital skills to be able to participate in social activities on-line. 16 staff participated in Digital Mentor training that was facilitated by Network of Inner East.</li> <li>• Conducted intake &amp; training of new volunteers who represent the next generation of Meals on Wheels Volunteer.</li> <li>• Secured additional funding from Commonwealth for enhanced infection control expenditure as well as digital and workforce resources required to ensure service provision to vulnerable residents.</li> <li>• 87% Grade of Service ensuring timely and effective support to residents.</li> </ul>
Family Services	Provides centre-based childcare at Whitehorse Early Learning Services (WELS), integrated kindergarten, inclusion support, maternal and child health and youth support services.	<p>Community Programs</p> <ul style="list-style-type: none"> <li>• 2 Parenting Information Forums conducted on-line.</li> <li>• Supported Playgroup sessions conducted weekly via Zoom.</li> </ul> <p>Early Childhood Services</p> <ul style="list-style-type: none"> <li>• The COVID19 pandemic significantly affected utilisation rates for WELS in the period July to December 2021. This has led to a lower than normal uptake in utilisation for the March 2021 quarter which is the first quarter of enrolments for the 2021 calendar year. By the end of March utilisation stood at 88% which is a reasonable recovery with the expectation that we will achieve a utilisation above 90% by the end of April. The WELS budget is in surplus due to effective cost control to offset the loss of income and reduced utilisation in the first two quarters.</li> <li>• Continued implementation of Health and Safety guidelines to minimise the risk of COVID in our centres and to reassure our families and children back to WELS.</li> <li>• Introduction of the WELS Learning from Home education program to children and families whose children were not attending the centres, to ensure continuation of their children's education.</li> </ul> <p>Maternal &amp; Child Health.</p>

Service	Description	Quarterly Service Highlights
		<ul style="list-style-type: none"> <li>• The service received 393 birth notices for the March quarter which is lower than the long term average. MCH supported 8000 families and undertook 4509 consultations for the quarter Youth Services.</li> <li>• Continued to support young people remotely whilst Youth Services staff working from work via zoom online sessions. Increased use of social media as a means to provide information to young people.</li> </ul>
<b>Environmental Health</b>	Provides health education and protection services such as immunisations, food safety management, communicable disease surveillance, tobacco control and environmental protection.	<ul style="list-style-type: none"> <li>• Council's statutory requirements under the Food Act and Public Health &amp; Wellbeing Act: - Jan - Mar 2021 period.</li> <li>• Mandatory Annual Assessments/Inspections - 418 (660 YTD)</li> <li>• Food Premises - 233 (625 YTD)</li> <li>• Prescribed Accommodation - 70 (162 YTD)</li> <li>• Beauty and Body Art - 0 (90 YTD)</li> <li>• New and Transfer - 45 (131 YTD)</li> <li>• Complaint Inspections - 43 (101 YTD)</li> <li>• Routine Inspections - 35 (92 YTD)</li> <li>• Non Compliance/Follow Up inspections - 59 (144 YTD)</li> <li>• Formal Orders/Notices issued which includes PINs and Seizures - 2 (10 YTD)</li> <li>• Met targets under MAV Service Agreement for Tobacco control activities including conducting assessments/education visits and responding to complaints.</li> <li>• A total of 1801 (6,508 YTD) vaccinations were administered to 869 (3,009 YTD) children for the quarter as part of Council's public childhood immunisation program.</li> <li>• A total of 2,579 (5,461 YTD) vaccinations were administered to 1,315 (4,197 YTD) students as part of Council's school immunisation program.</li> </ul>
<b>Compliance</b>	This service delivers regulatory functions including: domestic animal management, school crossing supervision, Council's local law framework and managing parking controls across the municipality.	<ul style="list-style-type: none"> <li>• With post COVID restrictions on enforcement easing, the Parking Services Team was able to continue the increase in infringement and revenue outputs. The resumption of Saturday Parking Patrols and midweek after hours parking patrols, will continue to see increases in infringement rates.</li> <li>• The contract with Shift Towing is working well with an excellent response time in collecting vehicles and income being generated from the Auction of vehicles, covering all of Council's costs.</li> <li>• Income being generated from Shopping Trolley's that have been impounded.</li> <li>• Dumped Rubbish/Litter is an increasing problem across the municipality, in many instances what has been reported as dumped rubbish is hard rubbish that has not been booked, hard waste placed out without a sticker, hard waste not collected or refused.</li> <li>• An opportunity to identify/capture data on what is actually Hard Waste and what is Dumped Rubbish. Currently we are unable to capture this data to report on. The number of abandoned vehicles being investigated appears to increase around the Dec/Jan period.</li> </ul>

Service	Description	Quarterly Service Highlights
		<ul style="list-style-type: none"> <li>• Draft DAMP was presented to DAMPAC committee and has been finalised. The draft copy has been placed on Council Website with a short survey and will remain open for feedback until end of April.</li> <li>• Two Compulsory Clearance Contractors (existing Council Contractors) have been set up to deliver services for Community Laws.</li> <li>• There is a steady increase in the number of appeals as the Parking Services team returned to full enforcement from January. Overall the Infringement Review Team is responding to 80% of appeals within 10 business days.</li> <li>• The Compliance Support Team is exploring options to better manage the administration work and phone calls.</li> <li>• Currently the project team is reviewing the quality of data in relation to residential parking permits i.e. identifying fields in Pathway where data cleansing is required, in preparation of the introduction of "Single View of Customer". The goal is to improve the accuracy and completeness of our data so that we can make better business decisions.</li> <li>• The new Accessible Parking Scheme went live early March 2021 and the Compliance Support Team has commenced processing the applications on the new Accessible Parking Scheme portal.</li> <li>• Significant planning, pre-work, and training and communication helped in managing the change as smoothly as possible.</li> <li>• Agency nominations received for the Municipal Emergency Management Planning Committee.</li> <li>• Municipal Emergency Management Plan template developed.</li> <li>• Draft ERC COVID-Safe Plan prepared.</li> <li>• Emergency Officer training as an ERC COVID-Safe advisor.</li> <li>• Residential Parking Permit Renewals were sent via email to all residents with a valid email address (provided for that purpose) and Reminders were send via email in March 2021. The benefits will be reported from the next quarter.</li> </ul>

## Strategic Direction 2: Maintain and enhance our built environment to ensure a liveable and sustainable city

### Annual Plan Major Initiatives and Initiatives Update

Initiative	Description	Responsible Department	Current Status	Progress Comment	Progress Against Target
<b>Pavilion Redevelopments</b>	Redevelopment of the Elgar Park South Pavilion, Morton Park Reserve Pavilion, Walker Park Reserve Pavilion, Terrara Park Pavilion and to commence development	Assets, Buildings & Capital Works	On Track	<b>Terrara Park Pavilion Redevelopment</b> Construction works continued with pouring of all concrete slabs, erection of structural steel completed and connection of services commenced. Shop drawings for internal works are close to completion.	 ON TRACK
		Assets, Buildings & Capital Works	Monitor	<b>Sparks Reserve West Pavilion Development</b> Construction contract tendering and awarding has been deferred to facilitate additional site planning and to seek additional grant funding opportunities to reduce overall project cost.	 MONITOR
		Major Projects	On Track	<b>Morton Park Reserve Pavilion</b> Construction is in final stages with Practical Completion expected mid-April 2021.	 ON TRACK
<b>Sustainability Strategy – Energy Performance Contract</b>	Continue implementation of an Energy Performance Contract to deliver a comprehensive suite of energy conservation measures across six Council sites for the purpose of supporting Council's carbon neutrality strategy.	Engineering and Environmental Services	On Track	<ul style="list-style-type: none"> <li>New energy-efficient boiler and chiller units have been installed at Box Hill Town Hall that will reduce running costs and greenhouse emissions. Work specifications for new building management systems to optimise mechanical performance of equipment at Aqualink Box Hill and Council's Operations Centre have been completed, with works scheduled for April/May.</li> <li>Works are on schedule for overall project completion by 30 June 2021, ahead of a detailed period of monitoring and verifying the efficiency savings once all \$2M in energy efficiency measures have been fully installed and commissioned.</li> </ul>	 ON TRACK
<b>North East Link Advocacy</b>	Council intends to strongly advocate for improved outcomes for the Whitehorse community resulting from the North East Link project	Engineering and Environmental Services	On Track	<ul style="list-style-type: none"> <li>Council lodged an appeal in the Supreme Court against the Victorian Government's planning decisions regarding the North East Link project. After detailed discussions and strong advocacy with the Victorian Government, Council withdrew from the litigation after securing additional opportunities to be involved in the development of the designs of North East Link. This will allow Council to remain engaged in</li> </ul>	 ON TRACK

Initiative	Description	Responsible Department	Current Status	Progress Comment	Progress Against Target
				<p>the design process and continue to advocate for the interests of the Whitehorse community.</p> <p>Other advocacy activities relating to the North East Link project include:</p> <ul style="list-style-type: none"> <li>• Representing Council on a number of technical and community committees, eg 'Community Liaison Group' and 'Traffic Management Liaison Group'.</li> <li>• Strong advocacy for improved conditions for sports teams that be temporarily relocated during North East Link construction works.</li> <li>• Negotiating access arrangements for the State Government to access Council land to undertake early works.</li> </ul>	
<b>Construction Management Plan</b>	Extension of a 2019/20 initiative focused on proactive and efficient management of construction management plan development sites	Engineering and Environmental Services	<b>Complete</b>	The number of CMPs submitted to Council has increased over the past Quarter, with 26 CMPs currently under assessment. The CMP team is also working on a continuous improvement project to improve our processes.	
<b>Developer Contributions Framework</b>	Commence development then implementation of a Whitehorse Development Contribution Framework.	Planning and Building	<b>On Track</b>	Consultants have been appointed to prepare an Infrastructure and Development Contributions Framework for the municipality. The first inception meeting with Officers occurred in February 2021.	 ON TRACK
<b>Flood Modelling</b>	Modelling of the drainage network in the municipality in collaboration with Melbourne Water, implementing an action from the <i>Asset Management Strategy 2017-2021</i> .	Engineering and Environmental Services	<b>Monitor</b>	Council has commenced second stage of this joint project with Melbourne Water. The area to be modelled is West Koonung Catchment and East Koonung Catchment, both areas adjacent to Eastern Freeway. The study is compliant with ARR2016. Melbourne Water and Council have jointly selected a consultant to undertake the work.	 MONITOR

## Quarterly Service Highlights

Service	Description	Quarterly Service Highlights
Planning	Provides statutory and strategic land use planning functions, ensuring compliance of land use and developments under the Whitehorse Planning Scheme.	<p><b>Statutory Planning</b></p> <ul style="list-style-type: none"> <li>The statutory planning team have continued to assess and determine a high number of planning applications and amendments. In Jan, Feb and March 2021, the team received 95, 110 and 125 applications/amendments respectively, which is significantly higher than the metro average of 53 (Jan), 73 (Feb) and 80 (March).</li> <li>The number of VicSmart applications received continues to be around the 40 per month mark, which is also more than double the metro average. Timeframes for determining VicSmart applications has been consistently high with 88.5% determined in time in Jan (compared to the metro average of 76.7%), 79.5 in Feb (compared to the metro average of 83.5%) and 77.4% in March (compared to the metro average of 84.7%).</li> <li>Given the complexity and number of parties often involved in many of the applications, the timeframes for determining applications can be skewed as a result of negotiations and consultation with all parties. The gross processing days however is a positive reflection of the team's productivity with Jan averaging 95 gross processing days, Feb averaging 98 and March averaging 85.</li> <li>This is compared to the metro average of 164 days in Jan, 128 in Feb and 124 in March.</li> </ul> <p><b>Strategic Planning</b></p> <ul style="list-style-type: none"> <li>Authorisation received from the Minister for Planning to commence Amendment C220 (Residential Corridors Built From Study, Design and Development Overlay), however the conditions of authorisation are being reviewed against the intent of the Study.</li> <li>Further work is being undertaken to support the draft planning controls for the Box Hill Metropolitan Activity Centre.</li> <li>Council resolved to seek authorisation for an amendment to rezone land in the Tally Ho Major Activity Centre to the Commercial 3 Zone and to undertake a review of the existing Design and Development Overlay, Schedule 9.</li> <li>Consultants have been appointed to prepare an Infrastructure and Development Contributions Framework for the Municipality.</li> <li>Ongoing feedback provided to the Level Crossing Removal Authority on the Mont Albert Road project.</li> <li>Ongoing feedback provided to Suburban Rail Loop Authority on proposed sites in the municipality.</li> <li>Preliminary input provided to State government on review of vegetation and landscape overlays in Victoria Planning Schemes.</li> <li>Review in progress on the first draft of the Whitehorse Planning Policy Framework received from DELWP.</li> <li>Submission provided on Infrastructure Victoria's Draft 30 Year Infrastructure Strategy.</li> </ul>
Building Services	Provides the administration, education and enforcement of public safety, provision of a	<ul style="list-style-type: none"> <li>Weekly VBA Cladding audits continue.</li> <li>Building Enforcement is working on Covid -19 backlog of complaints.</li> </ul>

Service	Description	Quarterly Service Highlights
	community-focused building permit service, maintenance of registers and records as required by the <i>Building Act 1993</i> .	<ul style="list-style-type: none"> <li>A new swimming pool liaison officer has been appointed and has commenced training.</li> <li>A new Assistant Building Surveyor position has now been filled and training has commenced.</li> <li>Report and Consent applications have increased for knock down and re-build sites.</li> </ul>
Engineering Services	Provides strategic traffic and sustainable transport planning and traffic investigations and reports; capital works project scoping, design and construction supervision; civil asset protection; and the strategic management of Council roads and drainage assets.	<ul style="list-style-type: none"> <li>Placed Speed Trailers at shopping centre sites and skatepark to promote safe covid practices.</li> <li>Continue planning for the East West 6 easy ride cycling route.</li> <li>Implement the Whitehorse Active and Safe School Plan for Orchard Grove Primary School.</li> <li>Constructed kerb ramps at Fuchsia Street Blackburn for easier access for cycling.</li> <li>Continue to work with Dept of Transport in the design and implementation for the Box Hill to Ringwood Laburnum section of the shared use path.</li> <li>Continue to work with the State Government on major project such as the Box Hill to Hawthorn Strategic Cycling Corridor, North East Link, Mont Albert level crossing removal project and Suburban Rail Loop.</li> </ul>
Public Street Lighting	Provides street lighting throughout Whitehorse.	<ul style="list-style-type: none"> <li>Council regularly assesses and upgrades public lighting in the municipality.</li> <li>The design is currently developed for replacement of 830 remaining standard and decorative lights.</li> </ul>
City Works	Provides for the ongoing cleanliness and maintenance of Council's roads, footpaths, kerb and channel, stormwater drainage pits and pipes, roadside furniture, bridges, path structures and shopping centres within the municipality including street sweeping, litter bin collection, removal of dumped rubbish and the provision of an after-hours emergency response service.	<ul style="list-style-type: none"> <li>City Works continued to provide services for the inspection, maintenance, repair and cleansing of Council's civil infrastructure assets, including roads, pathways, drainage and townships. Works commenced on the replacement of the footbridge over Gardiners Creek at Sinnott Street Reserve.</li> </ul>
Fleet and Workshop	Manages Council's fleet of vehicles, plant and equipment items including the operation of a workshop and overall management of the functions of the Operations Centre.	<ul style="list-style-type: none"> <li>A number of passenger vehicles and commercial vehicles have been ordered and deliveries have commenced. A new truck for asphalt maintenance was delivered and orders were raised for other major plant items including a footpath sweeper, tractor, mowers, tipper truck, prime mover truck and a prime mover.</li> <li>There were four replacement passenger vehicles, three trucks and four commercial vans delivered this quarter.</li> </ul>
Major Projects	Responsible for the project management of capital building projects and the facilitation of major projects.	<ul style="list-style-type: none"> <li>Nunawading Community Hub was completed and occupancy was received 4 Aug 2020. Currently in the Defects Liability Period (DLP).</li> <li>Whitehorse Centre completed Design Development of the Performing Arts Centre and commenced construction of the Open Double Storey Carpark.</li> <li>Sportlink redevelopment schematic design complete. Costing of schematic design in progress.</li> <li>Tender drawings and documentation completed for Morack Redevelopment were completed. Currently with Quantity Surveyor to prepare a pre tender cost estimate.</li> </ul>

Service	Description	Quarterly Service Highlights
<b>Assets Building Projects and Capital Works</b>	Responsible for the development, monitoring and performance reporting of Council's Capital Works Program, the managing of design, construction and overall project management of capital building projects and the planning and implementation of strategic asset management initiatives across the organisation including Council's Asset Management System.	<ul style="list-style-type: none"> <li>• Strathdon House tender drawings and documentation completed. Request for Tender has been released and due to close Thursday 28 January, 2021.</li> </ul>
<b>Facilities Maintenance</b>	Provides reactive and preventative maintenance and minor capital renewal of Council's many buildings and structures. It also includes scheduled inspections and maintenance to satisfy Building Code Essential Safety Measures Regulations.	<ul style="list-style-type: none"> <li>• To 31 March 2021 a total of 3159 work orders completed including roof inspections and cleans, programmed gutter cleans, mechanical plant inspections and pest control attendances; and 4334 Essential Safety Measure Inspections including emergency access &amp; egress, exit lighting and fire equipment testing.</li> <li>• Sports and Leisure Facilities - dry change rooms flooring; boiler and exhaust fan chamber replacements at Aqualink Nunawading and replacement of louvre motors at Sportlink Vermont South.</li> <li>• Various glazing replacement and other renewal works at Council early years services buildings including Barriburn, Parkmore, Heatherdale and Indra preschools as well as Blackburn, Vermont Children's Services Centre's and Benwerrin and Florence Road Kindergartens.</li> <li>• Upgrade of mechanical and air flow infrastructure at Lucknow St Children Services Centre, Box Hill Town Hall - Box Hill Historical Society storeroom and Blackburn South Hall</li> <li>• New solar energy systems installed at East Burwood Hall and Blackburn South Hall. Addition of solar analytic devices to monitor solar energy performance of existing solar energy systems installed at Surrey Park West Pavilion, Billabong Reserve Pavilion, Mountainview Cottage, Eley Park Community Centre and Civic Centre.</li> <li>• Various works at Council Community buildings including accessibility works at Vermont South Community House, ducted heating replacement and re-stumping at Kerrimuir Neighbourhood House; external weatherboard replacements and painting at Mountainview Cottage, programmed painting at Sparks Reserve South Pavilion and Box Hill Town Hall and sanding and repolishing of the timber floor at Forest Hill Hall.</li> <li>• Security updates for Vermont South Community House and Box Hill Gardens CCTV wireless links.</li> </ul>

## Strategic Direction 3: Protect and enhance our open spaces and natural environments

### Annual Plan Major Initiatives and Initiatives Update

Initiative	Description	Responsible Department	Current Status	Progress Comment	Progress Against Target
Implement Municipal Wide Tree Study	Implementation of Municipal Wide Tree Study recommendations pending Ministerial approval of the proposed tree controls.	Planning and Building	On Track	<ul style="list-style-type: none"> <li>Minister for Planning approved Amendment C219 which updated Significant Landscape Overlay, Schedule 9 (SLO9) and applied it on an interim basis until 30 June 2021. The updated SLO9 came into effect on 16 July 2020 and covers all residential areas of the City that do not have permanent SLO controls in place. All affected land owners and occupiers were notified by mail about approval of Amendment C219</li> <li>The SLO9 remains interim as the Department of Environment, Land, Water and Planning (DELWP) is completing a State-wide review of environmental and landscape controls.</li> <li>NB: Although the specified task is largely completed from Council's perspective, further reports against Task 3.1.3.1 can update on progress with DELWP's work and whether further action is required in Q4 to extend the interim protection provided by SLO9 in Whitehorse.</li> <li>As per Q1. DELWP review of vegetation and landscape overlays is yet to be progressed by State government. Updates on the State review will be provided in subsequent quarters</li> </ul>	 ON TRACK
Play Space Renewal Program	Continue renewal and upgrade to various play spaces across the municipality.	Engineering and Environmental Services	On Track	<ul style="list-style-type: none"> <li>Surveys put out and awarded but due to Covid-19 restrictions were not able to be undertaken. Quotations also sought for the renewal of five (5) play spaces.</li> <li>Tendered Holbury Park.</li> </ul>	 ON TRACK

					<ul style="list-style-type: none"> <li>• Awarded Wynne Court, Winswood Close, Lemon Grove, Apex Park, Primula Park, Stanley Grove and Laburnum Lot</li> <li>• Designing Black's Walk and Thatcher Reserve.</li> </ul>
<b>Review of Potential Waste Services Charge</b>	Preparation for the potential introduction of a waste services charge that allows for the cost of all kerbside waste and recycling services to be covered by waste charges levied to those properties that use Council's kerbside waste and recycling services. Implementation will be subject to Council decision and any changes will be in full compliance with a review by the Essential Services Commission and will not result in any net increase in rates.	Engineering and Environmental Services	<b>Needs Work</b>		<ul style="list-style-type: none"> <li>• A review of the project requirements and remaining scope of measures has been undertaken and a brief developed.</li> <li>• Work is continuing on data analysis and identifying data-related issues, minor adjustments to Council's customer service systems, and developing more consistent guidelines regarding bin arrangements at non-residential properties.</li> </ul>
<b>Significant Tree Assistance Fund</b>	Significant tree assistance fund for providing grants to property owners to assist with maintenance costs associated with trees on the significant tree register.	Planning and Building	<b>On Track</b>		<ul style="list-style-type: none"> <li>• The inaugural round of the Tree Assistance fund received 117 applications, which was significantly higher than anticipated in the scoping process for this fund. The decision panel, which included two Councillors, a community member and council officers, met in December to assess applications. Grants were offered to 42 successful applicants.</li> <li>• By mid-April approximately half of the grant recipients had completed their works and received their funds. The remainder of the successful applicants have been notified by mail and email that they have until the end of May to complete works and acquit their grant. A review of the allocation process has been undertaken by the decision panel with a view to improving the efficacy of the next round.</li> </ul>

## Quarterly Service Highlights

Service	Description	Quarterly Service Highlights
Sustainability, Waste and Recycling	Facilitates planning for energy and water reduction programs and waste management strategic planning. This service also includes contracts for waste collection including domestic garbage collection, kerbside recycling, and hard and green waste collection.	<p><b>Waste</b></p> <ul style="list-style-type: none"> <li>Completed 757,012 kerbside garbage bin collections, resulting in 6,931 tonnes of garbage being taken to landfill.</li> <li>Completed 499,646 kerbside recycling bin collections, resulting in 3,714 tonnes of recyclables being processed for recycling.</li> <li>Completed 194,627 kerbside garden bin collections, resulting in 3,758 tonnes of garden organics being processed for compost.</li> <li>Collected 1,757 tonnes of hard waste and serviced 10,236 hard waste bookings from across the City.</li> <li>Council approved its participation in a multi-Council landfill services contract commencing 1 April 2021, facilitated by Metropolitan Waste &amp; Resource Recovery Group. This contract enables Council to access to 4 landfills for disposal of kerbside garbage and non-recyclable waste from the Whitehorse Recycling and Waste Centre over the next 4 years.</li> <li>Council completed its detailed specifications and is currently calling tenders for the kerbside waste and recycling services covering the collection of garbage, garden organics, recyclables and hard waste from 1 July 2022. Tenders were originally meant to be called in 2020 but were delayed due to the impact of COVID on the waste industry's ability to respond to major local government tenders such as this. Tenders will close on 12 May 2021.</li> </ul> <p><b>Sustainability</b></p> <ul style="list-style-type: none"> <li>Learning for Sustainability Conference (live stream event) 26 February held on 26 February delivered by the Eastern Alliance for Sustainable Learning. In total, there were 117 participants from early learning, primary and secondary schools.</li> <li>Sustainable Living Weekend program finalised and to be held on Saturday 1 and Sunday 2 May at the Box Hill Town Hall. The program will cover an array of topics and activities, including: Headline event 'The Climate Cure' with Tim Flannery and Nicki Hutley; gardening workshops; designing for intergenerational living; energy saving and emission reduction in the home; second-hand styling; the screening of "The Story of Plastic" and kids' practical workshops.</li> <li>Total of 46 participants of Kids and Family Bee Webinars on 20 January presented by Buzz and Dig.</li> <li>Approximately 50 participants at the 'Introduction to Solar and Batteries' webinar held on 10 March presented by the Australian Energy Foundation.</li> <li>Vermont South &amp; Nunawading Community Hub.</li> <li>Sustainability pages created with resources to better inform business on Council's Wbiz site</li> </ul>

Service	Description	Quarterly Service Highlights
		<ul style="list-style-type: none"> <li>Highly contaminated recycling bin rejection process implemented in February on bins with more than 40% contamination or containing hazardous items.</li> <li>Thread collect bookable collection for e-waste and clothing had 315 bookings collecting 182kg of electronics and 5,438kg clothing</li> <li>Planning for reusable items drop off day planned for 8 May commenced</li> <li>Delivered composting workshop in Mandarin for group of 27 in partnership with the Eastern Migrant information Centre</li> <li>Successful sustainable living stall held at Global Fiesta on 16 March from 11am-1pm along with Mandarin interpreter</li> <li>Planning underway for Smarter Living series of events including beginners &amp; advanced composting workshops, follow your recycling virtual tours and plastic pollution exhibition</li> </ul>
<b>Whitehorse Recycling and Waste Centre</b>	Responsible for recycling and disposal of general or bulky nonhazardous waste, encouraging recycling and the reduction of waste transported to landfill.	<ul style="list-style-type: none"> <li>In the third quarter the centre performed 41,861 transactions (an increase of 5.0% from the same quarter last year), and received a total of 14,690 tonnes of material to the site (a decrease of 10.0%) for recycling, reuse and the remainder transferred to landfill.</li> <li>The Paintback service for the recycling of old paint and paint containers continues to be very popular with 1,022 transactions in the quarter.</li> </ul>
<b>Open Space Maintenance</b>	Responsible for the management of Council's bushland, open space and parklands including developing plant stock, landscaping, pruning, grass cutting and fire management. The service also provides an education program on ecological and environmental issues largely centred on Blackburn Lake Sanctuary.	<ul style="list-style-type: none"> <li>Completion of all park mowing and open space maintenance requirements to service delivery standards while adhering to COVID restrictions and social distancing.</li> <li>Completion of all park audits.</li> <li>Continued upgrade of park furniture including installation of 35 seats, 7 picnic settings and replacement fencing at numerous locations</li> <li>Completed upgrade of 16 drinking fountains with dog water bowls at various locations</li> <li>Completed upgrade of 28 park lights to new solar lights</li> <li>Completion of landscape upgrade at Elgar Park new pavilion surrounds.</li> <li>Commencement of landscape upgrade at Lundgren Chain reserve to remove dead/dying/hazardous trees and upgrade vegetation.</li> <li>Commencement of landscape upgrade to courtyard at Blackburn Lake Visitor Centre.</li> </ul>

Service	Description	Quarterly Service Highlights
Tree Management	Manages Council's street and park trees to meet community expectations as well as statutory and safety obligations. It includes planning for increasing the quantity and quality of trees within Whitehorse as well as maintaining the health and amenity of existing trees.	<ul style="list-style-type: none"> <li>• Contract for whole municipality street tree data harvest has been finalised and the contract was awarded to two successful contractors.</li> <li>• Arbor team have processed in excess of 2,000 customer requests for this quarter.</li> <li>• Street tree plantings completed in this quarter (outside of tree planting season - only dead and dying newly planted trees were replaced) was approximately 100.</li> </ul>

## Strategic Direction 4: Strategic leadership and open and accessible government

### Annual Plan Major Initiatives and Initiatives Update

Initiative	Description	Responsible Department	Current Status	Progress Comment	Progress Against Target
Digital Transformation Strategy	Implement year three of the Digital Strategy 2017 with a continued focus on making it easier for residents to access information and to transact online. This will be achieved through developing new and improved Council web sites, new social media sites and making more transactions types available to apply and pay online. By integrating these with Council internal systems it will also improve accuracy and operational efficiency.	Digital and Business Technology	On Track	<ul style="list-style-type: none"> <li>Q3 saw the Digital Team successfully complete the Webchat, Artificial Intelligence (AI) and Customer Engagement and Insight solution with the multi-year appointment of a vendor well-placed to build upon the webchat, chatbot and multi-channel customer communication and engagement capabilities. In the period, we continued to see over 85% of customers provide 4 stars or more for the hugely popular webchat in terms of ease of use and problem resolution. Targeted pop-up functionality and chatbot (named Ed) assisted communication and self-service in areas as diverse as planning scheme changes, electronic rates and COVID-19 related initiatives.</li> <li>The ongoing uptake of Council's Apply, Pay and Report services saw quarter on quarter average online transactions increases in excess of 20%. A number of services and application types are now showing regular online rates above 75% compared to traditional channels providing customers easy, convenient 24x7 access to these services. New services were also added – emailing and paying of parking permit renewals online plus a further immunisation booking type, Meningococcal B.</li> <li>Digital continues to work closely with Snap Send Solve to bring further enhancements to the back-end - integration to core systems and on the front-end – customer experience benefits with the app. All of this make the process of resolving reported problems easier, faster and</li> </ul>	 ON TRACK

Initiative	Description	Responsible Department	Current Status	Progress Comment	Progress Against Target
				<p>more transparent with increasing status reports back to the reporter.</p> <ul style="list-style-type: none"> <li>• Data analysis work focussed on VicSmart and Council's substantial Name and Address Register (NAR) – a key enterprise database that will form one of the pillars in a data validation, cleansing and matching Request for Quote that is underway. The work has again identified opportunities for business process improvements and prompted the development of a duplicates reporting tool by the Digital Team tool that employs fuzzy logic methods to enable rapid identification and rectification of duplicate name records – a process that was previously extremely challenging and involved a report comprising reams and reams of A4 printouts. The business unit is certainly glad to see the last of that process!</li> </ul>	
<b>Community Vision</b>	Review and update the Council Vision to represent the community vision for Whitehorse for the next 10 years	Finance and Corporate Performance	<b>On Track</b>	<ul style="list-style-type: none"> <li>• The Community Panel sessions have been completed and a draft has been presented to the Mayor and Councillor's on the last session held on March 27, 2021. Next stage will be to request feedback from the community and follow through Council process for endorsement.</li> </ul>	 ON TRACK
<b>Continuous Improvement Program</b>	Continue to grow the continuous improvement program increasing our capacity through trained improvement champions and black belts to deliver improvement initiatives across the Organisation with reportable benefits to our community.	Finance and Corporate Performance	<b>On Track</b>	<ul style="list-style-type: none"> <li>• In quarter 3, the Continuous Improvement Program has completed 4 project initiatives (12 year to date) with a further 28 in progress. The benefits delivered in this include 7,022 in hours saved increasing capacity through improved processes and \$111,754 in financial benefits.</li> <li>• The customer experience has seen improvements with 23,984 digital transactions making services available 24/7 for our community to enquire, pay and apply online. In addition, process efficiencies have resulted in 4,181 days of improved response times for customers.</li> </ul>	 ON TRACK

Initiative	Description	Responsible Department	Current Status	Progress Comment	Progress Against Target
				<ul style="list-style-type: none"> <li>Planning for our next intake of improvement champions training has completed with the application and evaluation process to occur in May ahead of training delivery in June 2021.</li> </ul>	
<b>Implementation of requirements of the Local Government Act Review</b>	Staged implementation in accordance with the State Government timeline subject to legislation being passed. This includes a three year initiative focused on workforce planning.	Civic Services	<b>On Track</b>	<ul style="list-style-type: none"> <li>Legislative compliance tasks with the Local Government Act 2020 continued during this quarter. The mandatory Councillor Induction Training was conducted on 3, 10 and 17 February 2021 with all Councillors undertaking the training as required and signing their declaration before the Chief Executive Officer.</li> <li>The Whitehorse Councillor Code of Conduct was reviewed during this quarter and adopted by Council at its meeting held 22 February 2021. Council meetings were held on 27 January, 22 February and 15 March 2021, Delegated Committee of Council meetings were held on 8 February and 9 March 2021.</li> <li>Council aligned its Municipal Emergency Management Planning committee (MEMPC) with the reformed emergency management planning arrangements outlined in the Emergency Management Legislation Amendment Act 2018 as required, which included the de-establishment of the existing MEMPC, and facilitation of the establishment of the MEMPC in accordance with the provisions of .68 of the Local Government Act 2020.</li> </ul>	 <b>ON TRACK</b>
<b>Development of IT Strategy 2020-2025</b>	Development of Council's Information Technology Strategy 2020-2025 to improve service delivery is nearing completion.	Information Technology	<b>On Track</b>	<ul style="list-style-type: none"> <li>Presented the 2020-2025 IT Strategy to Exec.</li> <li>Adoption of the 2020-2025 IT Strategy by Council.</li> <li>Planning the Early Initiatives of the IT Strategy for delivery 20/21 financial year.</li> <li>Commenced planning the resource and consultancy requirements for the 2020-2025 IT Strategy delivery.</li> <li>Commenced planning for the IT strategy roadmap and multi-year funding request.</li> </ul>	 <b>ON TRACK</b>

## Quarterly Service Highlights

Service	Service Description	Quarterly Service Highlights
Council Support	Manages citizenship ceremonies, legal expenses, Council receptions and functions, general office expenses, councillor development and training and the conduct of Council elections.	<ul style="list-style-type: none"> <li>During quarter 3, a Citizenship ceremony was held on Australia Day 26 January 2021, with 80 people invited to take their pledge of commitment to Australia.</li> <li>The Whitehorse Councillor Code of Conduct was reviewed during this quarter and adopted by Council at its meeting held 22 February 2021. Council meetings were held on 27 January, 22 February and 15 March 2021, Delegated Committee of Council meetings were held on 8 February and 9 March 2021.</li> <li>As per the requirements of s. 32 of the LGA 2020 all Councillors received their mandatory Councillor Induction training on 3, 10 and 17 February 2021 and all signed the Councillor declaration on 22 February 2021.</li> </ul>
Civic Services	Includes customer service provision at Council's three service centres and governance services; fostering international relations; and cleaning and maintaining the municipal offices.	<ul style="list-style-type: none"> <li>Legislative compliance tasks with the Local Government Act 2020 continued during this quarter. The mandatory councillor Induction training was conducted for all Councillors on 3, 10 and 17 February 2021 with all Councillors undertaking the training as required and signing their declaration before the Chief Executive Officer.</li> <li>The Whitehorse Councillor Code of Conduct was reviewed during this quarter and adopted by Council at its meeting held 22 February 2021. Council meetings were held on 27 January, 22 February and 15 March 2021, Delegated Committee of Council meetings were held on 8 February and 9 March 2021.</li> <li>Council aligned its Municipal Emergency Management Planning committee (MEMPC) with the reformed emergency management planning arrangements outlined in the Emergency Management Legislation Amendment Act 2018 as required, which included the de-establishment of the existing MEMPC, and facilitation of the establishment of the MEMPC in accordance with the provisions of s.68 of the Local Government Act 2020.</li> <li>As per the requirements of s.74 (1) of the Local Government Act 1989 Council commenced the statutory review of Mayoral and Councillor Allowances.</li> <li>Production of the Sister City History is nearing completing with the text and graphics approved for publication by Steering Group.</li> <li>Enhanced hygiene and cleaning schedules continued during this period in response to the COVID-19 pandemic. Personal Protective Equipment, sanitiser and cleaning products were sourced, ordered and distributed across the organisation. Much time was spent during this quarter to prepare the organisation for the return of staff to the offices, with perspex screens installed on the Reception counters, automatic sanitising stations set up and ingress and egress arrangements set up.</li> </ul>
Strategic Marketing and Communications	Manages the production of Council publications, graphic design, media liaison, strategic communications plans and produces printed and electronic	<ul style="list-style-type: none"> <li>4,386 Whitehorse News e-news subscribers</li> <li>3 print editions of Whitehorse News</li> <li>3 COVID-19 related communications strategies developed and implemented</li> <li>36 communications strategies developed</li> </ul>

Service	Service Description	Quarterly Service Highlights
	communication for the community, Councillors and the organisation.	<ul style="list-style-type: none"> <li>2 information sessions run for 50+ web content champions and 30+ social media champions in preparation for caretaker period</li> <li>21 departmental meetings attended in preparation of caretaker period</li> <li>Aqualink - facebook campaign stats (average reach)</li> <li>Online full workouts - 1426 reached</li> <li>Iso Games -2056 reached</li> <li>Aqualink @home - 1464 reached</li> </ul>
<b>People and Culture</b>	Provides human resource management services including staff recruitment, corporate training and development, industrial relations and volunteer advisory services.	<ul style="list-style-type: none"> <li>The HR Business Partners were involved in supporting the organisation in the ongoing management of employees impacted by the pandemic, including the re-closure of facilities, advice re leave entitlements and effective management of remote workers as well as business as usual activities. The HRBPs also supported in the development and feedback of the Wellbeing Survey and supported departments to develop their response to the Employee Pulse Survey.</li> <li>The HR Operations Team facilitated the offer and placement of employees to alternate duties, due to the pandemic, and managed communications to employees regarding changes to the employment relationship. In addition they reviewed and delivered a revised virtual Corporate Induction program. Workforce Planning.</li> <li>The HR Business Partners were involved in supporting the organisation in the ongoing management of employees impacted by the pandemic, including the re-closure of facilities, advice re leave entitlements and effective management of remote workers as well as business as usual activities. The HRBPs also supported in the development and feedback of the Wellbeing Survey and supported departments to develop their response to the Employee Pulse Survey.</li> </ul>
<b>Risk, Health and Safety</b>	Administers Council's Occupational Health and Safety Program, ensures compliance with occupational health and safety legislation, manages Council's insurance program and implements the risk management framework.	<ul style="list-style-type: none"> <li>Covid-19 has remained a primary focus of Risk, Health and Safety during Quarter 1 with the second wave requiring extensive input to ensure effective Health and Safety systems and practices are in place as the organisation moves from response to recovery.</li> <li>Risk Management has also required extensive review to assess the emerging risks and existing controls impacted by Covid-19.</li> </ul>
<b>Finance and Corporate Performance</b>	Manages Council's corporate planning and reporting, continuous improvement, financial management, payroll, and procurement, tendering and contract administration.	<ul style="list-style-type: none"> <li>A significant focus in Q3 has been the preparation of Council's 2021/22 Budget, Revenue and Rating Plan and commencement of planning and community engagement on the Financial Plan. Finance has also continued to build on the new integrated strategic planning reporting framework requirements under new LGA.</li> <li>The Community Vision is well advanced to date and a series of highly successful deliberative engagement panel sessions were held earlier in the quarter. Integrated Planning has focused on the Council Plan, Municipal Public Health and Wellbeing Plan and the Financial Plan being developed this financial year. Capire Consultancy who were engaged to partner in the project are now well immersed in rolling this out.</li> </ul>

Service	Service Description	Quarterly Service Highlights
		<ul style="list-style-type: none"> <li>Corporate Planning and performance have improved the process for quarterly reporting. In addition, quick process resources have been developed for Officers and Managers to assist with their quarterly reporting. The Annual Report Gantt Chart has been finalised and approved. LGV has provided a template to commence inputting for our end of year auditing.</li> <li>Procurement has completed its negotiations with the Eastern Region Network of Councils and have settled a set of aligned principles that will sit across all policies in line with the new LG Act 2000 that comes into effect 1 July 2021. Procurement has also commenced a 'stimulus project' aimed at supporting local business to better understand and have greater access to Council procurement opportunities.</li> <li>The Rates Management internal audit report, and the memorandum of audit planning scope documents for the upcoming Volunteer Management and Food and Health Services Management were presented at the March 2021 Audit &amp; Risk Committee meeting.</li> <li>Accounts Payable have successfully continued to deliver payments on time despite the significant influx in payments associated with grants and refunds.</li> <li>Significant headway has been made in aligning the Fixed Asset Register with Council's Asset Management System (IPS).</li> </ul>
<b>Corporate Information</b>	Manages and maintains Council's corporate record system and information across the organisation.	<ul style="list-style-type: none"> <li>Continued to provide services in a timely manner.</li> <li>Further tested and rolled out the Electronic Signature Project (DocuSign).</li> <li>Further rolled out CM/TeamBinder (construction information management system) integration project.</li> <li>Launched a newly redesigned Intranet page with the new training content to better promote CM system knowledge.</li> </ul>
<b>Information Technology</b>	Manages and maintains Council's computer systems and networks.	<ul style="list-style-type: none"> <li>Continued to support staff working from home and deployed additional laptops to support workforce mobility.</li> <li>Enrolled staff into mandatory cyber security training after completing baselining of the Council's security awareness.</li> <li>Uplifted the collaboration experience in the main meeting room to enhance video conferencing and remote meetings.</li> <li>Upgraded the Email security gateway to provide significantly more protection against malicious emails whilst reducing the number of quarantined emails.</li> <li>Proactively rolled out updates to mobile devices to mitigate security risks.</li> <li>Continued with technology lifecycle management to maintain fleet robustness and minimise security vulnerabilities.</li> </ul>
<b>Property</b>	Manages Council properties, conducts property valuations, and maintains the Geographic Information System.	<ul style="list-style-type: none"> <li>Building insurance valuations undertaken for all Council owned buildings.</li> <li>Determined that a Land Asset Valuation for Financial Reporting purposes will be required to be undertaken by 30 June 2021.</li> <li>Completed 20 public open space valuations.</li> </ul>

Service	Service Description	Quarterly Service Highlights
		<ul style="list-style-type: none"> <li>Maps supplemented with sets from the 2000's and 2010's decade. Traffic Management Device asset layers available to staff through Weave and additional asset layers made available for field staff using IPS Field Inspector.</li> <li>New Ward pdf maps on Council's website.</li> <li>Deployment of app for officers to inspect vacant council buildings during COVID lockdown.</li> <li>Rates Payment Plan Calculator and online form live on Council's website. Historical aerial imagery on Whitehorse</li> <li>Processed 698 supplementary valuations, received and forwarded to the Valuer- General 57 statutory valuation objections, executed 6 lease or licence documents, settled a land acquisition and compensation matter.</li> <li>Systems have been updated and tested to comply with GDA2020 (The Geocentric Datum of Australia 2020) in preparation for the transition to Australia's new official coordinate system. Weave capability has also been enhanced to help with managing the data transformation process. New aerial imagery, flown early December 2020, has been made available to staff through Weave. An autumn capture was initially intended, however there have been delays due to COVID and consequently, the 20/21 summer capture has also been delayed.</li> </ul>
Rates	Undertakes rate revenues and Fire Services Property Levy collection.	<ul style="list-style-type: none"> <li>Delivered approximately 30,000 Courtesy Rate Reminders to ratepayers who opted to pay by lump sum.</li> <li>Delivered the third rate instalment notices to approximately 33,000 ratepayers who opted to pay by instalments. Due to COVID-19, notification of relief and support was displayed on the notices.</li> <li>Council's rate collection level slowed by 1.58% compared to the same time last year, likely in response to the pandemic and overdue notices this year being issued in April.</li> <li>Between 1 January and 31 March, Council received approximately 15 hardship applications.</li> <li>Lodged second pension reimbursement claim to the Department of Health and Human Services for pension rebates granted seeing \$618,058 reimbursed to Council.</li> <li>Remitted \$7,899,348 being the third payment to the State Revenue Office for collection of the state government's Fire services Property Levy.</li> <li>Completed supplementary rate valuations generating approximately \$688,000 in supplementary rates income.</li> <li>Completed the Fire Services Property Levy annual return for 2020/21.</li> </ul>
Box Hill multi-deck carparks	Provides multi-level car parking facilities in Watts Street and Harrow Street, Box Hill.	<ul style="list-style-type: none"> <li>Volumes of customer patronage of both the Harrow Street and Watts Street multi deck car parks continue to be significantly impacted by Covid-19, with less people requiring car parking due to increased working from home.</li> <li>The Harrow Street car park has had both a maintenance agreement with Jet Charge and a billing agreement with Chargefox established to facilitate electric cars to be able to charge their battery in designated car park spaces.</li> <li>Both Harrow Street and Watts Street Car Parks remained open to service essential workers. Covid-19 has impacted on the patronage of the car parks workers.</li> </ul>

Service	Service Description	Quarterly Service Highlights
<b>Emergency Management and Business Continuity</b>	Implements Council's responsibilities as detailed in the <i>Emergency Management Act 1986</i> , the <i>Municipal Emergency Management Plan and Business Continuity Policy</i> .	<p>Emergency Management</p> <ul style="list-style-type: none"> <li>February 2021 Municipal Emergency Management Planning Committee – Committee membership confirmed.</li> <li>March Eastern Metropolitan Emergency Management Partnership meeting attended. Continue to maintain the Pandemic Action Plan</li> </ul> <p>Exercises:</p> <ul style="list-style-type: none"> <li>Nil</li> </ul> <p>Incidents:</p> <ul style="list-style-type: none"> <li>2020-03 Onwards – Coronavirus Pandemic</li> <li>2021-02-13 – Local Coronavirus Pandemic Outbreak</li> <li>2021-03-14 – Chemical Spill – Fuller Main Street Drain along Somers Trail</li> <li>2021-03-31 – Building Fire 500 Burwood Highway Vermont South</li> </ul> <p>Community Engagement:</p> <ul style="list-style-type: none"> <li>16 Facebook posts</li> <li>3 Whitehorse News articles</li> </ul> <p>Business Continuity</p> <ul style="list-style-type: none"> <li>Department Recovery Plan published</li> <li>Continue to maintain the Pandemic Action Plan</li> <li>Continue to implement social distancing and hygiene measures as advised by the Victorian</li> </ul> <p>Department of Health</p> <p>Incidents:</p> <ul style="list-style-type: none"> <li>2021-03-17 – OurStay Community Engagement Portal not supported after 30 June 2021</li> <li>2021-03-19 – Paystay Parking System Outage</li> <li>2021-03-23 – Potential Cyber Security Incident</li> </ul> <p>Staff Engagement:</p> <ul style="list-style-type: none"> <li>Regular CEO updates keeping staff informed of the Pandemic situation.</li> <li>Intranet web page maintained to provide staff with</li> </ul> <p>Other</p> <ul style="list-style-type: none"> <li>Continue the Compliance HPCM restructure project</li> <li>Continue to Project Manage the Compliance RIAMS project</li> </ul>

Service	Service Description	Quarterly Service Highlights
		<ul style="list-style-type: none"> <li>• Continue to review and update the Compliance web pages</li> </ul> <p>Pandemic Response and Recovery</p> <ul style="list-style-type: none"> <li>• Response, Relief and Recovery Governance</li> <li>• Pandemic Recovery Group continued to meet weekly but changed to fortnightly from the beginning of March 2021. Group includes the CEO, Executive, IT, Arts, Culture Leisure and Recreation Services, People and</li> </ul> <p>Culture and Emergency Management staff.</p> <ul style="list-style-type: none"> <li>• Maintenance of the Pandemic Action Plan and COVID-Safe Plan.</li> <li>• Council Services</li> <li>• Five day Stage 4 lock-down managed by Council staff at Council facilities in mid-February in response to an outbreak in Glen Waverley</li> <li>• Safe return process for office-based staff in place. CEO expects 50% staff for all week days.</li> <li>• Two Swing Pop Boom events being planned under COVID-Safe event guidelines.</li> </ul> <p>Health and Wellbeing</p> <ul style="list-style-type: none"> <li>• Preparations continue to provide support the national vaccination process.</li> </ul> <p>Community Support</p> <ul style="list-style-type: none"> <li>• Third City of Whitehorse Community Needs Assessment planned.</li> <li>• Submissions called for residents to tell their experiences with COVID-19.</li> <li>• COVID-19 Business Grants applications opened.</li> </ul> <p>State and Regional Response, Relief and Recovery Planning</p> <ul style="list-style-type: none"> <li>• Whitehorse Environmental Health officers continue to contribute to the regular Regional Emergency Management Team meetings.</li> <li>• Whitehorse Strategic Marketing and Communications and Emergency Management Staff continue to attend regular meetings at the DHHS-led Eastern Metro Communications and Engagement Working Group</li> <li>• Emergency Relief Centre COVID-Safe plan developed</li> <li>• Community language ERC COVID signage received from Department of Families, Fairness and Housing. They are to be incorporated into the Eastern Region ERC plans.</li> </ul>

Service	Service Description	Quarterly Service Highlights
Council's Pandemic Response	<p>This reflects Council's Coronavirus Pandemic Response including hardship and support and stimulus packages, and an additional temporary resource to deliver financial benefits as part of Council's pandemic recovery response. Excluded from this is a further \$0.30 million of hardship support to be provided through reduced interest on rates during 2019/2020 and 2020/2021.</p>	<p>Pandemic Response and Recovery</p> <ul style="list-style-type: none"> <li>• Response, Relief and Recovery Governance</li> <li>• Pandemic Recovery Group continued to meet weekly but changed to fortnightly from the beginning of March 2021. Group includes the CEO, Executive, IT, Arts, Culture Leisure and Recreation Services, People and Culture and Emergency Management staff.</li> <li>• Maintenance of the Pandemic Action Plan and COVID-Safe Plan.</li> </ul> <p>Council Services</p> <ul style="list-style-type: none"> <li>• Five day Stage 4 lock-down managed by Council staff at Council facilities in mid-February in response to an outbreak in Glen Waverley</li> <li>• Safe return process for office-based staff in place. CEO expects 50% staff for all week days.</li> <li>• Two Swing Pop Boom events being planned under COVID-Safe event guidelines.</li> <li>• Health and Wellbeing</li> <li>• Preparations continue to provide support the national vaccination process.</li> </ul> <p>Community Support</p> <ul style="list-style-type: none"> <li>• Third City of Whitehorse Community Needs Assessment planned.</li> <li>• Submissions called for residents to tell their experiences with COVID-19.</li> <li>• COVID-19 Business Grants applications opened.</li> <li>• State and Regional Response, Relief and Recovery Planning</li> <li>• Whitehorse Environmental Health officers continue to contribute to the regular Regional Emergency Management Team meetings.</li> <li>• Whitehorse Strategic Marketing and Communications and Emergency Management Staff continue to attend regular meetings at the DHHS-led Eastern Metro Communications and Engagement Working Group</li> <li>• Emergency Relief Centre COVID-Safe plan developed</li> <li>• Community language ERC COVID signage received from Department of Families, Fairness and Housing. They are to be incorporated into the Eastern Region ERC plans.</li> </ul>

Service	Service Description	Quarterly Service Highlights
		<p>Communications</p> <p>Facebook:</p> <ul style="list-style-type: none"> <li>1 January 2021 – List of Whitehorse COVID-19 exposure sites</li> <li>3 January 2021 – List of nearby COVID-19 testing sites</li> <li>9 January 2021 – Coronavirus information in community languages</li> <li>9 January 2021 – Requesting culturally and linguistically diverse young people to send in their COVID-19 stories. The Victorian Government is offering up to \$20,000 in funding to support young creators/creatives from culturally and linguistically diverse backgrounds. <a href="https://bit.ly/37ruo0f">https://bit.ly/37ruo0f</a></li> <li>12 January 2021 – Round 2 of the Whitehorse Recovery Grants Packages for businesses announced to begin 8 February 2021.</li> <li>25 January 2021 - 30 visitor limit for households</li> <li>4 February 2021 – New COVID-19 directions</li> <li>8 February 2021 – Increased number of exposure sites. Testing Centres increased</li> <li>11 February 2021 - Mountainview Cottage reopens for visitors</li> <li>11 February 2021 – Additional COVID-19 exposure sites</li> <li>12 February 2021 – COVID-19 Update</li> <li>13 February 2021 – Advice to get tested</li> <li>13 March 2021 – Coronavirus fragments found in waste water from an area west of Blackburn North</li> <li>14 March 2021 – Get tested for COVID-19</li> <li>26 March 2021 – Relaxing of COVIDSafe Settings</li> <li>29 March 2021 – Support Local Businesses</li> </ul> <p>Whitehorse News:</p> <ul style="list-style-type: none"> <li>January 2021 - Publicising Pandemic Recovery Grants for businesses</li> <li>February 2021 - How has COVID-19 Affected You?</li> <li>Supporting the Whitehorse business community – funding grants</li> <li>March 2021</li> <li>Request for residents to take part in a wellbeing survey focusing on COVID-19 issues.</li> </ul>

## Strategic Direction 5: Support a healthy and local economy

### Annual Plan Major Initiatives and Initiatives Update

Initiative	Description	Responsible Department	Current Status	Progress Comment	Progress Against Target
<b>Review Vision of Box Hill Metropolitan Activity Centre</b>	Preparation for an independent planning panel for a planning scheme amendment to implement the outcome of the Box Hill Visioning Project.	Planning and Building	Monitor	<ul style="list-style-type: none"> <li>A response to DELWP's feedback on the proposed planning scheme amendment has been submitted and updated drafted to the proposed planning controls. Additional work to support elements of the controls is being undertaken.</li> <li>A future report to Council is anticipated to address any significant DELWP feedback that affects the proposed planning controls that formed the basis of Council's 25 May 2020 decision.</li> </ul>	 MONITOR
<b>Activate Whitehorse</b>	Activate Whitehorse is a Council Placemaking initiative that encourages people to work together to activate places in Whitehorse. Activated precincts that are vibrant, welcoming and utilised are essential to support the local economy and build connectedness in the community. Activate Whitehorse encourages people to take ownership for shaping their local story through community nights and community-led activation pods	Arts and Cultural Services	On Track	<b>Placemaking Business Recovery</b> <ul style="list-style-type: none"> <li>The signage and painting concept was developed for Brentford Square, including painting of light poles, and shopping / play decals as part of State Government grant funding. These will be installed in the coming months.</li> <li>Lunar New Year and 'Dine Out in Box Hill this New Year' marketing campaigns were implemented across Box Hill including wall posters to encourage diners to local restaurants and to mark the significant celebration.</li> </ul>	 ON TRACK

## Quarterly Service Highlights

Service	Description	Quarterly Service Highlights
<b>Investment and Economic Development</b>	Works in partnership with a range of organisations to support a local economic environment that attracts investment.	<p><b>COVID-19 Response Activities</b></p> <p>The I&amp;ED Unit continue to provide a range of support and information services for the business community:</p> <ul style="list-style-type: none"> <li>• Advisory Service: ongoing monitoring of announcements and directing business to relevant support programs and services offered through all levels of government and industry groups.</li> <li>• Think Local Buy Local: ongoing communication program through Facebook and Whitehorse News. This has also included promotion of the Click for Vic campaign by the State Government and Go Local First campaign by the Council of Small Business Organisations Australia.</li> <li>• Supporting Local Business Map: ongoing service to promote to the residents businesses who are open and accessible in the permitted 5km radius from their homes.</li> <li>• Mentoring Services: ongoing delivery of service.</li> <li>• Networking &amp; Training: comprehensive offering from external providers and workshops that are being presented by neighbouring councils in the east listed on wbiz.com.au and, when available, shared on Whitehorse Business Facebook.</li> <li>• Communication: comprehensive program of government announcements delivered by electronic newsletters, Facebook and wbiz.com.au</li> <li>• Website Resources for Business: A dedicated COVID-19 business resource page featuring on WBIZ website. The page is updated with new information and initiatives from different government levels, government organisations and industry groups to assist businesses.</li> <li>• Mental Health Support: commenced distribution of mental health support information for the business community through facebook, newsletter and wbiz.com.au</li> </ul> <p><b>Whitehorse Business Facebook</b></p> <ul style="list-style-type: none"> <li>• Throughout the COVID-19 pandemic, the Whitehorse Business Facebook page has continued to be a source of information for the business community. Vital information and content is shared from government entities and organisation in real time. The platform also allows for relationships with government entities to be strengthened by assisting in promotion of resources and initiatives. The page posted 116 announcements during the quarter.</li> </ul> <p><b>Investment &amp; Economic Development Strategy</b></p> <ul style="list-style-type: none"> <li>• The I&amp;ED Strategy Extension 2020-2022 provides a high level overarching strategic document for the I&amp;ED Unit that remains consistent under all economic conditions. The I&amp;ED Unit's annual operational action plan (aligned to the operational budget) links to the strategic project areas of the I&amp;ED Strategy Extension and provides flexibility to deliver programs and services that can respond to the current local</li> </ul>

economic climate. A recent example is the I&ED Unit's ongoing rapid response to the COVID-19 pandemic, developing and implementing a range of initiatives to assist in the recovery of the local economy.

#### Regional Collaborations

- Ongoing collaboration with Economic Development Teams across the Melbourne South East in sharing individual Council's resources to the Whitehorse business community and planning/scheduling of business events and programs.

#### Grant Application Support

- I&ED have assisted a number of departments across Council in preparation of grant applications through content support and the provision economic impact analysis reports via REMPLAN software. These reports generate high level economic impacts analysis for proposed projects including employment, goods & services demand and the flow effects it creates.

#### Neighbourhood Activity Centre Renewal Fund

- I&ED Unit were successful in receiving \$100, 000 funding through the Neighbourhood Activity Centre Renewal Fund (NACR).
- The purpose of the fund is to support the development and improvement of shopping strips as places of local economic activity and community gathering. Brentford Square streetscape works were identified as the project that best suited the funding criteria and objectives.
- Funding will allow the incorporation of key placemaking and additional visual elements to be included in the scope of the work.
- Creation of multiple Activation Pods - Depending on the location, these will range from a delineated area marked on the ground to a small stadium seating option (incorporating storage) to create a town square/performance atmosphere that will encourage people to gather and linger. Furthermore pop up and roving options will also be explored.

#### 'Splash of Colour' initiatives to create visual cohesion and consistency throughout the entire centre including:

- A mural to Sherman Street entrance
- Installation of play themed decals next to the playground in order to expand the footprint of the existing playground infrastructure
- Painting of lighting/directional poles to complement the existing colour palette and to visually anchor the arcade to the centre
- The development a set of 'shopping' decals for installation on new footpaths.
- Embedding colour within the line markings to create colour coding throughout the car park
- The intention is to creating a vibrant, welcoming and inclusive environment that enables the facilitation of community and business activations by Council and the Brentford Square Traders Association.

- The I&ED Unit was supported by the Urban Design team and Placemaking Officer in the preparation of the application.

#### Investment and Development Facilitation

- Further restrictions and uncertainty from COVID-19 and has continued similar trends from previous quarters. As a result, there have been a noticeable decline in new major investment and development enquiries. A change in the type, intensity and scale of investment proposals has been observed in the nature of enquiries and review of weekly Planning reports. New major investment enquiries rose slightly in the later part of the quarter, part of which related to renewed interest by previous proponents and consideration of new development schemes and approaches responding to a changing market.
- There was a steady flow of smaller scale investment and development proposals and some indication of amendments to proposals/existing permits, perhaps suggesting a response to a softening or changing market. Also indication that some proposals may be on hold (permit extensions etc.). The bulk of I&ED Unit investment facilitation for the quarter was directed to existing businesses in the community navigating the current COVID-19 conditions, various grants and assistance available. Some positive signs received through enquiries by existing local businesses to extend businesses, undertake improvements and adapt business models. There have also been a number of enquiries regarding new business ventures, perhaps indicating opportunistic speculation from a softening commercial property market and/or new business opportunities arising from COVID-19.

## Section 2 – Performance against Customer Service Targets

The performance indicators against the Customer Service Targets are measured across the organisation and are captured through our 13 contact centres. Call volumes were on par with those received last quarter, however a decrease on the same period last year, when Council experienced an influx of calls driven by the onset of the pandemic.

Performance Indicator	Target	Actual	Status
Percentage of calls answered within 20 seconds	80%	<b>82.14%</b>	 ON TRACK
Percentage of total calls answered	95%	<b>95.49%</b>	 ON TRACK
Enquiries resolved at first call	70%	<b>70.00%</b>	 ON TRACK
Records management actions completed within allocated timeframes* (Records Manager)	95%	<b>96.37%</b>	 ON TRACK

\* Although Council's standard written correspondence response timeframe is seven working days, there are a number of processes which require longer response timeframes such as Freedom of Information requests. These timeframes have been built into the calculation.

The data is an indicator of system actions performed on correspondence during this time. Not all correspondence generates an action while other correspondence generates multiple actions. As some correspondence could require more than one action, actions recorded against each department may not reflect the actual amount of correspondence dealt with. Another exception in relation to this report is if correspondence goes directly to an officer or no action is attached but the action officer responds to the incoming enquiry.

## Section 3 – Continuous Improvement

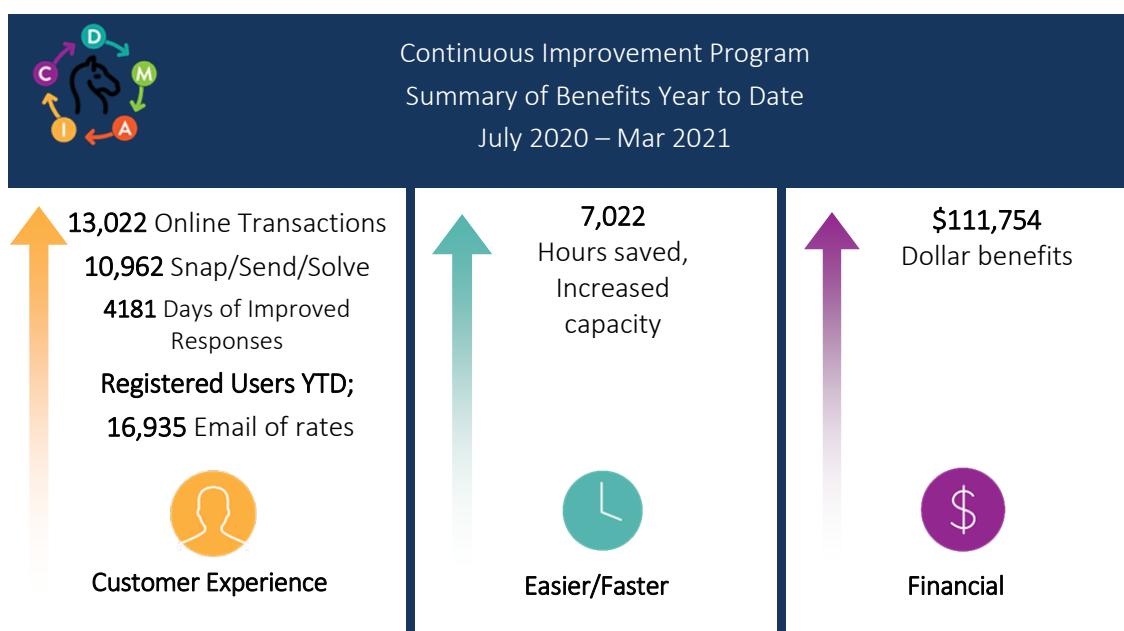
Our Continuous Improvement Program aims to provide a consistent customised methodology to support an engaged organisational culture of continuous improvement with reportable benefits for our Community.

Our Continuous Improvement Program offers training to staff customised for Whitehorse based on primarily Lean Principles that provide a consistent methodology and framework adaptable to the diversity of services Council offers.

The existing 28 Whitehorse improvement champions have an active ongoing commitment to our Continuous Improvement Program to identify and improve processes, embed the technology made available through the Digital Strategy, increase capacity through hours saved and overall improve the customer experience.

This approach increases our capacity to deliver ongoing business improvements embedded within business units with reportable benefits to our community. Ongoing improvement to service delivery for our community continued to see positive benefits as it relates to our three types of efficiencies: improving customer experience; making the process easier and faster; and financial savings.

Improvement benefits for the July 2020 to Mar 2021 period are shown in the summary diagram.



### Project Highlight – Customer Satisfaction Feedback and Rating

The Customer Service, Digital and Continuous Improvement teams collaboratively launched the ability for customers to easily provide instant feedback on their experience interacting with council services using a five star rating scale as well as suggest how we can improve our service to meet community satisfaction levels.

We worked with the Digital team to utilise our existing webchat technology to capture real time customer satisfaction levels. Upon completion of a transaction or request, customers receive a response with a link for the optional three questions, one minute feedback survey. The five star rating is scaled as; 1-2 dissatisfied, 3 passive and 4-5 satisfied.

This initiative will enable us to understand our customer satisfaction and lead us to improve our service delivery standards where identified through gathering and analysing customer feedback. We are doing our first pilot with Engineering Services and hoping to extend this service to capture wider service delivery feedback.



## CONTINUOUS IMPROVEMENT PROJECTS STATUS

**Index:** ★ Improvement Champion ☺ Customer Experience ⏲ Easier/Faster 💰 Financial

### 28 PROJECTS IN PROGRESS 2020/2021

1. Refunds Accounts Payable ☺⌚
2. Merchant Fees – Black Belt Project 💰
3. Childhood Immunisation Process Review ★☺⌚
4. Construction Permit Process Review ★☺
5. Standardized Pre Start Vehicle Plant Inspections ★⌚💰
6. Asset Protection Process Review ★☺⌚
7. Attendance Registers Process ★⌚
8. Procurement Vendor Process Review ★⌚
9. Parking Optimisation – Black Belt Project ★ ☺ 💰
10. Intelligent Invoice Processing – Phase II ★⌚💰
11. Utilities Invoices – Phase II ☺⌚💰
12. Bonds Refund Process★☺⌚
13. Improved First Call Resolution★☺⌚
14. Optimise Senior Citizen Engagement Process★☺
15. Online Planning Pre-app Process★☺⌚
16. Optimise Aqualink Membership Consultant Process★☺💰
17. Optimise Projects Benefits Reporting Process★⌚
18. Optimise Staff on Boarding Process★⌚
19. Project Business Case Template Review★⌚|\$
20. Reduce Organization's Corporate Catering Cost★|\$
21. Review Process for Seasonal Allocation Grounds and Pavilions ★☺⌚
22. Residential Parking Permits Overall Review ★⌚
23. Skip Bin Apply and Pay Online ★☺⌚
24. Debt Collection for Rates Arrears ★⌚|\$
25. Early Childhood Services WELS software program ★ ☺⌚
26. Postage Cost Process Review ★|\$
27. Better Approval Process ★☺⌚|\$
28. Shared Fencing Project ★☺⌚

### 12 COMPLETED PROJECTS 2020/2021

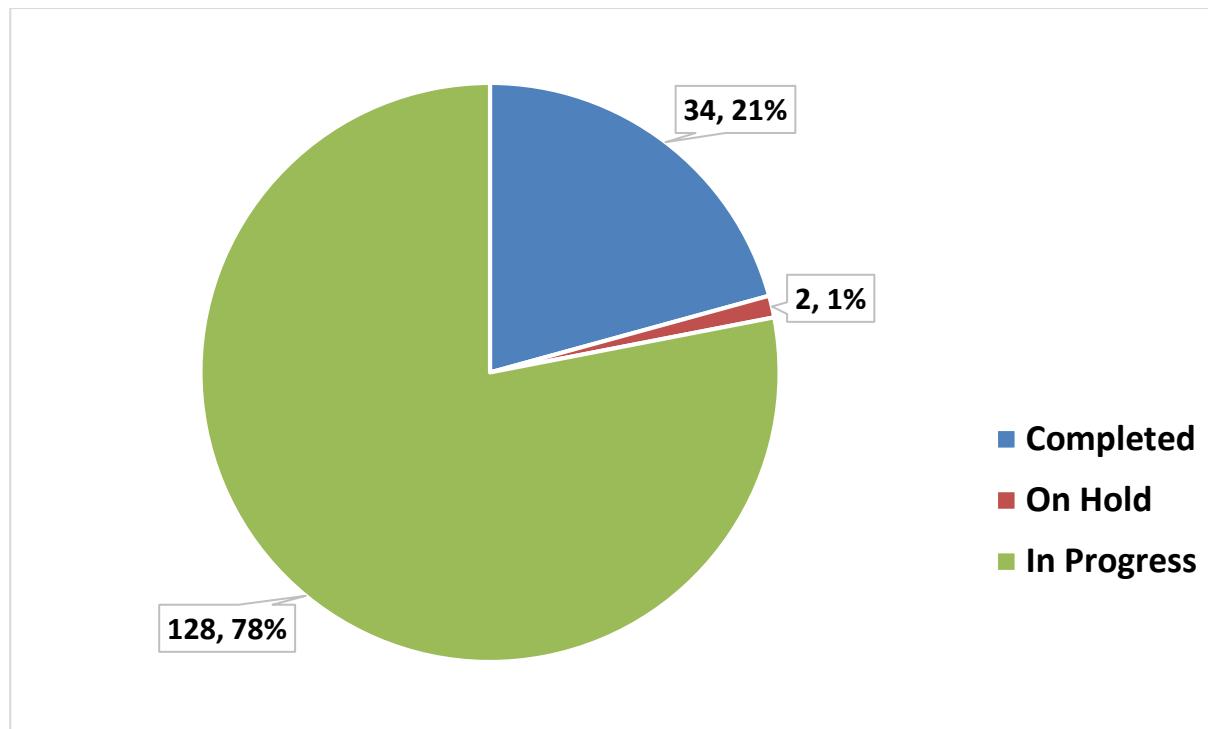
01. Parkswide Tree Referral Process Improvement ★☺
02. Local Law Permits ★⌚
03. WHACS HCP Statements ★⌚
04. Engineering Services Online ★☺⌚
  - Drainage Permits
  - Service Connections & Misc. Works in Road Reserves
  - Works by Authorities
  - Inspection of Works on Arterial (Main) Roads
05. Apply and Pay Online (Engineering Services – Collaborative Project ) ★ ☺⌚ Digital
06. Performance and Development Plans (PADP) ★⌚
07. Pandemic Response – Online Payment Arrangement Calculator ★☺⌚
08. Pandemic Response – Rates Hardship ★☺
09. Animal Registration renewal ★☺⌚
10. Customer Satisfaction Feedback and Rating ☺
11. Residential Parking Permits Renewal Project ★☺⌚
12. Snap Send Solve Integration with Pathway and IPS ★⌚ Digital

### 33 PRIOR COMPLETED PROJECTS BEING MONITORED WITH REPORTED BENEFITS

## Section 4 – Capital Works Report

The 2020/21 Capital Works Program includes 164 projects and programs to be delivered over the financial year with an adopted budget of \$61.53M. As at 31 March the revised expected end year forecast expenditure figure is \$66.54M.

### Capital Program Project Status Snapshot:



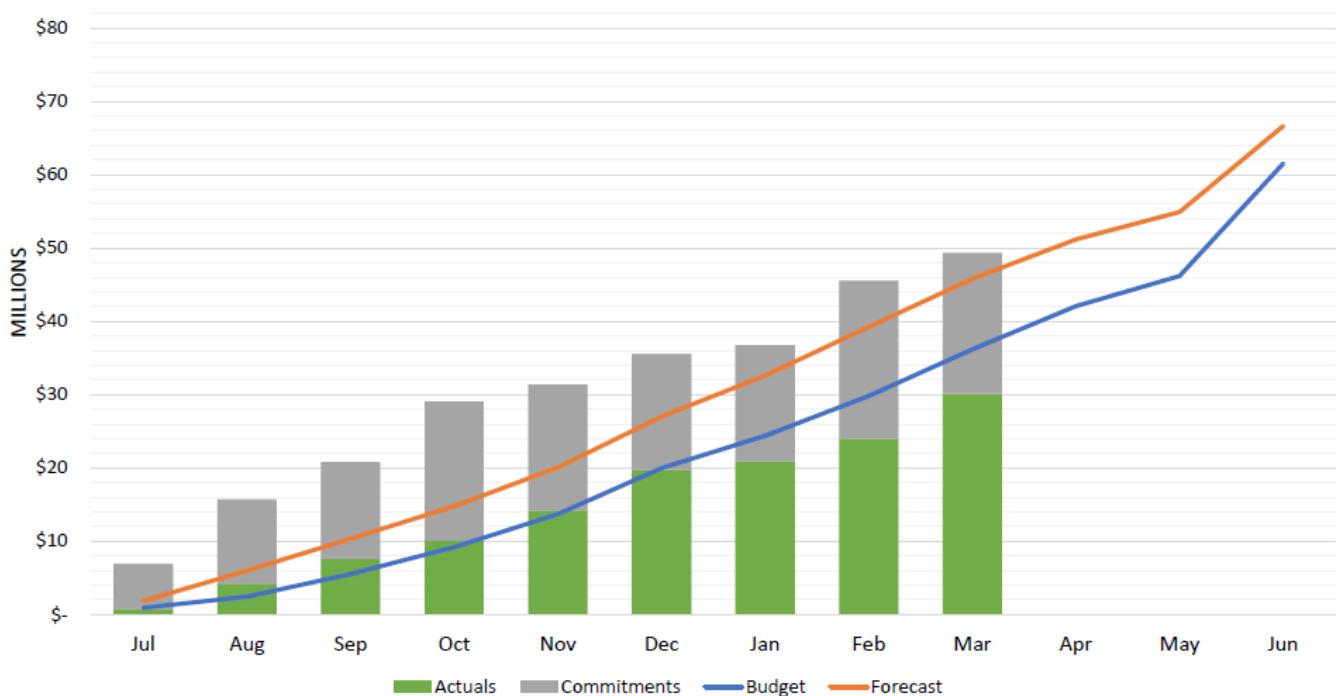
### Capital Program Expenditure Snapshot:

	At 31 March 2021
Actual Expenditure	\$30.10M (45%)
Outstanding Orders	\$19.23M (29%)
Remaining funding for commitment / expenditure	\$17.21M (26%)

## Capital Expenditure

At 31 March year to date expenditure is \$30.10M, which is behind the forecasted expenditure of \$46.08m for March month end. This variance is largely due to the impact of COVID-19 restrictions on timing for commencement of works, where in many cases this has been delayed until later in the financial year. At 31 March there is \$19.23M in project commitments, indicating that the program is progressing despite these challenges.

### Capital Works Program 2020/21 Expenditure Summary



The blue line indicates the forecast cumulative budget expenditure, totalling \$61.53M (adopted budget). The orange line indicates the revised (forecast) cumulative expenditure which includes carryover funding from 2019/20; COVID-19 financial mitigation strategy (as reported in the first quarter); midyear review outcomes and other adjustments, resulting in a revised expected end year forecast figure of \$66.54M.

## Capital Expenditure by Asset Category

	YTD BUDGET 000's	YTD ACTUAL 000's	YTD VARIANCE 000's	ANNUAL BUDGET 000's	NEW ANNUAL FORECAST 000's	MARCH FORECAST MOVE- MENT 000's	NOTES
Bridges	50	51	1	100	249	-	
Drainage	2,487	562	(1,925)	3,435	1,954	(680)	1
Footpaths and Cycleways	2,337	2,264	(73)	3,592	4,078	165	2
Off Street Car Parks	848	109	(739)	910	1,212	25	3
Parks, Open Space and Streetscapes	4,854	1,649	(3,204)	7,186	7,098	31	4
Recreational, Leisure and Community Facilities	2,974	2,040	(934)	3,398	4,991	(92)	5
Roads	3,836	2,920	(916)	6,061	7,042	45	6
Waste Management	850	-	(850)	1,100	100	(200)	7
<b>INFRASTRUCTURE</b>	<b>18,235</b>	<b>9,594</b>	<b>(8,641)</b>	<b>25,782</b>	<b>26,724</b>	<b>(706)</b>	
Computers and Telecommunications	1,457	852	(605)	2,238	2,290	-	
Fixtures, Fittings and Furniture	986	566	(419)	1,298	1,010	28	
Plant, Machinery and Equipment	1,933	2,101	168	3,638	3,774	-	
<b>PLANT &amp; EQUIPMENT</b>	<b>4,375</b>	<b>3,520</b>	<b>(856)</b>	<b>7,174</b>	<b>7,073</b>	<b>28</b>	
Buildings Improvement	4,912	2,994	(1,917)	6,751	6,604	(37)	8
Buildings	8,650	13,988	5,339	19,893	26,141	2,441	9
Land	-	-	-	1,930	-	-	
<b>PROPERTY</b>	<b>13,561</b>	<b>16,983</b>	<b>3,422</b>	<b>28,574</b>	<b>32,745</b>	<b>2,404</b>	
<b>TOTAL</b>	<b>36,172</b>	<b>30,096</b>	<b>(6,075)</b>	<b>61,530</b>	<b>66,543</b>	<b>1,726</b>	

### Notes:

- The Drainage asset class is \$1.93M unfavourable to YTD budget largely due to the Drainage Pipe Rehabilitation Program (\$1.22M behind YTD budget) including a decrease to the expenditure forecast of \$680k due to COVID-19 restriction impacts. The Drainage Pit Rehabilitation Program accounts for \$493k of overall variance as budgeted funds have been deferred as part of Council's COVID-19 financial mitigation strategy.
- The Footpaths and Cycleways asset class expenditure forecast increased by \$165k as quoted prices received were higher than anticipated for the Sinnott Street footbridge project. This is offset by overall capital program savings.

3. The Off Street Car Park asset class is \$739k unfavourable to YTD budget partly due to construction funding for the Forest Hill Reserve Car Park Upgrade (\$342k unfavourable to YTD budget) deferred to next financial year as part of council's COVID-19 financial mitigation strategy. Delay in the commencement of the Elgar Park South East Carpark (\$252k unfavourable to YTD budget) was due to delays in receiving confirmation of NELP funding for this project, and the Sealed Carpark Renewal Program (\$188k unfavourable to YTD budget) also contribute to the overall lag in expenditure.
4. The Parks, Open Space and Streetscapes asset class is \$3.20M unfavourable to YTD budget due to the delayed commencement of several significant projects. These include the Playspace Replacement Program (\$763k unfavourable to YTD budget), Brentford Square and Britannia Mall Streetscapes (\$756k and \$651k unfavourable to YTD budgets, and the Box Hill Mall Lighting Renewal Project (\$385k unfavourable to YTD budget). There has been progression across these the asset class over the quarter, however it is anticipated following the challenges of this financial year there will be carry forward funding from this asset class into the new financial year.
5. The Recreational, Leisure and Community Facilities asset class is \$934k unfavourable to YTD budget partly due to the delayed commencement of works for several projects, including Sportsfield Floodlighting Program (\$441k unfavourable to YTD budget), additional sports field lighting at Sparks Reserve Project (\$228k unfavourable to YTD budget). Delays at Sparks Reserve are due to the project scope growing as grant opportunities have emerged; there is now four times the funding of the original budget.

The Sportsfield Drainage Renewal Program (\$225k unfavourable to YTD budget) also contributes to the overall variance, however funds were fully transferred to complete sports field drainage works at Mirrabooka South Oval ground reconstruction.

6. The Roads asset class is \$916k unfavourable to YTD budget due to three road reconstruction projects and the Local Road Resurfacing Program delayed due to the impact of COVID-19 restrictions. Combined these projects are \$1.89M unfavourable to YTD budget. This figure is offset by the Kerb and Channel Renewal Program progressing ahead of anticipated profiled expenditure, and also expenditure against projects not included in adopted budget – Newhaven Road Reconstruction (carry forward, \$718k in actuals) and Zetland Road Reconstruction (grant funded project, \$151k in actuals).
7. The Waste asset class is \$850k unfavourable to YTD budget due to the deferral of works at Bennettswood Reserve under the Landfill Aftercare Management Plan program. Planning is ongoing with Deakin University to finalise land transfers and detailed design documentation relating to the northern oval redevelopment.
8. The Building Improvements asset class is \$1.92M unfavourable to YTD budget. This variance is spread across several projects, the most significant include the Energy Procurement Contract (\$402k unfavourable to YTD budget), the Private Buildings Renewal Program (\$387k unfavourable to YTD budget) and the Building Refurbishment Renewal Program (\$296k unfavourable to YTD budget). This is primarily due to the timing of profiling and commencement of works delayed due to COVID-19 restrictions. Expenditure on these three programs is expected to be completed by 30 June 2021.

9. The Buildings asset class has expenditure of \$5.34M favourable to YTD budget due to works progressing on several carry forward projects – including Morton Park Pavilion (\$3.52M), Elgar Park South Pavilion (\$2.33M) and Nunawading Community Hub (\$1.63M). This 2019/20 carry forward expenditure is offset by underspends on 2020/21 adopted budget projects due to delays in commencement of Terrara Park Pavilion (\$230k) as a result of COVID-19 restrictions and planning and documentation delays for Sparks Reserve West Pavilion (\$1.46M) and Strathdon House Refurbishment (\$620k).

The forecast for Buildings has increased favourably as the Whitehorse Centre Redevelopment project has progressed ahead of schedule and \$2.53M of the project's future budget allocation has been bought forward to progress the multi deck car park works.

## Quarter 3 Program Highlights

### Whitehorse Centre Redevelopment

Commencement of construction at the Whitehorse Centre has progressed well over quarter 3. Works have proceeded ahead of schedule this financial year as easing of restrictions have allowed for greater access for contractors to undertake works more quickly.

Over March excavation was in full swing on the site of the new open double storey carpark. The excess soil will be used to build up the ground levels required for the new performing arts centre, reusing this soil is both sustainable and financially effective. The outcome is that tipping fees are avoided and it reduces the need to import fill for the performing arts centre site.

Early in quarter 4 works will commence on the car park foundations, which will be installed along with an underground drainage system. Once completed, the double storey carpark will blend into surrounding parkland due to minimalistic design, natural colour scheme and low profile.



## **Blackburn Lake Visitor Centre**

A range of works are being undertaken for the external features of the Blackburn Lake Visitor Centre. This has included partial roof renewal for the existing building, new verandas, and upgrading decking for comfortable seating areas. Greater accessibility has been achieved with exposed aggregate concrete laid throughout the courtyard space and the installation of handrails.



*Progress Photo at March end.*

Aesthetics of the space have been improved with landscape rocks, natural and formal seating and planting. The changes have created a more connected and education-friendly space, allowing for community and school groups to make better use of the Visitor Centre.

The project has been undertaken in consultation with the Blackburn Lake Sanctuary Advisory Group, who signed off on the scope of works and contributed to the concept design. Works are expected to be completed mid-April for an overall cost of \$400k.

## **Saxton Street Road Reconstruction**

This project involves the renewal of the road and associated elements, covering a total length of 315m. The works in Saxton Street, between Shannon and Berry Streets, include the removal and reconstruction of the concrete kerb and channel, stormwater drainage improvements including new stormwater drainage construction, removal and replacement of the vehicle crossings, repair and resurfacing of the asphalt pavement and associated reinstatement works.

The works are expected to be completed by end of April 2021. The project is anticipated to cost \$574k, including \$160k of Federal Road to Recovery funding.



## **Retaining Wall Program**

This program funds the renewal of retaining walls in council parks and open space. At quarter end works are progressing at Surrey Park, these works are the largest for the program this financial year.

The new retaining wall has 40m<sup>3</sup> of concrete crib wall to stabilise the structure. The wall has been reinforced through excavating down a metre to create an agricultural style drain layered with light soil and castella topping that aids drainage and maintains the structure. There is a culvert area that will funnel the water away from retaining wall and subsurface. The height of the fence has also been extended for safety.

These works at the site are due to be completed mid-April and cost \$75k.



## Section 5 – Financial Report

### Executive Summary

The year to date financial result at 31 March 2021 was a surplus of \$52.63m, \$1.94m favourable to budget. Income was \$16.00m unfavourable to budget and expenditure was \$17.95m favourable to budget and these variances are predominantly due to service closures and reduced demand as a result of the COVID-19 pandemic restrictions. The year to date impact of the pandemic on Council's net result at 31 March was approximately \$9.00m, which included \$1.30m of hardship support (\$1.78m total hardship support has been provided in response to COVID-19).

A major forecast review was completed by Council early in the financial year to assess the impact of the COVID-19 pandemic. This forecast was reported in September and projected a full year surplus of \$11.80m, \$7.95m unfavourable to the adopted budget. Due to the significant impact of COVID-19, the major September forecast has been used as the new baseline for reporting for this financial year. The year to date result at 31 March was \$10.31m favourable to the major September forecast, which primarily reflects lower materials and services (\$7.35m) and employee costs (\$4.55m) due to a combination of timing differences and cost reductions in response to the continuing impact of COVID on services and demand.

A subsequent review of the forecast was completed in January, projecting the year-end result to be a surplus of \$15.86m, \$3.90m unfavourable to the adopted budget but \$4.06m favourable to the major September forecast. The next forecast review is scheduled for April.

### Year-to-date Result

As noted in the Executive Summary above, the year to date financial result at 31 March was a surplus of \$52.63m, \$1.94m favourable to budget. Income was \$16.00m favourable to budget and expenditure was \$17.95m favourable, predominantly due to the impact of the COVID-19 pandemic restrictions.

The year to date result was \$10.31m favourable to the revised forecast. The significant variances to year to date forecast were:

- (1) **Statutory fees and fines** were \$1.66m unfavourable to forecast primarily reflecting:
  - planning fees and fines, which were \$651k unfavourable to forecast mainly reflecting a decrease in permit application fees (\$556k) and infringements (\$98k) due to reduced activity this year,
  - building fees, which were \$380k unfavourable to forecast mainly reflecting lower pool/spa registration fees (\$253k) and report and consent/hoarding fees (\$104k), and
  - Compliance fines, which were \$546k unfavourable to forecast mainly reflecting a decrease in parking infringement income (\$543k).
- (2) **User fees** were \$1.96m unfavourable to forecast mainly relating to the following major variances:
  - Recycling and Waste Centre was \$519k unfavourable reflecting a decrease in income from account customers (\$1.18m) which has been slow to rebound following stage four COVID restrictions, partly offset by an increase in income from casual customers (\$663k),
  - Health and Family Services were \$468k unfavourable primarily reflecting lower childcare income (\$455k) mainly due to pandemic restrictions which allowed only permitted workers to access childcare during August and September, and the impact of the Federal Government's free

childcare scheme which was in place for first two weeks in July. This is offset by an increase in government funding,

- Leisure and Recreation Services were \$317k unfavourable driven predominantly by the impact of the longer than anticipated COVID restrictions, particularly for Aqualink Box Hill (\$252k) and Aqualink Nunawading (\$141k), partly offset by a \$90k favourable variance for Morack Golf Course,
- Home and Community Services were \$199k unfavourable mainly relating to Home Support Services (\$121k), Home Maintenance (\$34k) and Assisted Transport (\$38k) due to changes in demand and service delivery during the COVID pandemic,
- Property and Rates were \$186k unfavourable reflecting an \$145k reduction in income from the Watts Street and Harrow Street car parks, both of which have been impacted by the pandemic restrictions, and a \$41k variance on valuation fee income, and
- Arts and Cultural Services were \$132k unfavourable due to the impact of longer than expected COVID social distancing restrictions, particularly for the Whitehorse Centre (\$89k) and Box Hill Community Arts Centre (\$58k).

(3) **Grants – operating** were \$2.41m favourable to forecast largely due to the following significant variances:

- a \$981k increase in funding for Health and Family Services, mainly reflecting a favourable variance in childcare funding (\$868k) largely due to additional transitional funding during the first half of the year in response to COVID and additional maternal child health funding (\$57k),
- a \$962k increase in funding for Home and Community Services, mainly reflecting \$406k of COVID related funding, an increase in home care package subsidies (\$345k) and additional state government funding (\$186k), and
- \$250k of unbudgeted Outdoor Eating and Entertainment Funding which was recognised in November.

(4) **Grants – capital** were \$614k unfavourable to forecast reflecting timing differences in Roads to Recovery funding (\$275k) in relation to Saxton Street, Sunnyside Avenue and Glendale Road reconstruction works, as well as for funding for Morton Park (\$250k), and Walker Park (\$100k) pavilion redevelopments, which are yet to be fully invoiced.

(5) **Contributions – monetary** were \$362k unfavourable to forecast primarily due to a delay in the receipt of contributions towards the Morton Park Pavilion project (\$300k).

(6) **Employee costs** were \$4.55m favourable to forecast mainly relating to the following significant variances:

- salaries were \$3.90m favourable to forecast primarily reflecting reduced staffing and positions held vacant in response to service closures, changes in demand and workforce management actions as a result of the coronavirus pandemic restrictions. This variance is spread across a number of departments, most significantly Leisure and Recreation Services (\$1.05m), Home and Community Services (\$912k), Health and Family Services (\$419k), Planning and Building (\$387k), and Compliance (\$352k), and
- training and development costs were \$495k favourable to forecast, with many training courses on hold as a result of the COVID virus pandemic.

- (7) **Materials and services** were \$7.35m favourable to forecast reflecting significant variances spread across most departments, many of which are driven by the extended impact of COVID pandemic restrictions. The largest variances related to:
- Leisure and Recreation Services were \$714k favourable to forecast mainly reflecting lower utilities (\$306k), contracts and services (\$136k) and promotion costs (\$132k),
  - Arts and Cultural Services were \$621k favourable to forecast with the variance spread across many accounts. The cancellation or reduced scale of community events and festivals due to COVID restrictions resulted in a reduction in expenditure of \$195k, with this factor also contributing to reduced operating expenses at Whitehorse Centre (\$125k), Box Hill Town Hall (\$66k) and Box Hill Community Arts Centre (\$53k),
  - Centralised lease accounting adjustments required under new accounting standards were \$610k favourable to forecast due to refinements in the finalisation of the calculation, which occurred after the budget was set. This is partly offset by an unfavourable variance in amortisation of right to use assets as noted under Note 8 below,
  - Digital and Business Technology was \$546k favourable to forecast primarily due to a timing difference on the customer single-view (\$289k), delays in telephone invoices (\$122K) and a reduction in postage costs (\$50k),
  - Compliance was \$510k favourable to forecast primarily due to lower Fines Victoria lodgement fees (\$171k), in-ground sensor contract costs (\$137k), and contracts and services costs (\$98k),
  - the Recycling and Waste Centre was \$491k favourable to forecast driven predominantly by reduced tipping fees (\$561k) driven by the lower demand as noted under Note 2, partly offset by higher mulching fees (\$83k),
  - Planning and Building were \$486k favourable to forecast mainly reflecting timing differences in the Developer Contribution Framework initiative (\$137k) and strategic planning consultants (\$80k), as well as lower legal expenses (\$111k) and Planning Scheme Amendment Panel costs (\$75k),
  - Home and Community Services were \$483k favourable to forecast mainly in contracts and services (\$409k), with smaller variances across a number of programs and accounts,
  - Assets, Buildings and Capital Works were \$400k favourable to forecast predominantly relating to Facilities Maintenance, with building maintenance works being delayed in the first half of the year as a result of pandemic restrictions, and
  - People and Culture was \$398k favourable mainly due to lower recruitment costs (\$98k), service awards (\$87k), contracts and services (\$48k), legal costs (\$55k) and advertising (\$31k).
- (8) **Depreciation and amortisation** was \$1.30m unfavourable to forecast mainly reflecting a revaluation increase of \$30.62m primarily in the cost of roads (\$18.21m) and footpaths (\$12.79m) which was processed at 30 June 2020, higher depreciation rates applied to some components of the Nunawading Community Hub compared to what was budgeted and a variance on the amortisation of right to use assets under the new lease accounting standards (\$248k).
- (9) **Other expenses** were \$1.92m favourable to forecast mainly reflecting timing differences on payment of COVID stimulus package grants (\$1.15m), the Fire Services Protection Levy for Council properties (\$210k) and community grants under Council's recurrent community grant program (\$153k), lower equipment rental costs for the Aqualink facilities (\$140k), and a reduction in bad and doubtful debts relating to reduced parking enforcement activity during pandemic restrictions (\$116k).

## **Projected Year-end Result**

Council adopted the 2020/2021 budget at its Ordinary Meeting held on 22 June 2020, projecting a surplus of \$19.75m for the year, which did not account for the impact of the COVID-19 pandemic. Council subsequently undertook a major review to assess the impact of COVID-19 on the 2020/21 financial result, predicting a forecast surplus of \$11.80m, and this was reported in the September Quarterly Performance Report.

The most recent review of the projected year-end result for 2020/21 was completed at 31 January and a surplus of \$15.86m was predicted, \$3.89m unfavourable to the adopted budget but \$4.06m favourable to the September major forecast. The next and final forecast review for the year will be reported in the April report.

## **Cash Position**

Total cash and investments (including other financial assets) totalled \$258.40m at the end of March representing a \$26.85m increase since the beginning of the year. This reflects an expected large inflow of rates during February as a result of the lump sum and third-quarter instalments falling due.

## **Debtors**

Council had collected \$99.33m or 82.0% of 2020/21 rate debtors as at 31 March 2021.

Other debtors (net of doubtful debt provisions) outstanding at 31 March amounted to \$2.36m of which \$807k has been outstanding for more than 90 days.

## Income Statement for the period ending 31 March 2021

	Year-to-Date					Notes	Full Year			
	Actual \$'000	Reforecast \$'000	Variance \$'000	Budget \$'000	Variance \$'000		January Reforecast \$'000	November Reforecast \$'000	Major Reforecast \$'000	Budget \$'000
<b>Income</b>										
Rates	123,549	123,559	(10)	123,764	(215)		123,546	123,571	123,571	123,699
Statutory fees and fines	4,377	6,035	(1,658)	9,699	(5,322)	1	6,748	8,780	9,364	13,147
User fees	21,000	22,963	(1,963)	32,251	(11,251)	2	30,094	30,574	32,633	41,569
Grants - operating	16,363	13,951	2,412	14,100	2,263	3	20,414	20,251	18,315	18,761
Grants - capital	893	1,507	(614)	671	222	4	4,566	2,029	2,029	858
Contributions - monetary	5,213	5,575	(362)	5,095	118	5	7,150	7,150	7,150	6,670
Contributions - non-monetary	0	0	0	0	0		0	0	0	0
Interest income	1,309	1,496	(187)	1,978	(669)		1,650	1,650	1,850	2,447
Other income	1,951	1,770	181	2,624	(673)		2,925	3,056	2,921	3,438
Net gain / (loss) on disposal of assets	57	51	6	531	(474)	6	(164)	(214)	(354)	126
<b>Total income</b>	<b>174,712</b>	<b>176,907</b>	<b>(2,195)</b>	<b>190,713</b>	<b>(16,001)</b>		<b>196,929</b>	<b>196,847</b>	<b>197,479</b>	<b>210,715</b>
<b>Expenditure</b>										
Employee costs	53,640	58,188	4,548	61,050	7,410	7	77,673	78,550	79,625	82,977
Materials and services	38,065	45,415	7,350	47,489	9,424	8	62,314	64,549	66,093	67,537
Depreciation	23,112	21,815	(1,297)	21,815	(1,297)	9	30,845	30,482	29,323	29,323
Finance Costs - Leases	14	14	0	14	0		32	19	19	19
Other expenses	7,251	9,156	1,905	9,659	2,408	10	10,207	10,410	10,617	11,104
<b>Total expenditure</b>	<b>122,082</b>	<b>134,588</b>	<b>12,506</b>	<b>140,027</b>	<b>17,945</b>		<b>181,071</b>	<b>184,010</b>	<b>185,677</b>	<b>190,960</b>
<b>Net surplus / (deficit)</b>	<b>52,630</b>	<b>42,319</b>	<b>10,311</b>	<b>50,686</b>	<b>1,944</b>		<b>15,858</b>	<b>12,837</b>	<b>11,802</b>	<b>19,755</b>

## Balance Sheet as at 31 March 2021

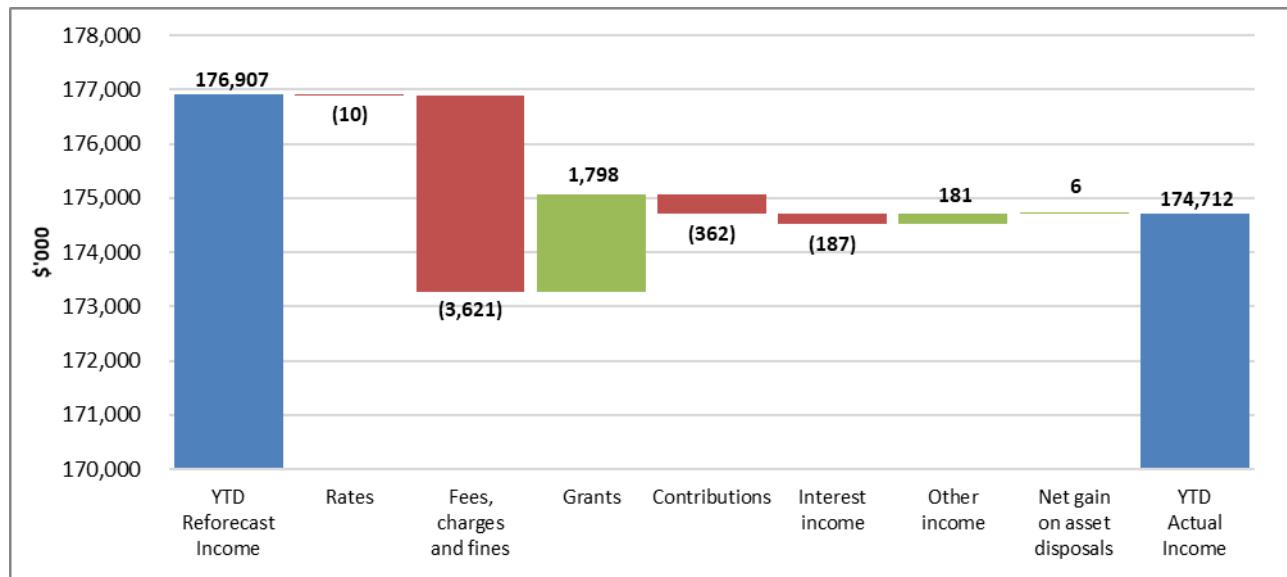
	2020/21 31-Mar-21 \$'000	2019/20 30-Jun-20 \$'000
<b>ASSETS</b>		
<b>Current assets</b>		
Cash and cash equivalents	18,659	24,658
Trade and other receivables	35,669	16,459
Other financial assets	239,739	206,893
Other assets	294	1,206
<b>Total current assets</b>	<b>294,361</b>	<b>249,216</b>
<b>Non-current assets</b>		
Trade and other receivables	476	37
Investments in associates	6,058	6,058
Property, infrastructure, plant & equipment	3,416,456	3,401,821
Intangible assets	735	991
<b>Total non-current assets</b>	<b>3,423,725</b>	<b>3,408,907</b>
<b>Total assets</b>	<b>3,718,086</b>	<b>3,658,123</b>
<b>LIABILITIES</b>		
<b>Current liabilities</b>		
Trade and other payables	22,349	25,171
Trust funds and deposits	12,367	10,839
Provisions	18,094	17,270
Lease Liabilities	535	929
<b>Total current liabilities</b>	<b>53,344</b>	<b>54,209</b>
<b>Non-current liabilities</b>		
Provisions	1,757	1,739
Other liabilities	1,204	1,204
Lease Liabilities	1,173	1,121
<b>Total non-current liabilities</b>	<b>4,134</b>	<b>4,064</b>
<b>Total liabilities</b>	<b>57,478</b>	<b>58,273</b>
<b>Net assets</b>	<b>3,660,608</b>	<b>3,599,850</b>
<b>EQUITY</b>		
Accumulated surplus	1,563,507	1,510,865
Reserves	2,097,101	2,088,985
<b>Total equity</b>	<b>3,660,608</b>	<b>3,599,850</b>

## Cash Flow Statement for the period ending 31 March 2021

	2020/21 31-Mar-21 Inflows/ (Outflows) \$'000	2019/20 31-Mar-20 Inflows/ (Outflows) \$'000
<b>Cash Flows from Operating Activities:</b>		
Rates	106,835	100,964
Statutory fees and fines	4,377	7,649
User fees	20,946	33,378
Grants - operating	16,713	14,568
Grants - capital	12,654	931
Contributions - monetary	5,213	4,500
Interest received	1,309	3,519
Other receipts	1,951	2,710
Fire Services Property Levy collected	15,158	13,939
Employee benefits	(54,499)	(59,179)
Materials and services	(51,965)	(53,522)
Other payments	(7,251)	(8,010)
Fire Services Property Levy paid	(14,894)	(13,775)
<b>Net cash from operating activities</b>	<b>56,547</b>	<b>47,672</b>
<b>Cash Flows from Investing Activities:</b>		
Payment for property, infrastructure, plant and equipment	(30,096)	(41,716)
Proceeds from sale of property, infrastructure, plant and equipment	1,321	3,064
(Purchases)/sales of financial assets	(32,846)	(7,044)
Repayment of loans and advances from community organisations	4	(25)
<b>Net cash used in investing activities</b>	<b>(61,617)</b>	<b>(45,721)</b>
<b>Cash Flows from Financing Activities</b>		
Repayment of borrowings	-	(5,000)
Repayment of lease liabilities	(913)	(39)
Interest paid	(14)	(101)
<b>Net cash used in financing activities</b>	<b>(927)</b>	<b>(5,140)</b>
<b>Net Increase/(decrease) in cash and cash equivalents</b>	<b>(5,997)</b>	<b>(3,189)</b>
Cash and cash equivalents at 1 July	24,658	22,468
<b>Cash and cash equivalents as at end of period</b>	<b>18,661</b>	<b>19,279</b>

## Operating Income and Expenditure

Graph 1.1: Year-to-date Operating Income Variance

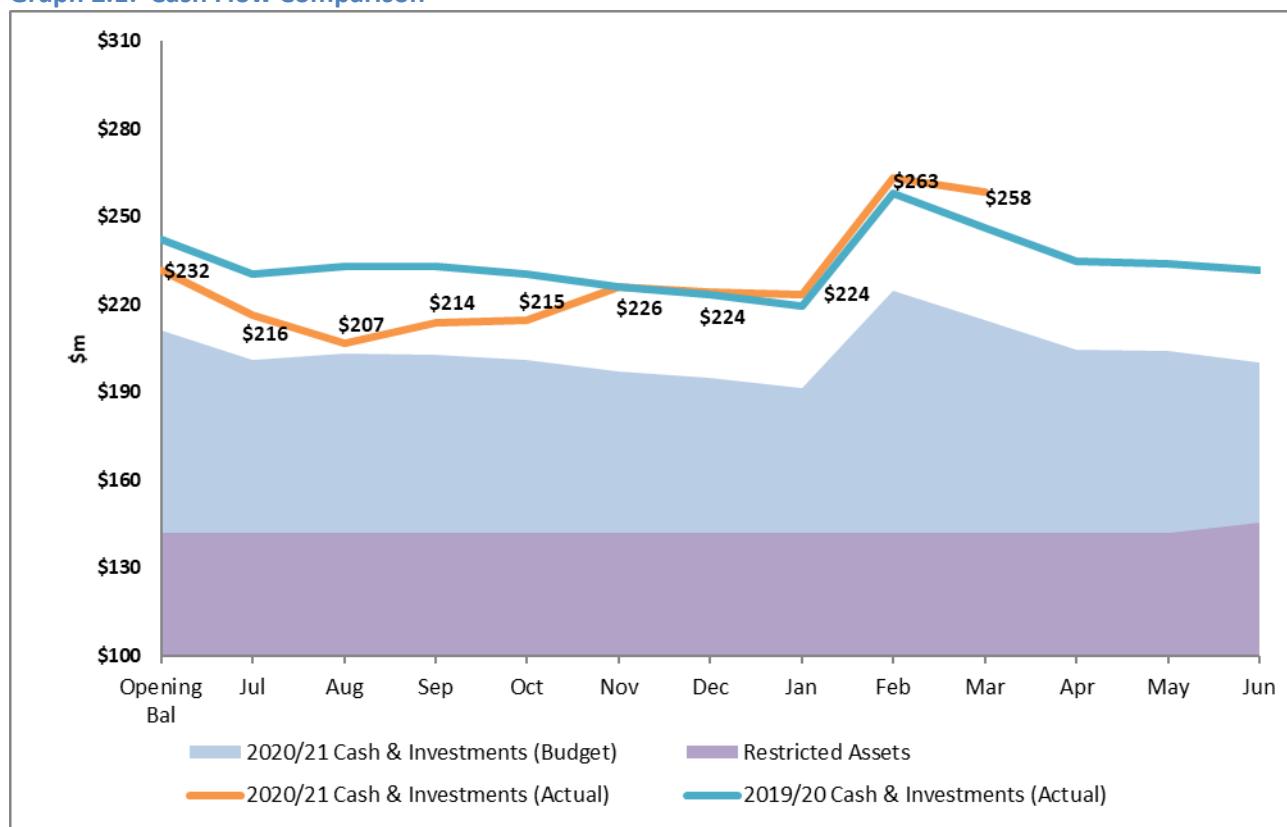


Graph 1.2: Year to Date Operating Expenditure Variance



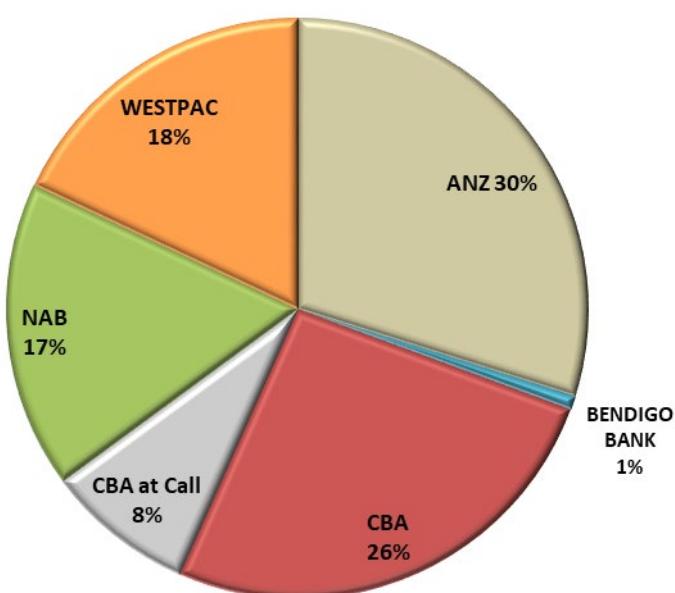
## Cash and Investments

**Graph 2.1: Cash Flow Comparison**

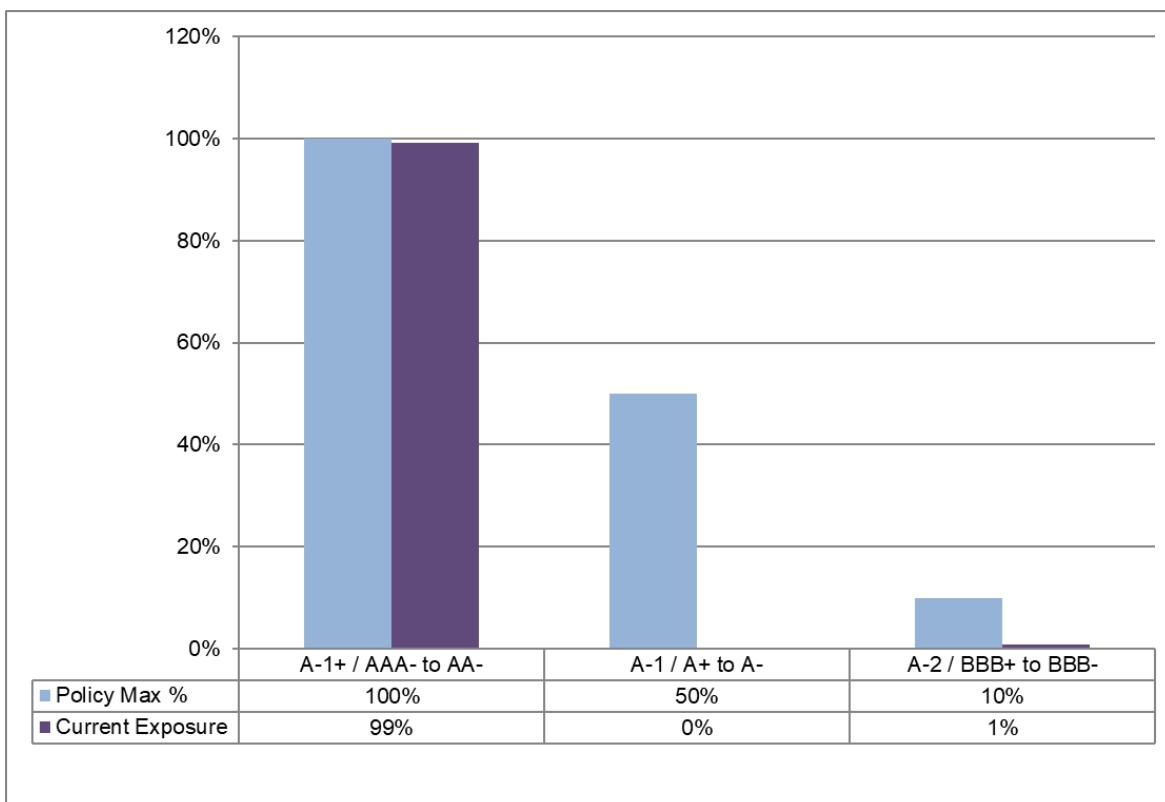


Note: Restricted Funds includes cash that is subject to external restrictions such as trust funds and deposits, Public Open Space Reserve and the Car Parking Reserve. It also includes funds allocated for specific future purposes such as the Aged and Disability Reserve, Community Development Reserve, Waste Management Reserve, Art Collection Reserve and the Energy Fund Reserve.

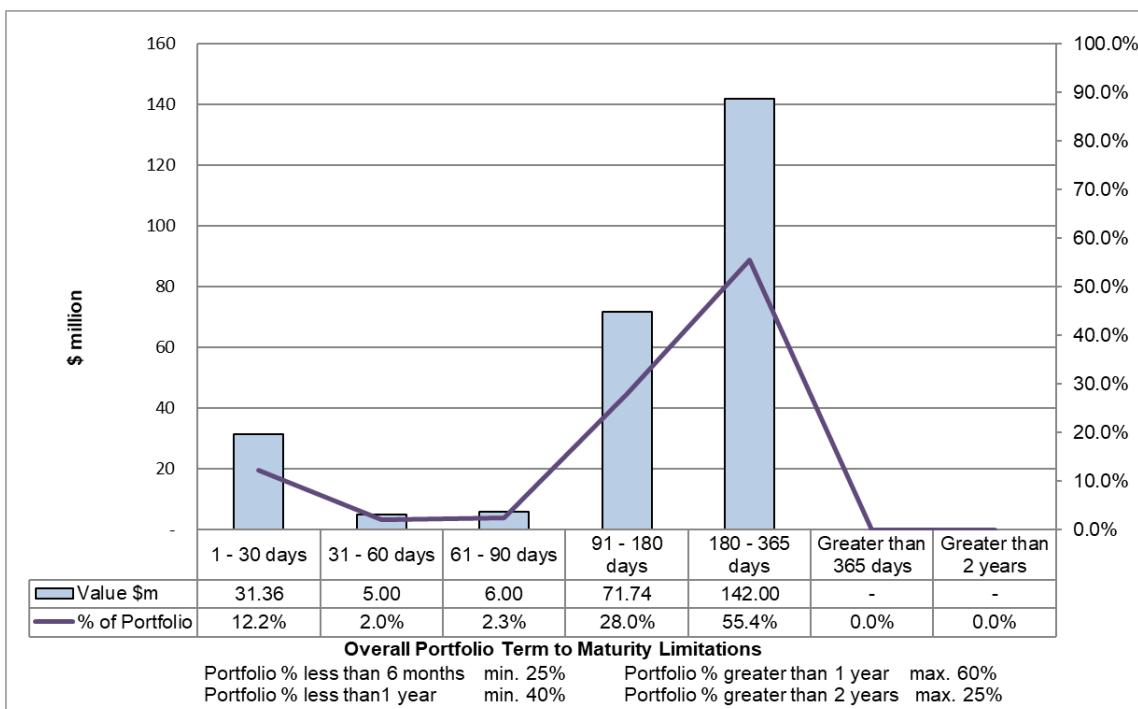
**Graph 2.2: Investment by Institution**



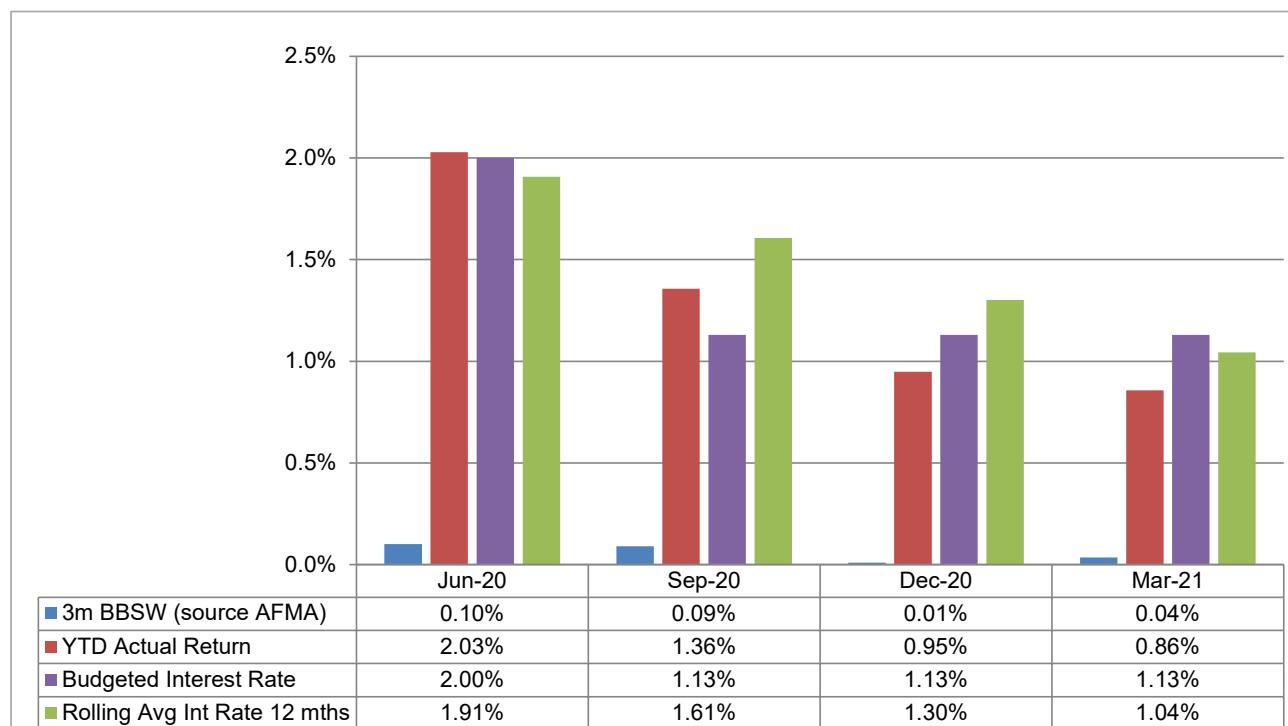
**Graph 2.3: Cash and Investment Credit Ratings**



**Graph 2.4: Cash and Investment Portfolio Term to Maturity**



**Graph 2.5: Investment Benchmark Indicator**

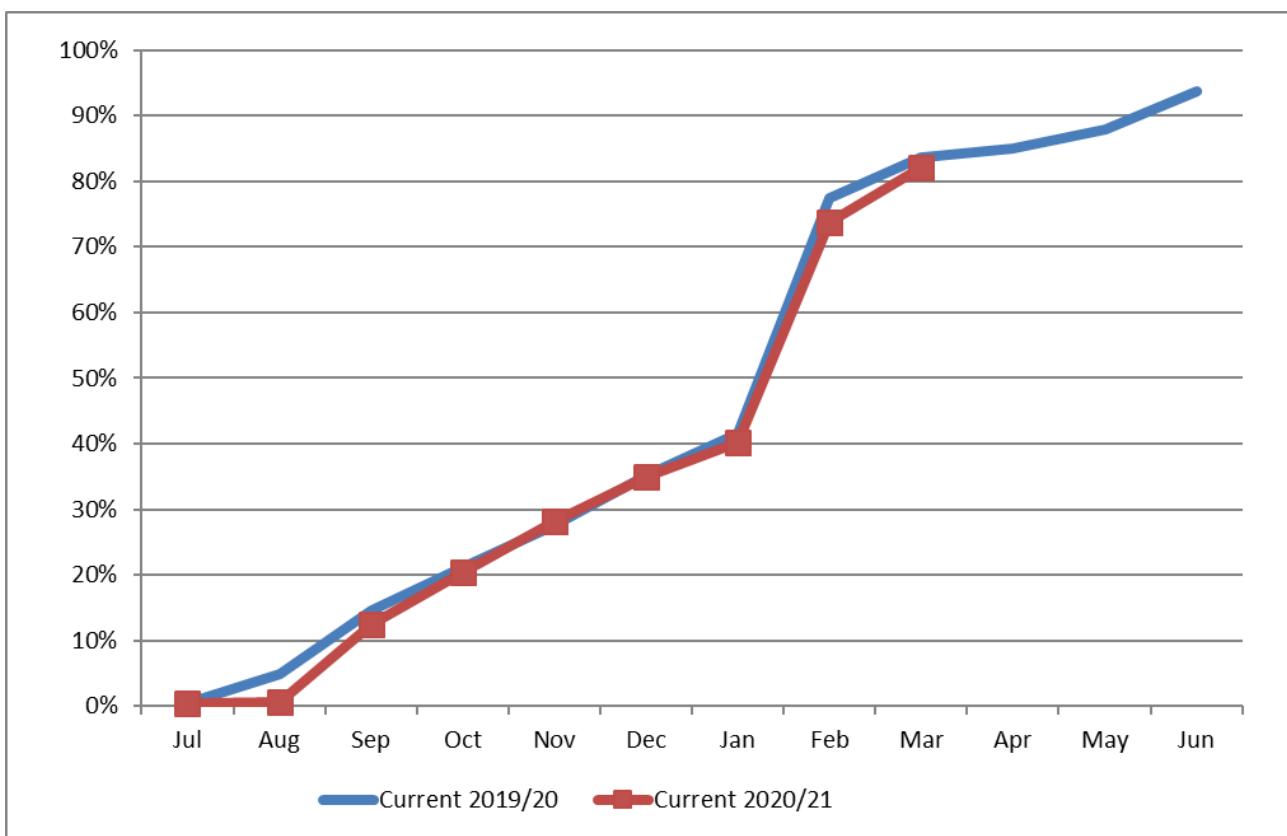


## Rate and Other Debtors

**Table 3.1: Current Rates Collected**

	31-Mar-21 \$'000	31-Mar-20 \$'000	28-Feb-21 '000
<b>YTD Current Rates Collected</b>	99,326	98,077	89,150
<b>% Current Rates Collected</b>	82.0%	83.6%	73.7%

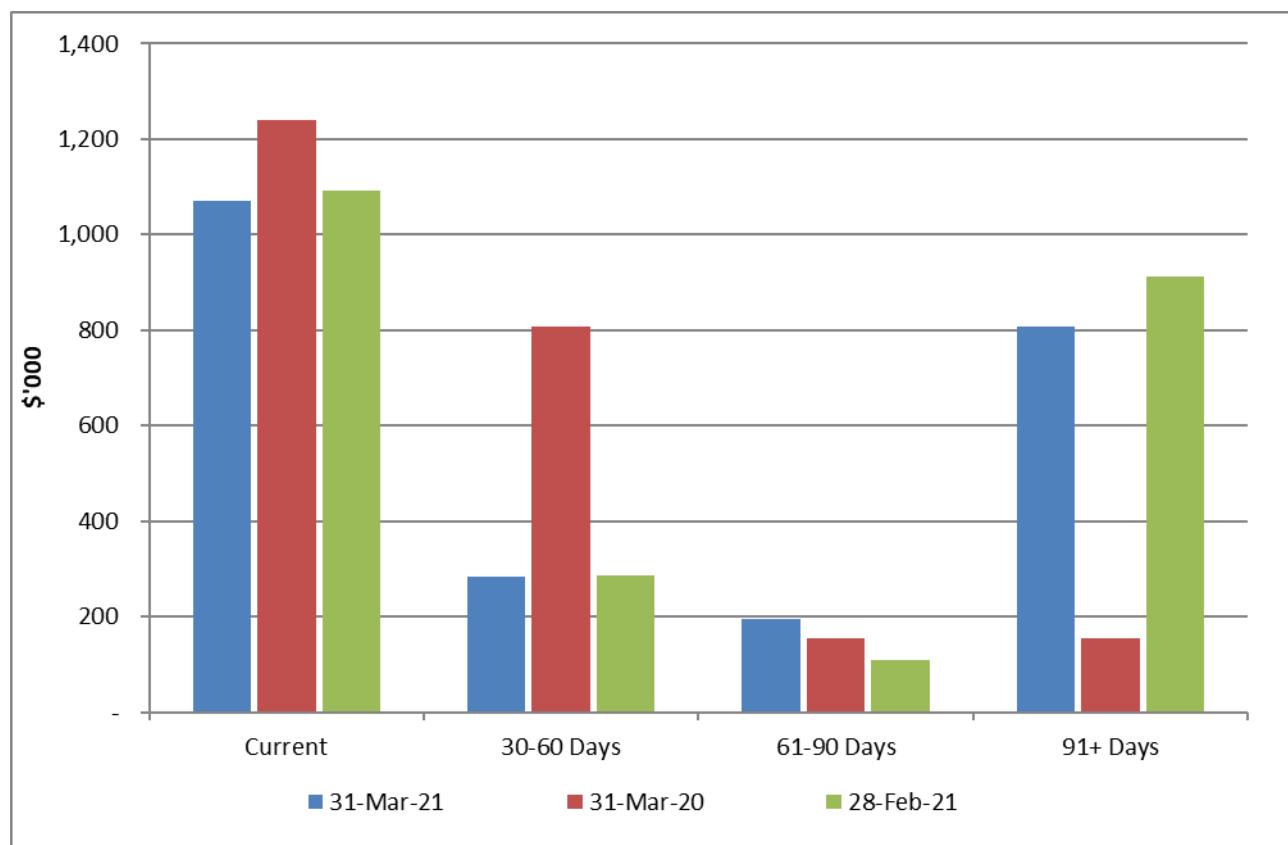
**Graph 3.1: Percentage of Current Rates Collected**



**Table 3.2: General and Sundry Debtors**

	31-Mar-21 \$'000	31-Mar-20 \$'000	28-Feb-21 \$'000
<b>Current</b>	1,070	1,240	1,092
<b>30-60 Days</b>	284	807	287
<b>61-90 Days</b>	195	155	110
<b>91+ Days</b>	807	155	912
<b>Total Owing</b>	<b>2,356</b>	<b>2,357</b>	<b>2,401</b>
<b>Total over 60 days</b>	1,002	309	1,022
<b>% over 60 days</b>	42.5%	13.1%	42.6%
<b>Total over 90 days</b>	807	155	912
<b>% over 90 days</b>	34.2%	6.6%	38.0%

**Graph 3.2: General and Sundry Debtors – Aged Comparison**

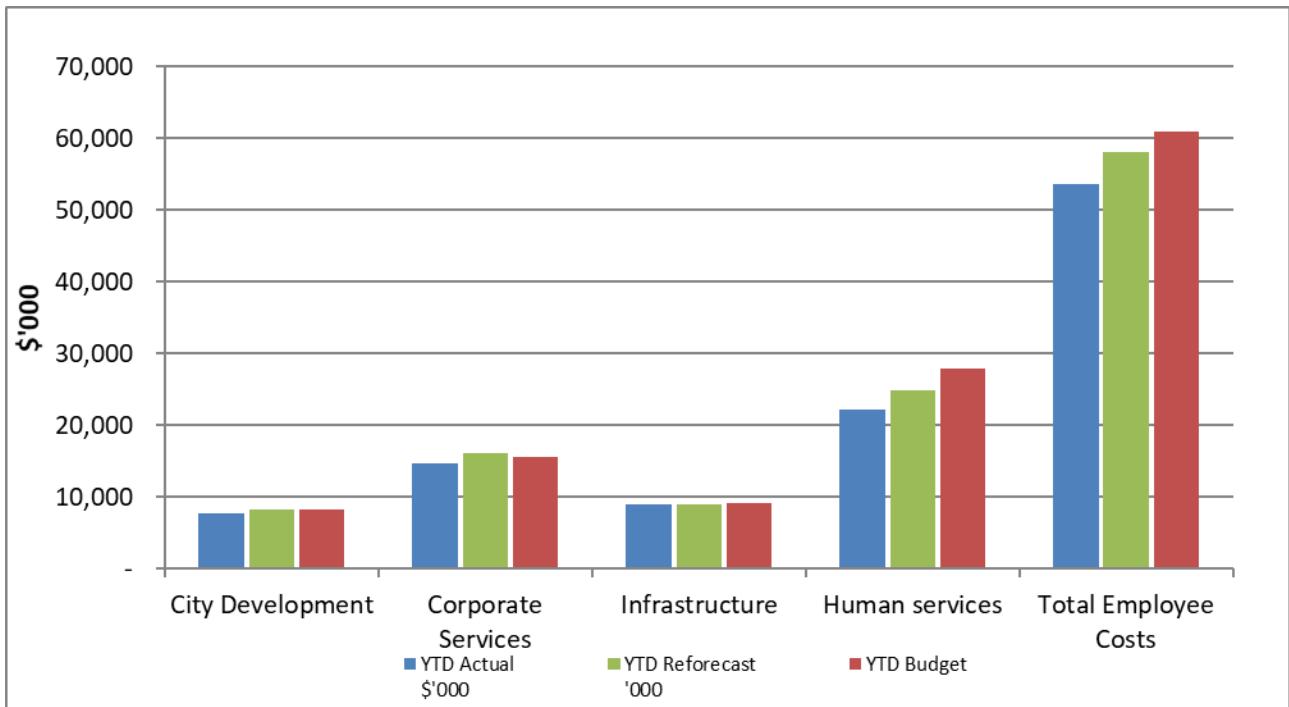


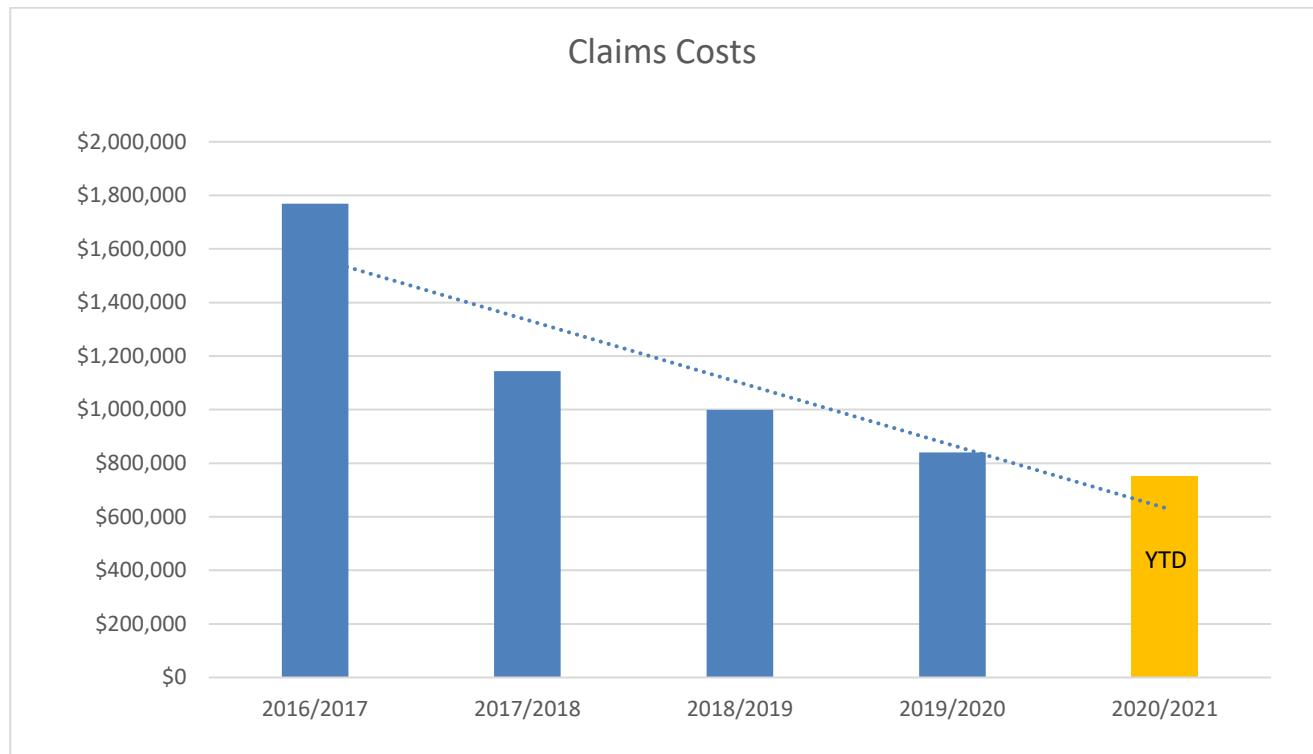
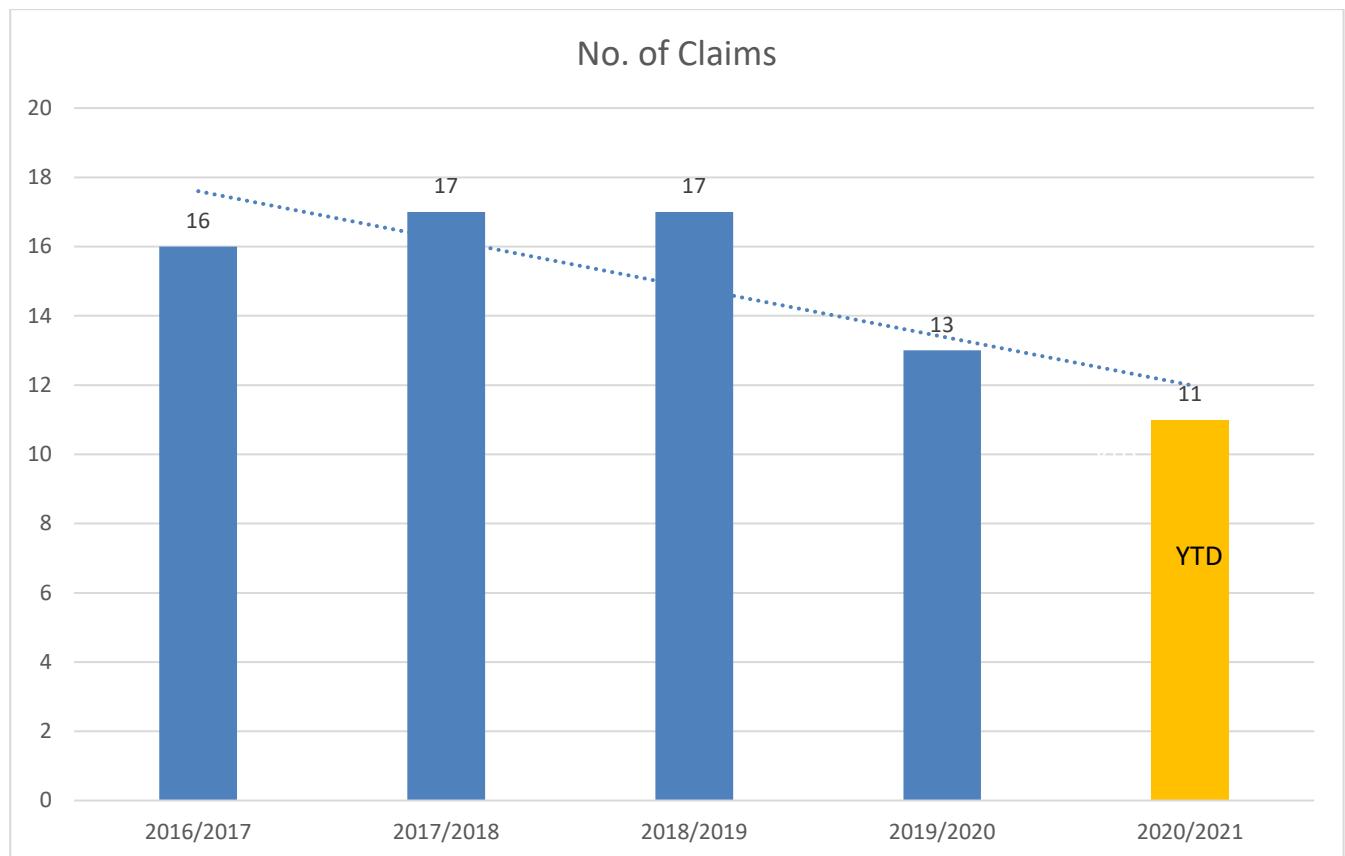
## Employee Costs

Table 4.1: Employee Costs by Division

Division	YTD Actual \$'000	YTD Reforecast '000	YTD Variance \$'000
City Development	7,740	8,197	457
Corporate Services	14,716	16,058	1,342
Infrastructure	8,979	9,074	95
Human services	22,204	24,858	2,653
<b>Total Employee Costs</b>	<b>53,640</b>	<b>58,188</b>	<b>4,548</b>

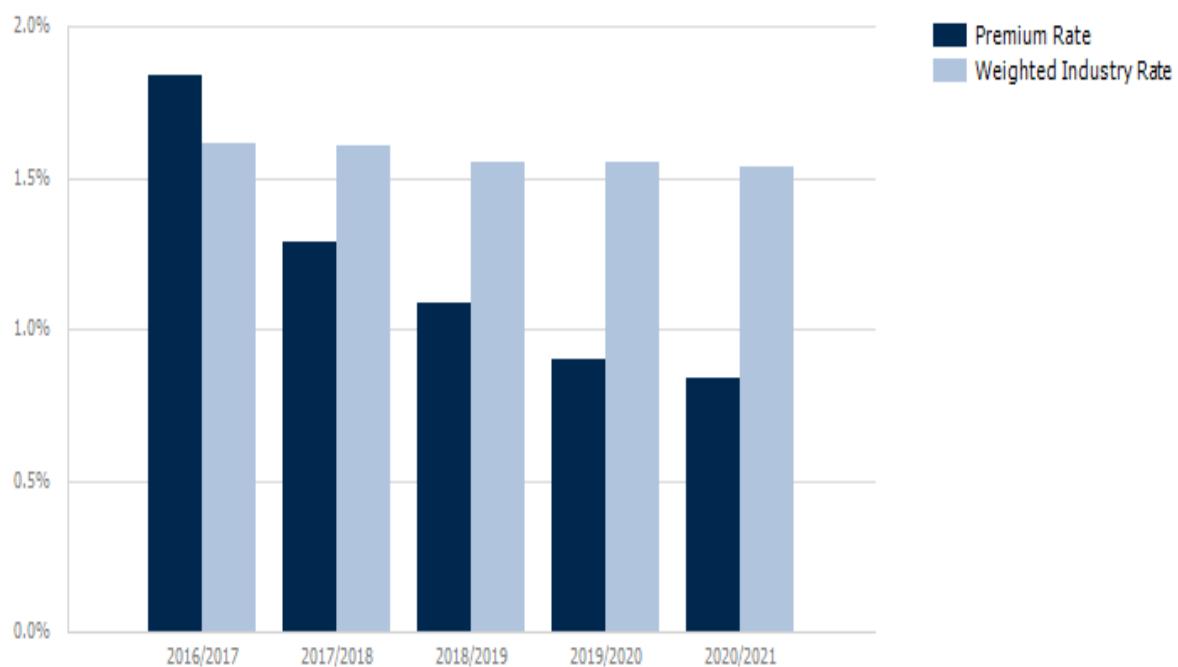
Graph 4.1: Employee Costs – Actual to Reforecast/Budget Comparison



**Graph 4.2: Workers Compensation Claim Costs****Graph 4.3: Employee Costs – Workers Compensation Claims**

**Graph 4.4: Premium Rate Vs Industry**

**WHITEHORSE CITY COUNCIL**



## **Section 6 – Audit Advisory Committee Minutes**

This section contains the Audit Advisory Committee minutes for the third quarter of the financial year being 1 January to 31 March 2021.

The minutes of the 7 December 2020 were ratified this quarter.

### **AUDIT ADVISORY COMMITTEE MINUTES**

**7 December 2020**

#### **1 OPENING OF THE MEETING**

The meeting commenced at 10.35 am remotely via Zoom.

#### **2 PRESENT**

Mr Michael Said

Ms Lisa Woolmer

Cr Denise Massoud

Cr Trudy Skilbeck

#### **IN ATTENDANCE**

Mr Simon McMillan – Chief Executive Officer

Mr Peter Smith – General Manager Corporate Services

Mr Steven White – General Manager Infrastructure

Ms Terry Wilkinson – General Manager Human Services

Mr Jeff Green – General Manager City Development

Mr Stuart Cann – Head Finance & Corporate Performance

Mr Andrew Zavitsanos – Crowe Australasia

Ms Lynda Cooper – Crowe Australasia

Mr James Thyer – Head People & Culture (Item 12.1 only)

#### **3 APOLOGIES – Nil**

#### **4 CONFIRMATION OF MINUTES – 16 September 2020**

##### **Committee Resolution**

That the Minutes of the Meeting of 16 September 2020 be confirmed.

Moved Ms Woolmer, Seconded Cr Massoud

**CARRIED**

#### **5 MATTERS ARISING FROM PREVIOUS MEETING – Nil**

#### **6 AUDIT COMMITTEE PLAN**

Minor changes will be finalised out of session prior to next meeting.

**7 DISCLOSURE OF ANY CONFLICTS OF  
INTEREST**  
**Annual Written Conflict of  
Interest Declaration**

The template was discussed in light of the revised requirements of the Local Government Act and agreed that it was a useful model for Whitehorse. Governance to collate with other required declarations. Members to send to CEO prior to next ARC meeting, and resend if any material change.

**8 CEO DECLARATION OF LEGAL COMPLIANCE**

The CEO declared that he was not aware of any breach of legislative compliance.

**9 INTERNAL AUDIT**

**9.1 Status Report**

**IA Progress Report November**

Mr Zavitsanos presented the progress report.

## **Committee Resolution**

That the Committee note the report.

Moved Cr Skilbeck, Seconded Ms Woolmer

**CARRIED**

## **Reports & Publications Quarterly Update**

Mr Zavitsanos presented the quarterly update and highlighted key items of interest. The positive cyber security response was noted.

## **Committee Resolution**

That the Committee note the report and Management comments.

Moved Cr Massoud, Seconded Ms Woolmer

**CARRIED**

### **9.2 Audit Reports**

#### **Child Safety Standards Review**

Mr Zavitsanos presented the internal audit report. There were no high risk issues identified, however, a number of actions requiring statutory attention was noted requiring resourcing via Governance.

## **Committee Resolution**

That the Committee note the report.

Moved Cr Skilbeck, Seconded Ms Woolmer

**CARRIED**

## **Project Management Review**

Mr Zavitsanos presented the internal audit report. There were no high risk issues identified

## **Committee Resolution**

That the Committee endorse the report.

Moved Cr Massoud, Seconded Cr Skilbeck

**CARRIED**

### **9.3 Audit Scopes – Nil**

### **9.4 Other (including matters scheduled from Audit Committee Plan) – Nil**

## **10 EXTERNAL AUDIT**

### **10.1 Reports – Nil**

*Quarterly Performance Report for the quarter ended 31 March 2021*

## **10.2 Other (including matters scheduled from Audit Committee Plan) – Nil**

### **11 STATUS/FOLLOW UP OUTSTANDING**

#### **11.1 Audit Report Items**

##### **Progress on Internal Audit Report Recommendations**

The progress report on outstanding Internal Audit Report actions for the period was presented.

The Committee noted that the completed items be removed from outstanding items subject to Crowe recommendation. ARC accepts recommendation for removal of items noted as complete.

#### **Committee Resolution**

That the Committee endorse the progress report recommendations.

Moved Cr Skilbeck, Seconded Ms Woolmer

**CARRIED**

#### **11.2 Audit Committee Matters**

##### **Progress on Local Government Act Guidelines**

The progress report on outstanding LGA guidelines actions to date was presented.

#### **Committee Resolution**

That the Committee note the progress report.

Moved Ms Woolmer, Seconded Cr Massoud

**CARRIED**

## 12 OFFICERS REPORTS

### 12.1 Risk Management

#### November Bi-Annual Report

Mr Thyer spoke to the progress report on risk management activities within Council including an update on the risk management framework and an overview of Council's response actions to the COVID-19 pandemic.

The Chair asked members to consider expectations on what was reported to the ARC in the risk management space and will then be built into the ARC work plan. Risk Management Framework – further evidence required for high risk issues and bi-annual reporting on work plan.

#### Committee Resolution

That the Committee note the progress report.

Moved Cr Skilbeck, Seconded Ms Woolmer

CARRIED

### 12.2 Financial & Performance

#### Reports September Quarterly

#### Performance Report

Mr Cann spoke to the circulated report.

#### Committee Resolution

That the Committee note the performance report.

Moved Cr Skilbeck, Seconded Cr Massoud

CARRIED

### 12.3 Fraud Control & Special Investigations – Nil

### 12.4 Other (including matters scheduled from Audit Committee Plan)

#### Corporate Policies Review

The Fixed Assets Policy circulated for review was discussed.

#### Committee Resolution

That the Committee endorse the Fixed Assets Policy.

Moved Cr Massoud, Seconded Cr Skilbeck

CARRIED

## 13 CORRESPONDENCE

### 13.1 VAGO

*Quarterly Performance Report for the quarter ended 31 March 2021*

HP Records Manager – Record Number: 21/112668

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## **Annual Report 2019-20**

The October release summary report was noted.

### **Committee Resolution**

That the Committee note the correspondence.

Moved Ms Woolmer, Seconded Cr Skilbeck

**CARRIED**

### **13.2 IBAC**

#### **Building Integrity during Times of Crisis or Emergency**

The circulated report was discussed. Further update on red flags by exception at future meeting.

### **Committee Resolution**

That the Committee note the IBAC recommendations and self-assessment.

Moved Cr Massoud, Seconded Ms Woolmer

**CARRIED**

### **13.3 MAV – Nil**

**14 OTHER BUSINESS**

**Organisation Review Update**

Mr McMillan gave a verbal report on progress with completion of the organisation review and subsequent briefing to Council. Noted.

**Retirement of GMCS**

Mr Said thanked Mr Smith for his support over the past 13 years which contributed to the effectiveness of the ARC function at Whitehorse.

**15 CONFIRMATION OF DATE**

**OF NEXT MEETING Audit**

**& Risk Committee**

**Meeting Schedule 2021**

Due to clashes for some members with circulated schedule, it was agreed to revise the Monday start times and dates for 2021.

All meeting dates for 2021 to commence at 1.00pm and finish at 2.30pm as follows:

- 15 March
- 17 May
- 16 August (adoption of annual accounts)
- 20 September
- 22 November (revised date)

**16 CLOSURE OF MEETING**

The meeting closed at 12.00 pm.