



CITY OF WHITEHORSE

# Quarterly Performance Report

JULY – SEPTEMBER 2018



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## Introduction

The Quarterly Performance Report for the first quarter ended 30 September 2018 provides a detailed report of performance against the major initiatives and initiatives identified in the *Adopted Budget 2018/19*. This report also provides a high-level summary of Council's services, including highlights and challenges for the quarter. These major initiatives, initiatives, and services contribute to the achievement of the *Council Plan 2017-21*.

The Quarterly Performance Report contains the following sections:

- Section 1 – Chief Executive Officer's Overview
- Section 2 – Performance against *Council Plan 2017-21*
- Section 3 – Performance against Customer Service Targets
- Section 4 – Business Improvement
- Section 5 – Capital Works Report
- Section 6 – Financial Report
- Section 7 – Audit Advisory Committee Minutes

## Section 1 – Chief Executive Officer’s Overview

I am pleased to present the Quarterly Performance Report for the first quarter ended 30 September 2018.

For this first quarter of the 2018/19 financial year we have carried out many activities from all areas of Council, including the following key highlights:

- *Digital Transformation Strategy* – The Digital Producer role was filled, a website development partner appointed, and the Council’s corporate Facebook page was launched, providing another channel for interaction with the community.
- *Nunawading Community Hub Development* – Council appointed Ireland Brown Constructions as the builder for the Nunawading Community Hub in September 2018. Construction is due to start in November 2018 with completion expected in early 2020
- *Review of Waste Management Strategy* - A draft new Waste Management Strategy was endorsed by Council for a second phase of community consultation. This strategy sets the direction for Council's waste and recycling services for the next 7 to 10 years.
- *Live streaming of Council and Committee meetings* - hardware was installed and a corporate policy developed to be considered by Council at its 15 October 2018 Council Meeting.
- *Koonung Creek Boardwalk* – The Boardwalk has been completed providing a widened viewing deck and bench seating to enjoy the view.

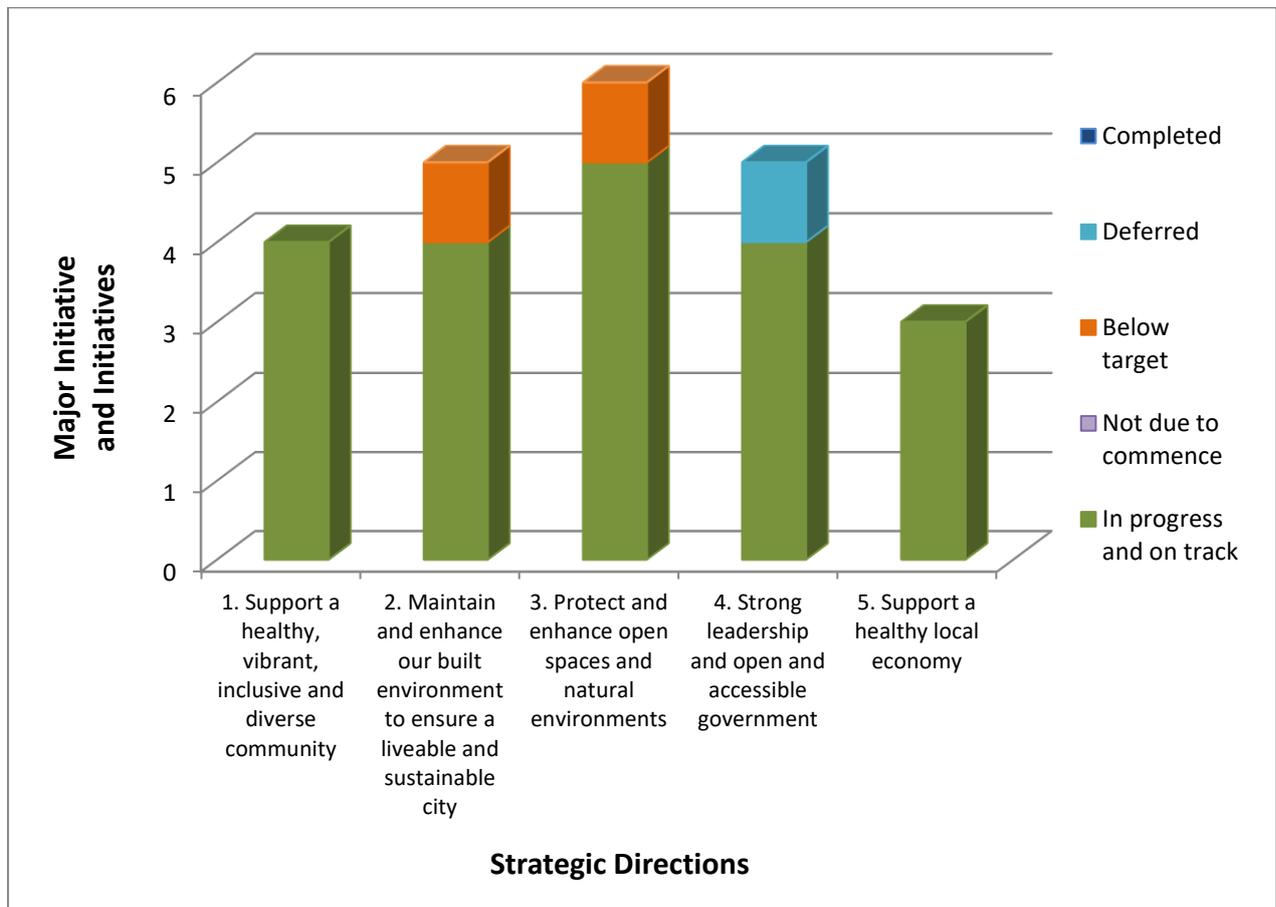
The activities above, as well as many other activities outlined in this report, align directly with the strategic directions and goals (strategic objectives) of the *Council Plan 2017-21*. Of the 23 major initiatives and initiatives in the *Adopted Budget 2018/19*, 20 are on track, 2 are below target, and 1 has been deferred (see graph overleaf).

These are some of the activities that improve the municipality and contribute to the community’s vision of the City of Whitehorse as a healthy, vibrant, prosperous and sustainable city supported by strong leadership and community partnerships.

Further details about all major initiatives and initiatives, including services provided by Council, can be found in Section 2 – Performance against *Council Plan 2017-21*.

Noelene Duff  
Chief Executive Officer  
Whitehorse City Council

Performance against Major Initiatives and Initiatives in the Adopted Budget 2018/19  
 July - September 2018



## Section 2 – 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:

- **Major initiatives** – identified in the Annual Plan, which is part of the *Adopted Budget 2018/19*, these are significant projects that will directly contribute to the achievement of the *Council Plan 2017-21* and have a major focus in the budget.
- **Initiatives** – identified in the Annual Plan, which is part of the *Adopted Budget 2018/19*, these are actions that are once-off in nature and/or lead to improvements in services.
- **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:



Activity tracking within planned target or complete.



Activity tracking at less than the planned target, but expected to be complete by the end of the financial year.



Activity deferred.

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

Major Initiative/ Initiative	Description	Responsible Officer	Target completion date	Current Status	Progress Against Target	Progress Comments
<b>Major Initiatives</b>						
<b>Nunawading Community Hub Development</b>	Develop the Nunawading Community Hub and engage with stakeholders to develop an inviting, highly accessible place with a range of flexible internal and external spaces for active and passive activities, providing for a broad range of groups and individuals now and into the future.	Head of Major Projects and Buildings	June 2019	In Progress	 GREEN	Council appointed Ireland Brown Constructions as the builder for the Nunawading Community Hub in September 2018. Construction is due to start in November 2018.
<b>Whitehorse Centre</b>	Commence 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.	Head of Major Projects and Buildings	June 2019	In Progress	 GREEN	The appointment of the Project Director has been finalised and the Architectural Design Competition phase is now in progress. An Urban Planner has been appointed and the Site Options Analysis is underway.
<b>Initiatives</b>						
<b>Initiative - Sports and Planning Development</b>	Manage sports club growth and demand in Whitehorse proactively with employment of a Sports Planning and Development Officer	Manager Leisure and Recreational Services	June 2019	In Progress	 GREEN	A recruitment process has been undertaken for a Sports Planning Officer, and the new person appointed to this role.
<b>Strathdon House</b>	Commence redevelopment for the future of the Strathdon homestead and precinct	Buildings Project Management Coordinator	June 2019	In Progress	 GREEN	Preliminary discussions with Stakeholders and Consultants have commenced. Condition reports for the existing building are about to be carried out.

## Quarterly Service Highlights

Service	Description	Quarterly Service Highlights
<b>Libraries</b>	This service represents Council's contribution to the Whitehorse Manningham Regional Library Corporation which provides public library services at four locations within the municipality. It provides a customer focused service that caters for the cultural, educational and recreational needs of residents and provides a focal point for the community where they can meet, relax and enjoy the facilities and services offered.	<p>A major upgrade of the Library Management System occurred in September 2018</p> <p>The official opening of the Box Hill Library renovations was held on 14 September 2018. The renovation was supported by a DELWP Living Libraries Infrastructure Grant. The library was officially opened by the Mayor Cr Andrew Davenport, with Shaun Leane, member for Eastern Metropolitan Region representing Minister Marlene Kairouz.</p> <p>Author talks by Heather Morris (Tattooist of Auschwitz) and Mal Walden (The News Man) and Red Symonds for the Desert Island Reads Program attracted audiences of 90-100 people each at Nunawading Library.</p> <p>The workshop series held by Deakin University to support Chinese families through the Ready to Read Program was completed, with 118 attendances.</p> <p>The Libraries Change Lives campaign was launched on 17 September 2018. This is a state-wide Public Libraries Victoria initiative aimed at raising awareness of the impact libraries have on communities and the need for further investment.</p>
<b>Community Development</b>	This service focuses on the development of policies and strategies and providing support to the Whitehorse community, in particular relating to areas of social health and wellbeing, ageing population, people with disabilities, diversity, volunteering, and provides community grants to local not-for-profit groups and organisations. Council also offers support with community festivals, including Chinese New Year and Moon Festival.	<p>The second Women's Forum for 2018 was held in October with 170 plus participants. The topic was Inspirational Stories – From Addiction to Recovery.</p> <p>Community Safety- Finalisation of collaborative Theft from Motor Vehicle bi-language signage project with Victoria Police. 206 signs installed in ten Council car parks and community education sessions conducted; evaluation indicates an increased community awareness of the need to remove valuables from parked cars to reduce theft.</p> <p>Free from Violence grant funded by DHHS for \$90,000 over 12 months to work within Council and the community to prevent family violence and to promote gender equality in diverse settings. A key outcome will be the development and implementation of an action plan.</p> <p>Whitehorse City Council is participating in the East Interfaith Unite for Safety and Respect project, in collaboration with Manningham, Monash, and Boroondara Councils. At a recent meeting, fifteen participants from diverse faith communities contributed to a shared understanding about the prevention of family violence and future activities to promote safety and respect.</p> <p>150 Senior Whitehorse Residents met at the Whitehorse Centre in September to celebrate the commencement of the 2018 Whitehorse Seniors Festival. The event was opened by the Mayor and involved a stage show by Wendy Stapleton followed by a high tea.</p> <p>Council is participating on the Regional Family Violence Partnership – Prevention of Violence against Women with Disability working group, which recognises that women with a disability are more likely to experience violence but also face barriers accessing services and supports.</p> <p>Council in partnership with the National Disability Coordinating Office (NDCO), Gateway and Outer East LLEN,</p>

Service	Description	Quarterly Service Highlights
<b>Arts and Cultural Services</b>	<p>This service provides a diverse and ongoing program of arts, cultural and heritage events as well as access to the Whitehorse Art Collection, meeting room hire and function services. Cultural facilities include the Whitehorse Centre, Box Hill Town Hall and other minor halls, Box Hill Community Arts Centre, Whitehorse Artspace, Schwerkolt Cottage and Museum Complex. A range of Council events are also offered including the Australia Day Concert, Carols Concert, Spring Festival, Heritage Week and Swing Pop, Boom! Music Series. Council also offers support with community festivals including Chinese New Year and Moon Festival.</p>	<p>and Monash and Knox City Councils hosted the "Back to Basics" forum which introduced students and their families to strengths based approaches and providing an opportunity for young people with a disability to have conversations with education, training and employment providers to explore choices, supports and possible pathways. As part of this project the Strengths Based Career Planning Guide was developed in partnership with young people attending disability services and members of Councils Youth Representative Committee.</p> <p>The Disability and Reconciliation Advisory Committees met during the last quarter.</p> <p>The Eastern Affordable Housing Alliance met and further developed their advocacy campaign in the lead up to the State election - an increase in social housing across the Eastern region and for mandatory inclusionary zoning of 10% on surplus Government land and on strategic sites.</p> <p>The Box Hill Community Arts Centre school term and workshop classes continue to have excellent enrolment numbers with many of the adult ceramic classes booking out until the end of 2018. Exhibitions featuring local groups and works from the City of Whitehorse Art Collection have received positive feedback and good attendance for the Gallery.</p> <p>Heritage Week was a major event in the heritage calendar and was held between the 13-20 September. The theme this year was titled 'A Walk in the Park' and celebrated gardens and green spaces in Whitehorse with 16 events. The success of Heritage Week is made possible through the collaborative contributions of our historical societies, library and other agencies.</p> <p>The Box Hill Town Hall hosted a wide variety of well attended events this quarter. The Uniting Church Australia conducted their annual five day national conference and have pre-booked for 2019 and 2020. The Australian Quilters held their annual exhibition in the Main Hall, and our many district schools and sporting clubs held celebrations and events this quarter.</p> <p>The Box Hill Town Hall (as well as Schwerkolt Cottage and the Box Hill Community Arts Centre) participated in Open House Melbourne.</p> <p>Festivals: Planning is underway for the 2018/19 Whitehorse Festival Season and will include:</p> <ul style="list-style-type: none"> <li>• three major events at the Civic Centre precinct: Spring Festival (21 October), Whitehorse Carols (16 December), and the Australia Day Concert (26 January).</li> <li>• the Swing Pop Boom Event Series will comprise an outdoor cinema at Morack Golf Course, Vermont South (22 February), an indoor concert at the Box Hill Town Hall (3 March), and the Blackburn Lake will be the setting for the popular 'Shake at the Lake' outdoor concert (24 March).</li> <li>• Global Fiesta (17 March) at the Box Hill Gardens to celebrate Harmony Day and Whitehorse's cultural diversity.</li> </ul> <p>Whitehorse Artspace exhibitions this quarter included 'Home is Where the Heart is' (7 June - 28 July) which attracted 1200+ visitors. Following this 'Sweeping Landscapes: The Streeton Legacy' (4 August – 15 September) attracted over 1,000 visitors and drew a great deal of interest in the historic works within the Art Collection.</p> <p>There continues to be a positive response to the Whitehorse Centre 2018 Main Season and Midweek Matinee</p>

Service	Description	Quarterly Service Highlights
		<p>Season finishing the quarter with four sold out performances of The Wharf Revue. Attendances were also strong for community theatre hire clients, particularly secondary schools Blackburn High School, Emmaus College and Mount Waverley Secondary College, and Whitehorse Showtime. The Centre hosted a number of very successful community events this quarter, including the Mayor's Community Dinner, Parkland Forum and Seniors Week performance and afternoon tea.</p>
<p><b>Parks Planning and Recreation</b></p>	<p>This service manages the utilisation of community recreation facilities such as sporting grounds and pavilions, provides support to community groups and provides planning and strategy development for parks and recreation facilities and infrastructure.</p>	<p>The redevelopment of the Morton Park and Walker Park pavilions is progressing well with detailed design documentation in the final stages. The tender documentation is being finalised with tenders to be advertised in November.</p> <p>Council has been successful in an application through the Minor Facilities category for lighting at Surrey Park South East. This funding will provide for the installation of 100-lux sports field floodlighting. Council has \$220,000 allocated for the project in the 2019 / 2020 financial year with this funding providing 50% of the total project cost.</p> <p>The annual; Parkland Community Forum was held with Karen Jones Education Manager from the Port Phillip EcoCentre in attendance as the guest speaker. The evening was attended by representative from the Parkland Advisory Committees and two community nurseries. The event was an acknowledgement of the hard work and dedication of the volunteers within Whitehorse's parks and open space.</p>
<p><b>Leisure Facilities</b></p>	<p>This service provides the Whitehorse community with a range of leisure facilities including Morack Golf Course, aquatic facilities including Aqualink Box Hill and Aqualink Nunawading, Sportlink and Nunawading Community Centre.</p>	<p>Whitehorse Netball Association ran their annual major tournament for the year at Sportlink Vermont South on Sunday the 12th of August. Over 15 associations and 65 teams utilised the eight courts for the full day, this was a fast paced and highly competitive competition. Teams came from all over Victoria to compete utilising the Sportlink grounds, nearby football grounds and clubrooms for the day. It was a very successful day and organised well by tournament officials and Sportlink Staff.</p> <p>Sportlink Vermont South hosted the Wah Chin Sports Club Invitational Basketball Cup on Saturday the 29th of September. Teams from Sydney, Brisbane and Ho Chi Minh City competed in a day long tournament showing the high level of events which Sportlink can accommodate. The team from Ho Chi Minh City continued to utilise the facility throughout the following week for practice which provided an international feel to the facility.</p> <p>Scope Victoria run a weekly disability balloon football competition for its members at Spotlink Vermont South. This was a five versus five competition format where participants in wheelchairs are assisted by high school students to play a revised rules football game providing accessibility, inclusiveness and a pathway for school students to gain valuable knowledge and insight in the disability sector moving through their high school years.</p> <p>Aqualink Member month was conducted in July. This member retention program consisted of member seminars (cooking demonstrations, diabetes awareness, nutritional advice and stress), member breakfasts, merchandise sale, event classes and free swims for member's family.</p>
<p><b>Sports Fields</b></p>	<p>This service maintains Council's network of sports fields to the required service standards allowing the community to safely participate in</p>	<p>Sports fields hosted various sporting code finals including Eastern Football League and Victorian Amateur Football Association. Commenced the relaying of turf at Ballyshanassy reserve. Spring renovations were completed at all grounds in preparation for summer season.</p>

Service	Description	Quarterly Service Highlights
	organised and informal community sport. It is responsible for the design, installation, maintenance and renewal of sports field infrastructure and the supervision and project management of sports field capital projects.	
<b>Whitehorse Home and Community Services</b>	This service provides a range of home and community care services, supporting people who are elderly, frail or with disabilities and their carers to stay active, independent and living at home as long as possible. Services include home delivered and community based meals, personal and respite care, transport, domestic and home maintenance, planned activities and social support, and social housing at two residential housing facilities.	<p>Consumers - 409 consumers referred for services</p> <p>Service Referrals - 854 referrals for individual services</p> <p>Assessment - 509 client assessments for older people; 100 younger clients with disabilities provided with 323 hours of assessment and care coordination</p> <p>Occupational Therapy - 331 hours</p> <p>Domestic Assistance - 18,011 hours</p> <p>Personal Care - 5228 hours</p> <p>Respite Care - 730 hours</p> <p>Home Modifications &amp; Home Maintenance - 979 hours</p> <p>Food Services - 21446 meals</p> <p>Assistance with food preparation - 419 hours</p> <p>Social Support Groups - 6939 hours</p> <p>Assisted Transport - 1021 hours</p> <p>Accompanied Activities (shopping and appointments) - 2887 hours</p> <p>Transport (community) 3235 trips</p> <p>More than 15,000 consumer telephone enquiries received and 90% grade of service achieved with average response times less than 15 seconds.</p> <p>More than 60 older people attended the "Spring Party" social support function on 11 September at Carrington Dining Room in Box Hill to enjoy a lunchtime meal to welcome spring.</p> <p>An Intergenerational Partnership Project between Mountainview Cottage and St. Philip's Primary School commenced on 18 July 2018 and saw older people working together with year 6 students to record and share their individual "Life Stories".</p> <p>Transition of eligible younger clients with disabilities into the National Disability Insurance Scheme (NDIS) has continued with more than 80 clients now transferred from Council services and accessing supports from NDIS providers. 35 additional clients are expected to transition prior to the end of the rollout period in Whitehorse in April 2019.</p> <p>Continued advocacy to the Australian and Victorian Governments for appropriate levels of needs-based funding to support vulnerable residents of any age to live independently in their local Whitehorse community.</p>

Service	Description	Quarterly Service Highlights
<b>Family Services</b>	This service area provides family oriented support services including centre based childcare (Whitehorse Early Learning Service), integrated kindergarten, inclusion support, maternal and child health and youth support services.	<p>MCH highlights:</p> <ul style="list-style-type: none"> <li>All nurses completed mandatory 16 hours of training ‘ My Early Relational Trauma Informed Learning’’</li> <li>Enhanced Nurses working collaboratively with CYMHS to provide in home mental health assessment to very vulnerable clients</li> <li>EDVOS providing service to mothers experiencing Family Violence at the Burgess Canter weekly</li> </ul> <p>Community Programs highlights:</p> <ul style="list-style-type: none"> <li>5 Supported Playgroups successfully operating</li> <li>3 Successful Parenting Information Forums delivered in the reporting period</li> <li>A revised and updated Family Resource Guide developed, produced and distributed</li> </ul> <p>Early Childhood Services:</p> <ul style="list-style-type: none"> <li>Utilisation for WELS has hit 97.12% as at 30 Sept 2018</li> <li>Applied and was successful in receiving a \$40K grant to assist WPSA with Preschool Central Enrolment</li> </ul> <p>Youth Services:</p> <ul style="list-style-type: none"> <li>The Whitehorse Youth Representative Committee facilitated the 2018 Youth Forum at the Box Hill Town Hall covering the issues of mental, LGBTIQ, healthy relationships and bullying with guest speakers and workshops</li> <li>The FReeZA Youth Committee, ‘Flying Pig Events’ held the ‘Whitehorse Battle of the Bands’ event at the Box Hill Community Arts Centre showcasing young musical talent</li> </ul>
<b>Environmental Health</b>	This service area provides health education and protection services such as immunisations, food safety management, communicable disease surveillance, tobacco control and environmental protection.	<p>Meeting Council's statutory requirements under the Food Act and Public Health &amp; Wellbeing Act: -</p> <ul style="list-style-type: none"> <li>411 Mandatory Assessments/Inspections</li> <li>46 Complaint Inspections</li> <li>65 Routine Inspections</li> <li>103 Non Compliance/Follow Up inspections</li> <li>22 Formal Orders/Notices issued which includes PINs and Seizures</li> </ul> <p>A total of 2,208 vaccinations were administered to 1,058 children for the quarter as part of Council’s public childhood immunisation program. A total of 1,297 vaccinations were administered as part of Council’s school immunisation program.</p>
<b>Compliance</b>	This program includes a range of Council’s regulatory functions to ensure the safety and wellbeing of the community including domestic animal management, school crossing supervision, Council's local law framework and managing parking controls across the municipality to ensure fair and equitable access	<ul style="list-style-type: none"> <li>2,447 service requests were lodged by staff (28% of the total) created in the quarter including 841 Proactive Park Inspections.</li> <li>13,880 infringements were issued with the dollar amount of \$1,484,702</li> <li>6,897 calls were answered in the last quarter with the First Call Resolution rate of 88%.</li> <li>1,995 appeals were reviewed and responded to.</li> <li>Processed 2,604 incoming correspondence and sent out 8,635 correspondence including notices and letters.</li> </ul>

Service	Description	Quarterly Service Highlights
	to on-street parking for the community, and to ensure that streets are safe for pedestrians and other road users.	<p>In August 2018, the Community Laws Coordinator presented to Council the figures and works undertaken by the team as part of seasonal work (Resource Injection).</p> <p>Body worn cameras for Parking Officers were introduced in July 2018 and the feedback from officers has been positive.</p> <p>A new Infringement Review Policy Document (IRPD) was introduced and was operational from 27 July 2018.</p> <p>Council Motion 103 was finalised leading to additional resourcing, improving response times to community concerns, more proactive work being carried out including inspections of building sites, parks, known abandoned trolleys and dumped rubbish hotspots, unsightly premises, overhanging vegetation etc. The final element of the Motion was a report presented to Council on benchmarking the service against other service providers and opportunities to improve service delivery</p> <p>After consultation with the businesses along market place in Box Hill, it was identified that there are several hotspots across the municipality where there are no litter refuge places within their property for waste management. The Community Laws Team is planning to introduce Commercial Waste Bin Permits to ensure that an allocated refuge place is provided for businesses which will reduce littering and environmental damage (e.g. no pollutants discharged into our drainage system).</p> <p>The seasonal work has helped in proactively addressing the overhanging vegetation issue. This has led to a reduction in the number of overhanging vegetation related service requests in several areas like Burwood and Mitcham. Current data indicates that Mitcham will have approximately 40% less overhanging vegetation CSRs than previous years.</p> <p>The renewal of Temporary Use of Council Land Permits is currently underway with audits being conducted by Community Law Officers to ensure compliance with permits in place where necessary.</p> <p>Section 84Y agreement consultation with vets within Whitehorse has been prepared, and is to commence shortly. This will help in increasing the animal reunification rate, enabling vets to reunite found cats and dogs with their owner rather than being placed in Council's Pound.</p> <p>Continued proactive engagement with stakeholders like multi-unit developments and retailers to educate them of their obligations around abandoned trolleys and strategically place multilingual signs.</p> <p>The continuous improvement project "First Point Issue Resolution Project" was implemented and a Control Plan put in place.</p>

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

### Annual Plan Major Initiatives and Initiatives Update

Major Initiatives/ Initiatives	Description	Responsible Officer	Target completion date	Current Status	Progress Against Target	Progress Comments
<b>Major Initiatives</b>						
<b>Harrow Street Carpark Redevelopment</b>	Complete the design stage of a multi-deck car park.	Head of Major Projects and Buildings	June 2019	In Progress	 GREEN	The contract for construction of the Harrow Street Multi-Deck Car Park was awarded to Buxton Constructions (Vic) Pty Ltd in July 2018. The project is due for completion in mid-June 2019. The builder has been mobilising onsite since the end of September 2018 with construction about to start mid-October.
<b>Initiatives</b>						
<b>Pavilion Redevelopment</b>	Commence the redevelopments of the Morton Park Reserve Pavilion, Walker Park Reserve Pavilion, Elgar Park South Pavilion and Terrara Park Pavilion.	Head of Major Projects and Buildings	June 2019	In Progress	 GREEN	The Pavilion program for the 2018-19 financial year including Moreton, Walker and Elgar South Pavilions are currently in Design and Documentation stage, with construction likely to commencement in early 2019. The redevelopment of the Terrara Park Pavilion is currently in the consultation and scoping stage, with Concept design likely to be completed by the end of this calendar year.
<b>Morack Golf Course</b>	Design development for Morack Golf Course Pavilion, Driving Range and Mini Golf Facility Construction.	Manager Leisure & Recreation Services	June 2019	In Progress	 AMBER	Whitehorse City Council has endorsed a strategy plan for the redevelopment of the Morack Golf Course. The project involves development of a new golf pavilion incorporating a golf shop, new modern café change facilities and multipurpose space, upgrade of the driving range, 2no. 9 hole mini golf facility, replacement of course maintenance facilities and general

Major Initiatives/ Initiatives	Description	Responsible Officer	Target completion date	Current Status	Progress Against Target	Progress Comments
						improvements to car parking and access. Consultants will be appointed shortly to work through stakeholder consultation and detailed design documentation with construction to commence early 2020 and completed late 2020.
<b>Transport Strategy for Box Hill Metropolitan Activity Centre (MAC)</b>	Commence development of an integrated transport strategy for the Box Hill MAC and surrounds to address current and future transport and traffic issues.	Manager Engineering and Environmental Services	June 2019	In Progress		Commenced developing a project brief to appoint a consultant to undertake a background study, with the aim of reviewing previously completed traffic and transport studies and identifying knowledge gaps from these studies.
<b>Residential Corridors Study</b>	Implementation of guidelines from the Residential Corridors Study to address design of new development in the Residential Growth Zone along major road corridors.	Manager Planning and Building	June 2019	In Progress		Phase 2 of the community consultation on the Draft Residential Corridors Built Form Study ran from 16 July until 12 Aug.

## Quarterly Service Highlights

Service	Description	Quarterly Service Highlights
<b>Strategic Planning</b>	Strategic planning functions include development and implementation of structure plans and Urban Design Framework development; review and updating of the Whitehorse Planning Scheme, as well as local planning policy projects. The program also includes a Heritage Adviser and provides for the department's additional role of implementing Structure Plans and managing Council's Place Making Program in Box Hill.	<p>Consultants have been appointed for further strategic work to support permanent municipal-wide tree controls.</p> <p>Prepared a brief for the future strategic direction for Box Hill Metropolitan Activity Centre.</p> <p>Amendment C194 for a combined Planning Scheme Amendment and Planning Permit for 517–521 Station Street and 2-8 Oxford Street, Box Hill was approved (13 Aug) and gazetted (6 Sept).</p> <p>HAF Applications for the 2018/19 round of funding closed on 12 Sept.</p> <p>Phase 2 of the community consultation for the Residential Corridors Built Form Study ran from 16 July until 12 Aug.</p> <p>The findings of the Student Accommodation Policy review were considered by Council at its meeting on 20 Aug.</p> <p>Update to the Burwood Brickworks Development Plan lodged in August to include the potential for a cinema, for future display.</p> <p>Box Hill Urban Realm Treatment Guidelines completed.</p> <p>Coordination of significant amendments to the planning scheme from the State government's Smart Planning rollout.</p>
<b>Statutory Planning</b>	Statutory land use planning including processing applications, amendments and subdivisions, together with ensuring compliance of land uses and developments with Whitehorse's planning controls.	<p>The first quarter has continued to provide consistent numbers of applications with 437 applications lodged, however this has been matched with the same number of decisions issued. This demonstrates officers have been able to maintain output through clearing older applications whilst still processing new applications. The number of decisions processed within statutory time has dropped to 34%, however this percentage can fluctuate dependent upon differing inputs, including the level of community interest in an application. Having regard to this, this quarter has resulted in 13 consultation forums which adds statutory days to decisions.</p> <p>Average gross processing days has dropped from 104 days to 100 days, which is less than the metro average of 122 days.</p> <p>VicSmarts continue to be lodged in high numbers, lodged, increasing this quarter from 178 up to 185. Given the metro total for VicSmarts was 1461, those received at Whitehorse contribute to around 12% of these. The number of decisions affirmed by VCAT has increased to 32%, up from 28% last quarter.</p>
<b>Building Services</b>	The principal focus of this program is to enhance the health, safety and amenity of the built environment through administration of Council's responsibilities under the <i>Building Act 1993</i> and <i>Building Regulations 2006</i> . The program includes the administration, education and enforcement of various public	<p>Building Services are currently advertising for two new Building Surveyors to join the team</p> <p>Report and Consent applications continue to increase.</p> <p>Many new construction management referrals now relate to multi-storey buildings of a complex nature.</p> <p>PC and Laptop technology upgrades and roll-out continue in the Building Team</p>

Service	Description	Quarterly Service Highlights
	and community safety aspects, provision of a community focused building permit service, maintenance of various registers and records required by the <i>Building Act 1993</i> , provision of information and investigation of building related matters.	
<b>Engineering Services</b>	This includes provision of transport engineering services including 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.	<p>DESIGN AND CONSTRUCTION</p> <ul style="list-style-type: none"> <li>• Awarded tenders for the road reconstruction of Parkside St, Blackburn, Victoria Crescent, Mont Albert North and Iris Street, Burwood</li> <li>• Commenced works for the Linum Laurel Boongarry Rod Improvement Special Charge Scheme.</li> <li>• Sought quotations for the Local Road Resurfacing Program</li> <li>• Engaged consultants to undertake detail survey and design of future roads.</li> <li>• Awarded tender for the play space upgrade at R.E Gray Reserve and Nicoll Park</li> <li>• Awarded quotation for play space upgrade at Lundgren Chain (North East)</li> <li>• Completed drainage works at Nicholson Street, Nunawading, Worthing Ave, Burwood and at 592 – 592 Whitehorse Rd, Mitcham</li> <li>• Engaged a consultant for the Sports Field Lighting upgrade of the Bill Stewart (Athletics Track) and infield which is being used for soccer</li> <li>• Evaluating tender for play space upgrade at Jean Lake Reserve</li> <li>• Continuing with design for Stage 4 of Mitcham Shopping Centre streetscape improvements</li> <li>• Continuing with preliminary design for future stages of streetscape improvement works at Mitcham Shopping Centre</li> <li>• Awarded tender for streetscape improvement works at Riversdale/Ferndale Road Shops</li> </ul> <p>TRANSPORT</p> <ul style="list-style-type: none"> <li>• Completed development of the Eastern Regional Trails Strategy</li> <li>• Hosted public forum to hear community comments regarding the State Government’s North East Link project</li> <li>• Hosted two ‘Seniors Stepping Out Safely’ and one ‘Wiser Driver’ programs for older road users</li> <li>• Co-hosted the Metropolitan Transport Forum community meeting and discussion with local politicians</li> <li>• Strong advocacy to candidates of the upcoming State Government election for improved transport services and infrastructure. Activities include meetings with candidates, community meetings, social media and print media</li> <li>• Commenced delivery of Transit sessions to grade 6 students regarding road safety, sustainable transport and active transport</li> <li>• Appointment of consultant to develop a car parking wayfinding strategy for the Box Hill Metropolitan Activity Centre</li> </ul>

Service	Description	Quarterly Service Highlights
		<ul style="list-style-type: none"> <li>• Placed Council's speed observation trailers in 76 local streets to remind drivers to slow down and be aware of other road users</li> <li>• Continued delivery of the 'L2P' learner driver mentor program</li> </ul> <p>ENGINEERING ASSET TEAM</p> <ul style="list-style-type: none"> <li>• Processed increased number of applications and referrals related to civil assets</li> <li>• Commenced annual CCTV survey of Council's storm-water assets</li> <li>• Commenced the tender process for the Roads assets condition survey required under the Road Management Plan</li> <li>• Amended Road Management Plan prepared and referred for internal consultation - to be presented to Council later in the year</li> <li>• Commenced preparation for modelling of Council's drainage assets required for the Stormwater Drains Asset Management Plan</li> <li>• On-line applications for Building over the Easement, Legal Point of Discharge and Flood Levels gone live and are available via Council's website</li> <li>• Commenced the review of the processes for Asset Protection Permits</li> <li>• Change of processes for Construction Management Plans - internal referrals</li> <li>• Assisted with the State Government's North East Link Project</li> </ul>
<b>City Works</b>	<p>This service is responsible for ensuring 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 afterhours emergency response service.</p>	<ul style="list-style-type: none"> <li>• Attended to 3,608 requests</li> <li>• Made safe 186 footpath slabs and replaced 3,681 square metres of footpath slabs</li> <li>• Repaired or replaced 600 signs</li> <li>• Cleaned 779 stormwater drainage pits</li> <li>• Cleared 1,555 lineal meters of stormwater drainage pipe</li> <li>• Removed 26.6 tonnes of rubbish from Gross Pollutant Traps</li> <li>• Responded to 480 requests to collect dumped rubbish</li> <li>• Collected 68 tonnes of dumped rubbish</li> <li>• Collected 56 dumped mattresses</li> <li>• Collected 93 tonnes of waste from Council's street litter bins</li> <li>• Attended to 231 sites to remove graffiti vandalism</li> <li>• Removed 2,157 square metres of graffiti from Council and private property</li> <li>• Responded to 63 after-hours emergency requests</li> <li>• Swept 575 tonnes of rubbish and debris from Council roads and car parks</li> <li>• Continued BBQ cleaning, township cleansing and cleaning of conventional and automated public toilets</li> <li>• Continued the pavement crack sealing program and line-marking maintenance program</li> <li>• Continued capital renewal program for kerb and channel, footpaths and drainage pit lids</li> <li>• On 21 August 2018 a project was awarded to reconstruct the lower bridge in Yarran Dheran Reserve. The materials have been ordered and site works will commence in October 2018</li> </ul>

Service	Description	Quarterly Service Highlights
<b>Fleet and Workshop</b>	This service provides for the operation of Council's Operations Centre and the replacement, maintenance, insurance and registration costs of Council's plant and vehicle fleet.	<ul style="list-style-type: none"> <li>Continued to service and maintain fleet of vehicles and plant in Council's Workshop.</li> <li>Received delivery of 14 replacement passenger vehicles</li> <li>Awarded contracts for a replacement walking floor haulage trailer and a bucket loader for the Whitehorse Recycling and Waste Centre</li> <li>Awarded contracts for a replacement Mercedes Bus for Council's assisted transport program and a tractor mower for ParksWide</li> <li>Received delivery of two new tipper trucks</li> </ul>
<b>Major Projects and Buildings</b>	This service is responsible for the planning and delivery of major projects.	Major projects include the Nunawading Community Hub development, Whitehorse Centre redevelopment and Harrow Street Carpark redevelopment. Other initiatives include Strathdon House redevelopment, various pavilion redevelopments and the Morack Golf Course redevelopment. For updates on progress see the Major Initiatives and Initiatives in Section 2.
<b>Assets and Capital Works</b>	This service is responsible for the development, monitoring and performance reporting of Council's Capital Works Program and the planning and implementation of asset management improvement initiatives across the organisation including the continuing implementation of Council's corporate Asset Management System.	<p>Capital Works</p> <ul style="list-style-type: none"> <li>Completing the 2017/18 end of year capital report with a project completion performance of 93%.</li> <li>An expenditure to budget ratio of 82% for this quarter</li> <li>Commencement of the 10-year capital works program review</li> <li>Commenced planning for the 2019/20 capital works budget completing an internal staff nomination process for community projects</li> </ul> <p>Asset Management Strategy</p> <ul style="list-style-type: none"> <li>Completed the collection and inclusion of land under road assets into Council's asset register</li> <li>Upgrade of Councils asset management system (IPS) from version 8.5 to version 11</li> <li>Testing development of a mobile computing solution for Councils asset management system</li> <li>Implemented an improved renewal forecasting and scenario modelling tool for building assets</li> <li>Completed a review of the buildings asset management plan</li> <li>Commencement of the review for the roads and drainage asset management plan</li> </ul>
<b>Public Street Lighting</b>	This service provides street lighting throughout Whitehorse.	Council investigates additional lighting if required, and undertakes community consultation prior to installation.
<b>Facilities Maintenance</b>	This service provides reactive and preventative maintenance and minor capital renewal of Council's many buildings and structures. Includes scheduled inspections and maintenance to satisfy Building Code Essential Safety Measures Regulations and defined level of service standards to ensure the facilities present in a safe, secure and fully operational state for use by Council staff and	<p>A total of 1208 work orders were raised and works completed with 624 reactive maintenance items, 501 programmed and preventative maintenance and 83 capital renewal works.</p> <p>Building fit-out renewal works were undertaken at Mitcham Family Centre (flooring renewal), Mitcham Community House (flooring renewal), Kerrimuir Neighbourhood House (blind replacement), Box Hill Community Art Centre (Carpet replacement), and the Operations Centre (foyer carpet replacement). Heating and cooling system upgrades at Sportlink, Box Hill Town Hall, Aqualink Box Hill and the Civic Centre.</p> <p>Energy saving initiatives included installing LED high bays into Box Hill Town Hall main hall, and purchase of 24 solar monitors.</p>

Service	Description	Quarterly Service Highlights
	the public.	<p>Regular Services works as follows:</p> <ul style="list-style-type: none"><li>• Approximately 3500 appliances tested and tagged</li><li>• All lifts, dumb waiters and stair lifts were serviced</li><li>• All passenger lifts were fitted out with gateway communicators to mitigate challenges associated with the NBN roll out</li><li>• All security and CCTV systems were serviced</li></ul> <p>Programmed painting works were completed at Koonung Cottage Community House, Nunawading Library and Schwerkolt Cottage and veranda.</p>

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

### Annual Plan Major Initiatives and Initiatives Update

Major Initiatives/ Initiatives	Description	Responsible Officer	Target completion date	Current Status	Progress Against Target	Progress Comments
<b>Major Initiatives</b>						
<b>Implement Municipal Wide Tree Study Recommendations</b>	Maintain and protect valued residential areas in Whitehorse, through implementation of the <i>Municipal Wide Tree Study</i> recommendations.	Manager Planning and Building	June 2019	In Progress	 GREEN	Consultants were appointed for further strategic work to support permanent municipal-wide tree controls. A request to the Minister for Planning was prepared to extend the interim controls that expire 31 December 2018.
<b>Review of Waste Management Strategy</b>	Development of Council's new Waste Management Strategy and commence implementation of priority actions.	Manager Engineering and Environmental Services	June 2019	In Progress	 GREEN	<p>A draft new Waste Management Strategy has been endorsed by Council in September 2018 for a second round of community consultation. The draft Strategy involved extensive research into waste policies and strategic directions at local, State and National level, benchmarking with other Councils, comprehensive community and external stakeholder consultation, input from waste industry specialists, and a review of progress in implementing Council's previous Waste Management Plan.</p> <p>The draft Strategy sets the direction for Council's waste and recycling services for the next 7 to 10 years, covering priority areas of waste management such as reducing waste to landfill, recycling, Council's Recycling and Waste Centre, litter, dumped rubbish, and Council's kerbside waste and recycling collections.</p> <p>The draft Strategy has been made available for further community comment and consultation.</p>

Major Initiatives/ Initiatives	Description	Responsible Officer	Target completion date	Current Status	Progress Against Target	Progress Comments
<b>Initiatives</b>						
<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	Manager Engineering and Environmental Services	June 2019	In Progress	 GREEN	A review of Council's bin-related databases and corporate systems has commenced seeking to identify efficiencies and process improvements for the entire waste and recycling bin arrangements, from the time residents order or change bins, to ensuring prompt bin delivery, though to accurate recording of bin processes and invoicing. To date this has involved desktop review of data, site inspections to verify bins, and analysis of customer service requests.
<b>Tree Education Program</b>	Work in an ongoing partnership with developers, residents and homeowners to increase the number of trees and to improve the health of existing trees on private properties.	Manager Planning and Building	June 2019	In Progress	 GREEN	Tree education Program – July-sept 18: <ul style="list-style-type: none"> <li>• Gardens for Wildlife – 19 properties visited</li> <li>• 3 Educational events - 250 people attended</li> <li>• 3 Nature play sessions – 73 people attended</li> </ul>
<b>Tree canopy cover assessment tool</b>	Progress the Urban Forest Strategy through research and implementation of a tree canopy cover assessment tool.	Manager Parkwide	June 2019	In Progress	 AMBER	Scoping has been conducted in collaboration with stakeholders and contractors. Some further work is required in order to ensure integration with our GIS system before data collection can commence in quarter 2.
<b>Sustainability Strategy Implementation</b>	Continue to deliver the key actions outlined in the Sustainability Strategy Action Plan as well as priority new actions including working towards achieving net zero carbon emissions through carbon offsets.	Assistant Manager Sustainability	June 2019	In Progress	 GREEN	Various community workshops and sustainability activities were held including tree planting, nature play, native gardens, birds & insects, water-watch & wildflowers. The tender was completed for a specialist contractor to undertake detailed energy & water efficiency audits at some of Councils major buildings & facilities to identify possible energy and water savings. Council completed the Solar Savers project

Major Initiatives/ Initiatives	Description	Responsible Officer	Target completion date	Current Status	Progress Against Target	Progress Comments
						<p>that provided incentives for pensioner home-owners to install solar panels and reduce their electricity costs. More than 100 home-owners registered interest with the first 8 solar panel installations completed to date. Fair Trade products were promoted during Fair Trade Fortnight in August.</p> <p>Council commenced a Utilities Management project with Stage 1 reviewing utility bills at all Council buildings and facilities, checking electricity, gas &amp; water tariffs for accuracy, errors and possible savings. This multi-stage project will assess a range of possible energy and water savings across Council's facilities. Electricity supply contract options were reviewed, including renewable energy, in preparation for Council's next electricity supply contract.</p> <p>Council continued its involvement in the Eastern Alliance for Greenhouse Action multi-Council program that collectively works to reduce Council and community energy consumption and greenhouse gas emissions and provide input to State and Federal energy &amp; greenhouse policies.</p> <p>Continued to retrofit Council buildings with more energy-efficient lighting, appliances, fittings &amp; controls.</p>

## Quarterly Service Highlights

Service	Description	Quarterly Service Highlights
<b>Sustainability, Waste and Recycling</b>	<p>This service facilitates the implementation of actions from the Sustainability Strategy particularly in the 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. Waste services are provided through external contractors.</p>	<ul style="list-style-type: none"> <li>• Completed 729,287 kerbside garbage bin collections, resulting in 6,630 tonnes of garbage being taken to landfill</li> <li>• Completed 492,263 kerbside recycling bin collections, resulting in 3,630 tonnes of recyclables being processed for recycling</li> <li>• Completed 125,349 kerbside garden bin collections, resulting in 2,405 tonnes of garden organics being processed for compost</li> <li>• Collected 7,405 hard waste bookings from across the City</li> </ul> <p>Developed a new Waste Management Strategy outlining the strategic direction and priority areas of focus for dealing with Council's waste and recycling services over the next 7 to 10 years. The draft Strategy included consideration of community input following extensive community consultation earlier in 2018. Council endorsed the draft Waste Management Strategy in September 2018 for further community consultation.</p> <p>Continued Council's random bin inspection program to observe the contents of a sample of kerbside bins across the City, and provide feedback to residents accordingly.</p> <p>Continued with Council's Gold Star recycling recognition program, for residents observed to be recycling correctly.</p> <p>Increased community participation in Council's GreenMoney online rewards program, rewarding community actions that reduced waste to landfill, increased recycling or improved the sustainability of households or businesses.</p> <p>Continued to work with other Councils, State Government, recycling contractors and Metro Waste Group in reviewing recycling contracts and responding to the impacts of the recycling crisis as a result of the collapse of recycling markets and the ban by China in accepting mixed recycling exports.</p> <p>3 successful Community workshops held - Food Waste Recycling, Tiny Homes and Zero Waste Home, inspiring residents to live more sustainably</p>
<b>Whitehorse Recycling and Waste Centre</b>	<p>This service provides Council's Recycling and Waste Centre for the disposal of general or bulky non-hazardous waste, including building and demolition materials. The centre incorporates the latest technologies and follows best practice industry guidelines to ensure safety, minimum waste contamination and efficient traffic management.</p>	<p>The Whitehorse Recycling and Waste Centre performed 32,514 transactions and received a total of 14,319 tonnes of material to the site. This included 10,114 tonnes of waste and the recycling of 2,807 tonnes of green/timber waste, 247 tonnes of cardboard and paper, 476 tonnes of steel, 506 tonnes of concrete, 1,597 tyres, and 891 mattresses.</p> <p>A total of 28.5% percent of material was diverted from the landfill and recycled.</p>

Service	Description	Quarterly Service Highlights
<b>Open Space Maintenance</b>	ParksWide maintains and enhances open space sites for residents to enjoy the natural environment, to contribute to the visual attractiveness of the municipality and to ensure the safety of park users and visitors. It is responsible for the management of Council's bushland, open space and parklands including developing plant stock, landscaping, pruning, grass cutting and fire management. Council also provides an education program on ecological and environmental issues largely centred on Blackburn Lake Sanctuary.	Installation of new seats at Sommers trail and Ballina Terrace has occurred. Replacement playground elements including rockers and swing sets have occurred at Surrey park and others. Fitness equipment has also been installed at Surrey Park to complete the circuit.  A significant improvement to the process for mulching playgrounds has occurred resulting in over 100 playgrounds being treated to date.
<b>Tree Management</b>	This service is responsible for the strategic and operational management of 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 through inspections, pruning and removals in line with Council policy.	Tree planting season has been delayed to tree supply issues and has therefore been extended to November. The weather has also been unseasonably dry which has led to early commencement of tree watering. Approximately 700 new trees have been planted in the first quarter.

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

### Annual Plan Major Initiatives and Initiatives Update

Major Initiatives/ Initiatives	Description	Responsible Officer	Target completion date	Current Status	Progress Against Target	Progress Comments
<b>Major Initiatives</b>						
<b>Digital Transformation Strategy</b>	Implementation of year two of the <i>Digital Strategy 2017</i> .	Head of Digital and Business Technology	June 2019	In Progress		<p>The Digital Producer role was filled early in the quarter with an impressive array of video and other digital assets already delivered to enhance Council’s online activities.</p> <p>A total of 11 paper-based processes are now ‘Apply &amp; Pay Online’ providing greater flexibility and time savings for customers while delivering efficiencies and compliance benefits to Council. Following a soft-launch, active promotion of these services commenced with further services to be added.</p> <p>The Digital Team assisted with the selection and launch of Snap Send Solve mobile solution as Council’s preferred Customer Incident Reporting System.</p> <p>A website development partner was appointed to assist with the build of Council’s chosen Web Content Management System. Internally, web content champions have been selected, will assist the development partner and will retain ongoing operational responsibility for their department’s online presence. A community engagement panel initiative commenced to provide feedback on priorities, layout and preferences for the website and digital channels.</p> <p>Council’s corporate Facebook page was launched, providing another channel for</p>

Major Initiatives/ Initiatives	Description	Responsible Officer	Target completion date	Current Status	Progress Against Target	Progress Comments
						interaction with the community. A two-phased approach to Single View of the Customer was approved by the Digital Steering Committee.
<b>Strategic Land Management Program</b>	Complete due diligence on identified Council landholdings.	Manager Property and Rates	June 2019	In progress	 GREEN	The Councillor Workshop was completed in late September.
<b>Initiatives</b>						
<b>Implementation of requirements of the Local Government Act Review</b>	Implementation of requirements of the <i>Local Government Act Review</i> .	Manager Civic Services	June 2019	Deferred pending Victorian Government actions.	deferred	The Local Government Bill 2018 has been passed by the Legislative Assembly, however is yet to be considered by the Legislative Council. The Victorian Parliament will not be scheduled to sit again until after the 24 November 2018 Victorian State Election. Only once the Local Government Bill 2018 has been approved by both Houses of Parliament and received Royal Assent, will the Bill become legislation. Preliminary work has been undertaken on development of draft policies.
<b>Business Improvement Program</b>	Continue to implement an organisation wide business improvement program focusing on benefits such as improving effectiveness, responsiveness, systems and reporting.	Head of Finance and Corporate Performance	June 2019	In progress	 GREEN	The Whitehorse Continuous Improvement Program is increasing its capacity to support and conduct continuous improvement projects through training of 13 champions across the Organisation. In quarter 1 our program has 14 projects in progress and has completed 5 projects whilst we continue to monitor the progress of 8 completed projects. The benefits achieved include an improved customer experience with a focus on increasing our online services and payments for our community, increased capacity through 2018 hours saved and financial benefits of \$145,950. Please refer to section 4, Business Improvement of the Quarterly

Major Initiatives/ Initiatives	Description	Responsible Officer	Target completion date	Current Status	Progress Against Target	Progress Comments
						Report for further information.
<b>Live streaming of Council and Committee meetings</b>	To implement the live streaming of Council and Committee meetings to assist the community in being informed of Council decision making, and ensuring transparency and accountability in Council proceedings and processes.	Manager Civic Services	June 2019	In progress		Live Streaming hardware was installed, with tests conducted on Monday 20 August 2018 revealing the equipment and streaming worked well. A new corporate policy was developed for 'Live Streaming and Publishing Recordings of Council Meetings' to be considered by Council at its 15 October 2018 Council meeting. Live streaming of public Council and Committee meetings will commence once the policy has been approved by Council, expected commencement November 2018

## Quarterly Service Highlights

Service	Service Description	Quarterly Service Highlights
<b>Council Support</b>	Provision of services involved with the conduct of citizenship ceremonies, legal expenses, Council receptions and functions, general office expenses, Councillor development and training and the conduct of Council elections.	<p>Meetings are scheduled on behalf of the Mayor with internal/external stakeholders including local Members of Parliament.</p> <p>Citizenship Ceremonies are scheduled to meet the Federal Government's waiting list for citizenship candidates in line with Federal and State requirements.</p> <p>Operational requirements are being efficiently and professionally delivered in line with policies, practices adopted by the organisation.</p> <p>Ensuring smooth management of Mayoral commitments.</p>
<b>Civic Services</b>	Includes the provision of customer service at Council's three service centres; governance services including coordination of Council meeting documents, managing Freedom of Information applications and maintaining Council's statutory records; fostering international relations particularly with Council's Sister City Matsudo, and cleaning and maintaining the municipal offices.	<p>Governance:</p> <ul style="list-style-type: none"> <li>Continued participation, oversight, advice provided in relation to statutory compliance matters such as Freedom of Information, Registers of Interest, Delegations and Authorisations</li> <li>Supported and promoted the Sister City Relationship with discussions on the 2019 Youth Delegation to Whitehorse</li> <li>Support and advice provided to staff on InfoCouncil electronic agenda management system and to Councillors and senior staff on the Councillor Information hub - Councillor Dashboard</li> <li>Call for nominations for Council's Australia Day 2019 Civic Awards</li> </ul> <p>Customer Service:</p> <ul style="list-style-type: none"> <li>Calls to Council's Customer Service department decreased when compared to the previous quarter, however was a slight increase on the same period last year</li> <li>A total of 33,062 calls were presented with 32,500 calls answered (88.89% of these being connected to a customer service officer within 20 seconds).</li> <li>In excess of 13,000 customers attended Council's Customer Service Centres for general queries and assistance. A further 12,437 customers presented in person to facilitate payments and an additional 75,800 payment transactions were received via alternate payment options such as internet, BPAY and Australia Post</li> </ul>
<b>Communications</b>	This service manages Council's communications activities including the production of Council publications such as the Whitehorse News and Annual Council Calendar. The service also produces all publications, brochures, speeches, media responses and enquiries, and all communication for the community, Councillors and the organisation.	<p>Responded to 25 media enquiries, wrote and distributed 63 media releases. Re designed and formatted The Whitehorse News and coordinated, wrote, edited and designed 3 issues. Designed and produced 80 publications including Whitehorse Leader ads, postcards, banners, brochures, online banners for the website and posters. Liaised with various internal and external stakeholders and completed 15 communications plans. Provided content to Digital Department for intranet promoting individual and organisational good news stories. Wrote 23 speeches. Increased electronic Whitehorse Leader subscriptions and achieve a 53 per cent click through rate.</p> <p>Supported multiple departments and units throughout the organisation to promote their services, activities, achievements, consultation and any other requirements.</p>

Service	Service Description	Quarterly Service Highlights
<b>Organisation Development</b>	Provides human resource management services including staff recruitment, corporate training and development, industrial relations and volunteer advisory services.	<p>In the first quarter of 2017/18, the team has recruited for 24 positions and had 40 new starters commence in that time. Each of those new starters has been through a local and corporate induction process as part of their on-boarding to the organisation. In addition there have been 77 programs run in training and development with 1054 participants in those programs. Planning is underway for the next Leadership Forum with a focus on innovation and engagement of a futurist as the keynote speaker.</p> <p>A number of industrial relations matters have commenced in this period with satisfactory resolution of most of these matters in house. In addition planning has commenced for the next Collective Agreement negotiations and as part of that process a comprehensive staff survey has been planned in this quarter for execution in the second quarter.</p> <p>Council has also been involved in a pilot Workforce Planning Project for the state. Learnings from this process have now been applied in one team for the organisation and a broader project brief is now being developed to roll this out across the organisation.</p> <p>A review of the Parkland Advisory Committee volunteer programs we conduct at Whitehorse has been commissioned this quarter with an expected completion date for that review in quarter three. This review will focus on managing risk for these programs and ensuring that the consultation processes we have in place are of high quality and meet the National Standards for volunteer engagement.</p>
<b>Risk, Health and Safety</b>	This service 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.	<p>Conducted a review of Council's external risk management environment to ensure all potential external impacts are identified.</p> <p>Reviewed the Risk Management Framework, including development of a 3 year Risk Management Strategy.</p> <p>Identified Council's insurable risks and implemented an insurance program.</p> <p>Provided 15 targeted OHS training programs to comply with OHS legislation and address specific risks.</p> <p>Developed a new online claim form to streamline the claims management process</p> <p>Provided wellness and injury prevention initiatives to target demographic and workforce specific health and injury concerns.</p> <p>Met benchmarks provided within the Victorian Governments Healthy Workplaces Achievement Program in Smoking, Mental Health and Physical Activity.</p> <p>Continued work in the area of Healthy Eating.</p>
<b>Finance and Corporate Performance</b>	This service manages Council's corporate performance & planning, continuous improvement program, financial management and associated reporting, internal control and audit co-ordination, payroll, procurement and contract administration.	<p>The Annual Report for 2017/18 was prepared and submitted to the Minister for Local Government on 27 September 2018.</p> <p>Procurement End-to-End Training was completed for 218 staff across all divisions including changes to the procurement policy and procedures, legislative requirements and roles and responsibilities of staff.</p> <p>30 tenders and 8 major quotations have gone to market.</p> <p>Crowe Horwath concluded the <i>Cash Receipting Review and Petty Cash Handling</i> and <i>Motor Vehicle Fleet Management</i> internal audits. The respective internal audit reports were received by the Audit Advisory</p>

Service	Service Description	Quarterly Service Highlights
		<p>Committee.</p> <p>The memorandum of audit planning scope documents for the upcoming <i>Credit Cards Review</i> and <i>IT Security &amp; Access Controls</i> internal audits were presented to the Audit Advisory Committee.</p> <p>Continuous Improvement highlights include Apply and Pay Online, other champion projects and Intelligent Invoice Processing (NEOPOST) automating the monthly consolidation, printing and sorting of 3,500 invoices. These are detailed in section 4.</p>
<b>Corporate Information</b>	This service manages and maintains Council's corporate record system and information across the organisation.	<p>Completed successful Data Migration Strategy implementation. The number of files in the shared drive has decreased by 50% since the start of the project.</p> <p>Continued to respond to internal records management system/Information Management enquiries and privacy enquires on a daily basis.</p> <p>Continued to process incoming correspondence in a timely manner.</p> <p>Continued to lodge Private Building Surveyor's documentation in a timely manner.</p> <p>Continued to provide archiving and retrieval services in a timely manner.</p> <p>Continued to provide appropriate levels of training for the records management system.</p> <p>Continued to monitor &amp; maintain the Business Functional Classification Scheme in the records management system to ensure it serves its purpose and that it does not get out of date or fall into disuse.</p>
<b>Information Technology</b>	This service manages and maintains Council's computer systems and networks.	<p>Assisted with the Data Migration Strategy project to maintain Council's electronic document in the records management system.</p> <p>Continued with the rollout of end user devices resulting in improved staff and customer experiences.</p> <p>Successfully liaised with Microsoft and channel partners resulting in a recommendation of a cloud-centric licence renewal option for Council.</p> <p>Selected a solution for the management of mobile devices across the Council to provide more effective security standards.</p> <p>Assisted with the rollout of automated processes to reduce the amount of manual paper handling during monthly invoicing.</p> <p>Assisted with the implementation of live streaming of Council meetings to the internet.</p>
<b>Property</b>	This service manages Council properties, conducts property valuations, and maintains the Geographic Information System.	<ul style="list-style-type: none"> <li>• Completed supplementary valuations and open space valuations</li> <li>• Managed the valuation objection period in accordance with the Valuation of Land Act</li> <li>• Participated in the awarding of the Valuer General Victoria's centralised valuation contract</li> <li>• Completed the GIS System and Performance review</li> <li>• New GIS architecture implemented to support new and extended services, including mobile</li> <li>• Deployment of GIS services/maps supporting the IPS Mobile trial of Field Inspector completed (Assets)</li> <li>• GIS Mobile app deployed to capture utility meters (Sustainability)</li> <li>• GIS Mobile app deployed to capture location of remnant indigenous plants and record seed</li> </ul>

Service	Service Description	Quarterly Service Highlights
<b>Rates</b>	This service undertakes rate revenues and fire services property levy collection.	<ul style="list-style-type: none"> <li>harvesting activities</li> <li>• Aerial imagery (May 2018) update available in Weave</li> <li>• Principal Public Transport Network layer added to Weave (Planning) software</li> </ul> <hr/> <ul style="list-style-type: none"> <li>• Successfully completed the end of financial year rates rollover process</li> <li>• Successfully generated the 2018/19 rates in accordance with the Local Government Act</li> <li>• Successfully generated the 2018/19 Fire Services Property Levy on behalf of the state government</li> <li>• Successfully applied the state government's pension rebate to Council rates and the Fire Services Property Levy</li> <li>• Successfully generated the 2018/19 additional bin income</li> <li>• Issued approximately 42,000 invoices for the additional bins</li> <li>• Issued approximately 74,000 valuation and rate notices</li> <li>• Completed supplementary rate valuations generating approximately \$740,000 in supplementary rates income</li> <li>• Completed the Fire Services Property Levy annual reconciliation</li> </ul>
<b>Watts Street Parking Service</b>	This service provides multi-level car parking facilities in Watts Street, Box Hill.	The midweek occupancy of the Watts Street car park remains high with a gross income of \$183,000 excluding GST for the period from 1 July to 30 September.
<b>Emergency Management and Business Continuity</b>	This service implements Council's responsibilities as detailed in the <i>Emergency Management Act 1986</i> , the <i>Municipal Emergency Management Plan</i> and <i>Business Continuity Policy</i> .	<p>Extreme Heat, Pandemic Influenza, Emergency Relief Centre, Municipal Emergency Coordination and Consequence Plans as well as the Community Emergency Risk Assessment were all endorsed at the Municipal Emergency Management Planning Committee.</p> <p>A business continuity exercise was carried out at the managers' meeting involving the Executive Management Team and managers across the organisation.</p> <p>All departmental business continuity recovery plans have been updated and finalised.</p> <p>Exercise East planning is well in progress.</p> <p>Box Hill Central exercise planning is underway.</p> <p>Development of the emergency management web site is in progress.</p>
<b>Digital Transformation Strategy</b>	This service provides the transition to digital platforms across the organisation aimed to deliver improved customer experience and operational benefits.	All services have been focused on the implementation of the Digital Transformation Strategy - see the Major Initiative section for details.

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

### Annual Plan Major Initiatives and Initiatives Update

Major Initiatives/ Initiatives	Description	Responsible Officer	Target completion date	Current Status	Progress Against Target	Progress Comments
<b>Major Initiatives</b>						
<b>Review Vision of Box Hill Metropolitan Activity Centre</b>	Review the Vision for the Box Hill Metropolitan Activity Centre; Stage 1 – project planning, appointment of consultant and key stakeholder consultation	Manager Planning and Building	June 2019	In Progress	 GREEN	A draft brief has been prepared for consultants to undertake the future strategic direction for Box Hill Metropolitan Activity Centre.
<b>Initiatives</b>						
<b>Nunawading Structure Plan Review</b>	Progress the Nunawading Structure Plan review, which will form the basis of a future Planning Scheme Amendment for the centre.	Manager Planning and Building	June 2019	In Progress	 GREEN	Preparation of a project brief has commenced.
<b>Parking Meter replacement in Box Hill</b>	Replacement and modernisation of all parking meters in the Box Hill area, providing enhanced flexibility and availability of payment options for customers.	Manager Compliance	June 2019	In Progress	 GREEN	Tender analysis was carried out in the September quarter with a recommendation scheduled to be considered by Council in October 2018.

## Quarterly Service Highlights

Service	Description	Quarterly Service Highlights
<b>Investment and Economic Development</b>	This service is responsible for the delivery of specific activities and programs outlined in the <i>Whitehorse Economic Development Strategy 2014-2019</i> .	<p>Delivered Whitehorse Business Week 2018 Program with 7 major events attracting 770 business representatives. Events were presented at a number of venues across Whitehorse with a range of keynote speakers and topics and a record number of Sponsors. During the program the first Melbourne East Regional event was held in Whitehorse, a partnership with the Councils of Manningham, Maroondah, Monash, Knox, Whitehorse and Yarra Ranges, over 160 businesses, business groups, and institutions attended from across the Melbourne East Region.</p> <p>A number of Small Business Mentoring Sessions were held at Council and the Small Business Bus also made 2 visits at Council's Civic Centre and Box Hill Town Hall.</p> <p>Council's Business Newsletter "Down to Business" was distributed in hard copy to over 4500 businesses across Whitehorse and in digital format through the WBiz Website.</p> <p>Whitehorse Tertiary Business Skills Program a partnership between Whitehorse City Council and Deakin University celebrated its 10th Anniversary. The 2018 Program engaged 25 students and 24 businesses over the 16 week program providing work integrated learning and practical engagement between students and businesses.</p>

## Section 3 – Performance against Customer Service Targets

The performance indicators against the Customer Service Targets are measured across the organisation and are captured through our 14 contact centres. Calls to Council’s Customer Service department decreased when compared to the previous quarter, however was a slight increase on the same period last year.

Performance Indicator	Target	Actual	Status	Progress Comments
Percentage of calls answered within 20 seconds	80%	89.5%	 GREEN	Council's call centre groups exceeded Grade of target for the volume of calls answered within 20 seconds. More than 89% of calls were connected to an officer inside 20 seconds, representing an increase of 3% on the previous quarter. Further efficiencies were recorded with average speed to answer reduced to 12 seconds.
Percentage of total calls answered	95%	96%	 GREEN	A total of 95,061 calls were offered to Councils queue groups, a reduction on the previous quarter. In excess 95% of calls were handled, with less than 5% abandoning prior to connection.
Enquiries resolved at first call	70%	67.4%	 AMBER	67.4% of calls answered were managed to conclusion at the initial contact point, a slight increase on the previous quarter. Remaining queries required transfer to a either a specialised officer or department. Council remains focused increasing First Call Resolution through leveraging technologies and skilling of staff.
Records management actions completed within allocated timeframes* (Records Manager)	95%	96%	 GREEN	Total number of record management actions: 22,320 Overdue records management actions: 882

\* 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 4 – Business Improvement

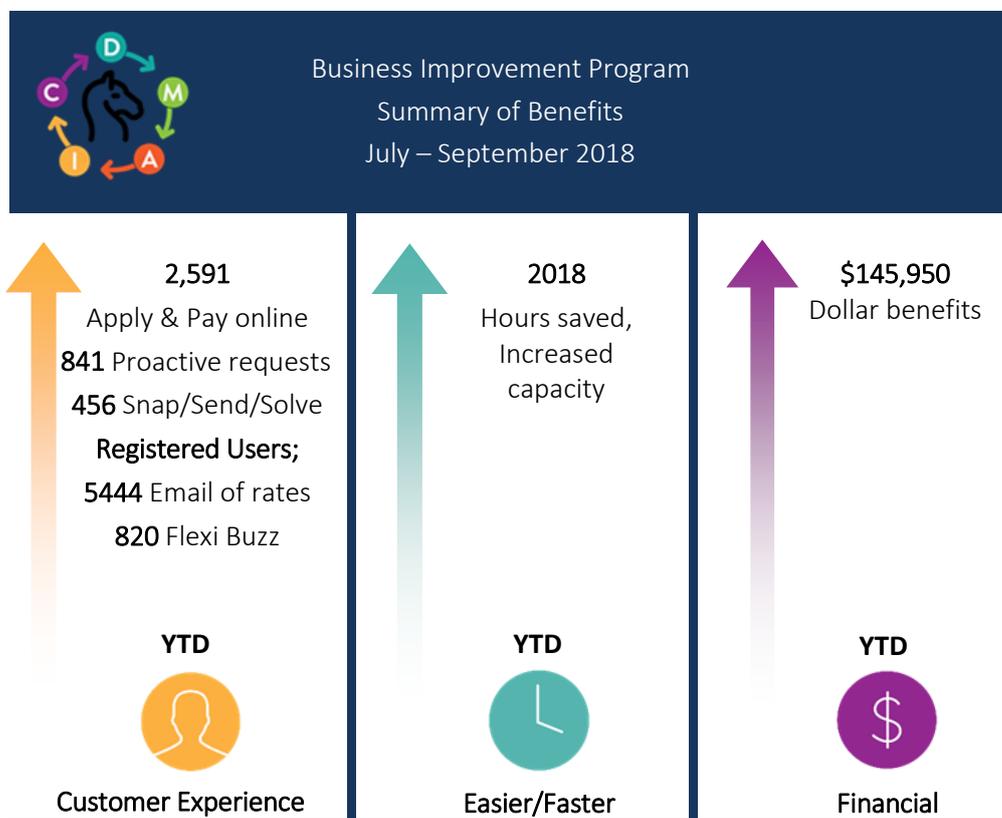
### Business Improvement Projects – Update July - September 2018

The Continuous Improvement team provides business improvement support to individuals and teams using Whitehorse's own Business Improvement Framework.

During the quarter the following four improvement projects were implemented.

- Collaborative effort between the Digital Team and Building, Engineering & Planning soft-launched Apply and Pay Online functionality for an additional 11 services providing our community with an additional online communication channel.
- Intelligent Invoice Processing (NEOPOST) automating the monthly consolidation, printing and sorting of 3,500 invoices resulting in annual benefits of 200 hours increased capability and \$7,500 in cost savings. As a result our community care clients will receive their accounts faster allowing them more time to pay their accounts on time.
- Facilities Maintenance invoice process review reduced processing time from 10 minutes to 4 minutes increasing capability by 413 hours a year.
- The Health and Family Services department have measured the effectiveness and relevance of council information sent through the Flexi Buzz App, positive community feedback has informed the direction to actively promote this communication tool and increase the number of registered users meeting the needs of our community. During this project the number of App registered users increased from 570 to 820, we will continue to monitor ongoing performance.

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. Resulting improvement benefits for the July to September 2018 period are shown in the summary diagram.



Projects are outlined in the following table.

PROJECTS IN PROGRESS			
1. Engineering Statement of Compliance ★			
2. Customer Service – Missed Bins ★			
3. Early Childhood Services – Continuity ★			
4. Indigenous vegetation harvesting ★			
5. Workshop maintenance ★			
6. Utilities Invoice ★			
7. Dispensation lodgment ★			 Digital
8. Compliance – First Call Resolution ★			
9. Customer Service Facilitations Team ★			
10. Apply and Pay Online (8 Services) ★			 Digital
11. Fringe Benefit Tax ★			
12. Performance and Development Plans (PADP)			
13. Credit Cards			
14. Accounts Payable process			
COMPLETED PROJECTS 2018/19– BENEFITS REPORTED			
1. Apply and Pay Online (11 Services) ★			 Digital
2. Invoices – Facilities Maintenance ★			
3. Customer Communication Effectiveness ★			
4. Intelligent Invoice Processing			
5. Skip Bin Process			
COMPLETED PROJECTS MONITORED – BENEFITS REPORTED			
1. Land Information Certificate			Digital
2. Building Certificate			Digital
3. Parking Infringement review			
4. Customer Service CARES stream			
5. Customer Service Systems Mobility			
6. Electronic email Rates Notice			
7. Management Vehicle Detection Unit Mobility			
8. Eco Print Strategy			
Number of closed projects <b>11</b>			

★ Continuous Improvement Champion Projects

## Business Improvement Project Highlight – July to September 2018

### Apply and Pay Online Functionality

Collaborative effort between the Digital Team and Building, Engineering & Planning resulted in the implementation of eleven Apply & Pay online services during the quarter bringing the number of services to Apply & Pay online services to thirteen. For the quarter, 460 online transactions were made increasing capability by 130 hours and demonstrated uptake from our community for this online channel of communication with Council.

A summary of completed and in progress Apply & Pay projects is provided in the following table.

Apply & Pay	
<b>Completed</b>	
	<ol style="list-style-type: none"><li>1. Stormwater Legal Point of Discharge</li><li>2. Proposed Demolition – Report &amp; Consent (29A)</li><li>3. Vic Smart - Remove, Destroy or Lop One Tree</li><li>4. Confirmation Planning Permit is required</li><li>5. Electronic Copy of Planning Permit</li><li>6. Siting Report &amp; Consent</li><li>7. Electronic Copy of Building Approval documents</li><li>8. Property Building Certificate</li><li>9. Build over Easement application</li><li>10. Advertising Fees (Payment Facility)</li><li>11. Certification of Lots &amp; Subdivision Fees (Payment Facility)</li></ol>
<b>In Progress</b>	
	<ol style="list-style-type: none"><li>1. Flood Levels application</li><li>2. Planning Permit – Multiple Dwellings</li><li>3. Planning Permit – Single Dwelling &lt;300m2</li><li>4. Planning Permit – Business</li><li>5. Planning Permit – Special Landscape Overlay</li><li>6. Registered Users – Online Applications</li><li>7. Asset Protection Permits – Reactive Lodgements</li><li>8. Asset Protection Permits – Proactive Lodgements</li></ol>

## Section 5 – Capital Works Report

### Capital Projects

There are 196 capital projects and programs to be delivered over the financial year with a budget of \$64.35m.

Highlights during the first quarter of the 2018/19 Capital Works Program:

- Koonung Creek Boardwalk has been completed, providing the community with an improved space that includes a widened viewing deck and bench seating to enjoy the view.
- Mitcham Scout Hall was the first building upgraded under the Private Buildings Renewal Program. The works included replacement of flooring, external and internal repaint, lighting improvements, new ceiling and roof and a new heating system.
- Ferndale Street & Riversdale Road Streetscape work has commenced to improve the local shopping area and encourage local trade. Works include reconstruction of footpaths and kerb and channel, landscaping, drainage work and installation of street furniture.



Koonung Creek Boardwalk



Mitcham Scout Hall

### Capital Expenditure

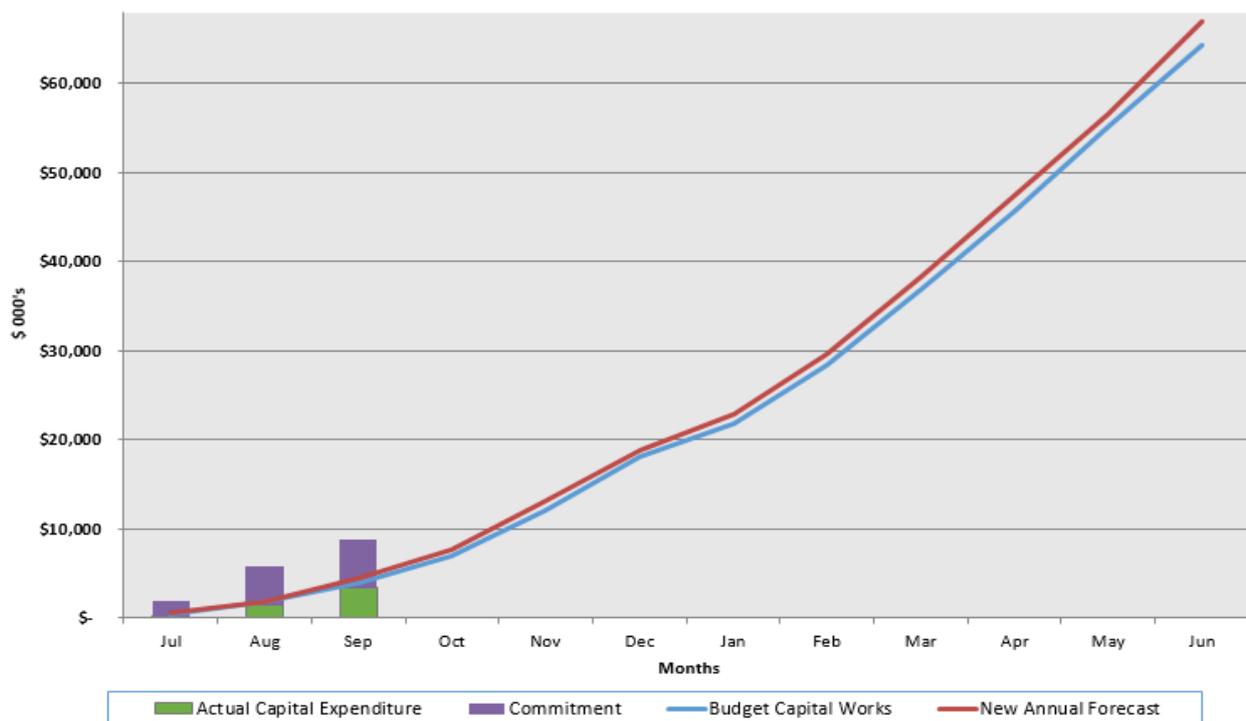
As at 30 September 2018, actual capital YTD expenditure was \$3.39m, which is slightly lower than the YTD budget of \$4.04m.

Actual capital YTD expenditure represents 5.3% of the total annual budget. As demonstrated in the actual versus projected expenditure graph, the budget is skewed towards the second half of the financial year. This is due to delivery and scheduling requirements that vary across the different departments.

### Capital Expenditure 1 July - 30 September 2018

	YTD Actual \$000	YTD Budget \$000	YTD Forecast \$000	2018/19 Budget \$000	2018/19 Forecast \$000
Buildings	738	2,106	2,295	35,855	37,466
Buildings Improvements	778	519	560	3,365	3,474
Land	0	0	0	1,680	1,680
<b>Total Property</b>	<b>1,516</b>	<b>2,625</b>	<b>2,855</b>	<b>40,900</b>	<b>42,620</b>
Bridges	2	0	0	200	200
Drainage	99	99	99	1,855	1,879
Footpaths and Cycleways	367	250	250	3,148	3,148
Off Street Car Parks	12	0	7	975	1,041
Parks, Open Space & Streetscapes	308	298	314	4,456	4,406
Recreational, Leisure & Community Facilities	82	180	200	2,379	2,429
Roads	39	30	70	4,686	5,435
Waste Management	44	0	43	80	506
<b>Total Infrastructure</b>	<b>953</b>	<b>857</b>	<b>983</b>	<b>17,779</b>	<b>19,044</b>
Computers and Telecommunications	125	233	264	1,084	1,104
Fixtures, Fittings and Furniture	104	129	184	577	593
Plant Machinery and Equipment	688	200	200	4,005	4,223
<b>Total Plant and Equipment</b>	<b>917</b>	<b>562</b>	<b>648</b>	<b>5,666</b>	<b>5,920</b>
<b>GRAND TOTAL</b>	<b>3,386</b>	<b>4,044</b>	<b>4,486</b>	<b>64,345</b>	<b>67,584</b>

### Capital Works Program 2018-19 Actual Expenditure V's Projected Expenditure



## Section 6 – Financial Report

### Executive Summary

The full year forecast has been reviewed and a \$64.74m surplus is expected for the year, which is \$631k favourable to budget. Excluding the \$34.84m gain from the sale of 517-521 Station Street, Box Hill, Council has forecast a \$29.90m surplus for 2018/19.

Settlement of the sale of 517-521 Station Street, Box Hill (\$34.84m profit on sale) was budgeted to occur on 30 September but actually settled on 8 October 2018. As a result, the year to date financial result at 30 September was \$34.08m lower than budget, primarily reflecting this slight timing difference.

### Year-to-date Result

As outlined above in the Executive Summary, the year to date result at 30 September reflects an unfavourable variance of \$34.08m. The significant variances to budget were as follows:

- 1) Statutory fees and fines were \$593k higher than budget primarily relating to a \$311k favourable variance on parking infringements income, reflecting an increase in the number of tickets issued and \$186k in disbursements from Fines Victoria, and a \$238k favourable variance on Planning permit application fees.
- 2) Grants – operating were \$330k favourable to budget mainly reflecting a change in the mix of childcare income under the new funding structure which commenced 1 July 2018. Childcare subsidies are favourable by \$302k and this is partly offset by a \$254k decrease in fee income, reflecting a change in the mix of funding.
- 3) Contributions - monetary were \$910k lower than budget mainly reflecting lower than anticipated public open space contributions during the first quarter.
- 4) Other income was \$410k favourable to budget primarily reflecting \$291k recycling income from Visy reflecting outstanding rebates for the period March to June 2018. There were also smaller increases across other accounts including lease/rental income (\$25k), metal sales (\$21k) and events sponsorship (\$17k).
- 5) Net gain on disposal of assets was \$34.93 million unfavourable to budget primarily reflecting a timing difference on sale of 517-521 Station Street, Box Hill, which was budgeted to occur on 30 September but actually settled on 8 October (\$34.84m).
- 6) Employee costs were \$282k lower than budget mainly relating to:
  - Leisure Facilities, which was \$167k favourable to budget relating to Aqualink Box Hill (\$81k) and Aqualink Nunawading (\$86k), primarily reflecting timing differences for July 2018 expected to resolve later in the year
  - Council's annual WorkCover premium, which was \$142k less than budget
  - Digital Strategy, which was \$118k favourable to budget mainly due to unspent budgets for operational backfill, project support and contingencies
  - Planning and Building, which was \$122k lower than budget primarily due to vacant positions, including five unfilled positions relating to the Municipal Tree Study Recommendations (2017/18 initiative). This is partly offset by an increase in contractor costs to backfill some roles

- These are partially offset by Engineering Services, which was \$286k unfavourable to budget mainly due to a \$231k budget profiling difference relating to salaries to be capitalised. This is a timing difference only.

7) Depreciation was \$232k less than budget mainly due to lower fixed asset capitalisation and a number of asset write-offs resulting from stocktakes at the end of the 2017/18 financial year.

## Projected Year-end Result

The first forecast review has been completed by all Departments and the projected year-end result for 2018/19 has increased by \$631k. A surplus of \$64.74m is now predicted for the year. The major forecast changes were as follows:

- 8) Statutory fees and fines are forecast to be \$959k higher than budget primarily reflecting a \$471k increase in planning permit application fees reflecting the stronger than expected demand year to date for planning applications, \$371k increase in parking income expected from extended after-hours coverage and a \$125k increase in externally certified building fees, reflecting an increase in the statutory fee set by State Government from \$39.10 to \$118.90.
- 9) Contributions - monetary are projected to be \$330k lower than budget reflecting a \$1.00m decrease in public open space contributions due to a slowing down in new/large developments, partly offset by a \$670k increase relating to the special charge scheme approved for the Linum-Laurel Boongarry road project.
- 10) Interest income is forecast to be \$180k greater than budget reflecting interest received upon settlement of the sale of 517-521 Station Street, Box Hill in October which was earned on the deposit which had been held in trust by Council's lawyers since the condition contract was signed in July 2016.
- 11) Other income is forecast to be \$318k favourable to budget to mainly reflecting \$291k recycling income from Visy relating to outstanding rebates for the period March to June 2018.
- 12) Employee costs have been forecast down by \$158k primarily relating to:
  - \$545k savings in Planning and Building due to a delay in the commencement of roles relating to the implementation of the Municipal Wide Tree Study recommendations, and from several unfilled vacant positions
  - Partly offset by increases in Major Projects and Buildings (\$137k), reflecting additional project managers appointed to assist in the delivery of Council's significant capital works program, and Parkside (\$133k), due to the transfer of an arborist position from Planning and Building and additional park asset management costs for the maintenance of play spaces.
- 13) Materials and services are projected to be \$1.33m greater than budget primarily relating to:
  - \$446k in Business Technology mainly reflecting increased software/licences/support costs (\$441k) including funds for a new Arts & Recreation Development events booking system which was previously included in the capital works program
  - \$316k in Compliance mainly reflecting increased Fines Victoria referral costs (\$268k) due to a greater number of infringements being referred, and an increase in electronic parking monitoring contract costs resulting from the increased number of infringements being issued
  - \$213k in Planning and Building primarily reflecting increased contractor costs being used to backfill vacant roles (\$150k)

- \$139k in City Works mainly relating to contract costs (\$132k) which have increased reflecting both price increases and increased services under new contracts for City Cleansing and Maintenance services
- \$135k in Assets and Capital Works to account for the expensing of work in progress items relating to projects which do not meet Council's capitalisation policy requirements
- \$110k in Major Projects and Buildings to reflect \$52k in consultancy costs and \$50k relating to a Box Hill Oval feasibility study.

14) The depreciation full year forecast has been revised down by \$678k mainly due to lower fixed asset capitalisation and a number of asset write-offs resulting from stocktakes at the end of the 2017/18 financial year.

### Cash Position

Total cash and investments (including other financial assets) totalled \$169.24m at the end of September, representing a \$5.09m decrease since the beginning of the year. \$11.87m was held in cash and short-term investments at 30 September.

### Debtors

Council has collected \$14.04m or 12.4% of 2018/19 rate debtors as at 30 September 2018.

Other debtors (net of doubtful debt provisions) outstanding at 30 September amounted to \$2.63m of which \$109k has been outstanding for more than 90 days.

## Income Statement for the period ending 30 September 2018

	Year-to-Date				Full Year			
	Actual \$'000	Budget \$'000	Variance \$'000	Notes	Budget \$'000	Forecast \$'000	Variance \$'000	Notes
<b>Income</b>								
Rates	115,421	115,385	36		115,946	115,947	1	
Statutory fees and fines	2,459	1,866	593	1	7,610	8,569	959	8
User fees	11,911	12,034	(123)		40,012	39,951	(61)	
Grants - operating	4,861	4,531	330	2	16,822	16,807	(15)	
Grants - capital	-	-	-		-	-	-	
Contributions - monetary	1,715	2,625	(910)	3	10,000	9,670	(330)	9
Contributions - non-monetary	-	-	-		-	-	-	
Interest income	1,121	1,135	(14)		5,120	5,300	180	10
Other income	1,116	706	410	4	2,933	3,251	318	11
Net gain / (loss) on disposal of assets	66	34,997	(34,931)	5	35,046	35,121	75	
<b>Total income</b>	<b>138,670</b>	<b>173,279</b>	<b>(34,609)</b>		<b>233,489</b>	<b>234,616</b>	<b>1,127</b>	
<b>Expenditure</b>								
Employee costs	18,171	18,453	282	6	75,503	75,345	158	12
Materials and services	12,077	12,010	(67)		60,444	61,778	(1,334)	13
Depreciation	6,198	6,430	232	7	25,720	25,042	678	14
Interest expense	-	-	-		212	212	-	
Other expenses	3,198	3,279	81		7,501	7,499	2	
<b>Total expenditure</b>	<b>39,644</b>	<b>40,172</b>	<b>528</b>		<b>169,380</b>	<b>169,876</b>	<b>(496)</b>	
<b>Net surplus / (deficit)</b>	<b>99,026</b>	<b>133,107</b>	<b>(34,081)</b>		<b>64,109</b>	<b>64,740</b>	<b>631</b>	

## Balance Sheet as at 30 September 2018

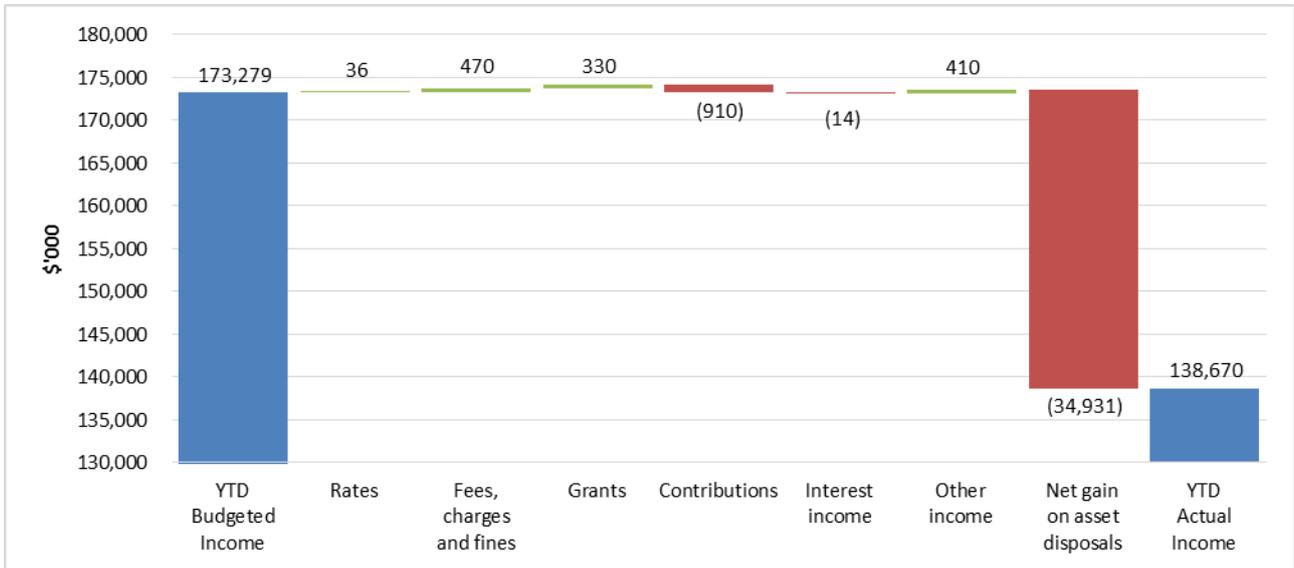
	2018/19 30-Sep-18 \$'000	2017/18 30-Jun-18 \$'000
<b>ASSETS</b>		
<b>Current assets</b>		
Cash and cash equivalents	11,867	10,999
Trade and other receivables	123,708	11,083
Other financial assets	157,377	163,326
Other assets	234	1,285
Non-current assets held for sale	18,774	18,774
<b>Total current assets</b>	<b>311,960</b>	<b>205,467</b>
<b>Non-current assets</b>		
Trade and other receivables	41	41
Investments in associates	5,737	5,737
Property, infrastructure, plant & equipment	3,606,655	3,609,360
Intangible assets	986	1,092
<b>Total non-current assets</b>	<b>3,613,419</b>	<b>3,616,230</b>
<b>Total assets</b>	<b>3,925,379</b>	<b>3,821,697</b>
<b>LIABILITIES</b>		
<b>Current liabilities</b>		
Trade and other payables	21,550	16,781
Trust funds and deposits	9,169	9,308
Provisions	15,505	15,468
Interest bearing loans and borrowings	57	57
<b>Total current liabilities</b>	<b>46,281</b>	<b>41,614</b>
<b>Non-current liabilities</b>		
Provisions	1,500	1,500
Interest bearing loans and borrowings	5,031	5,042
Other liabilities	903	903
<b>Total non-current liabilities</b>	<b>7,434</b>	<b>7,445</b>
<b>Total liabilities</b>	<b>53,715</b>	<b>49,059</b>
<b>Net assets</b>	<b>3,871,664</b>	<b>3,772,638</b>
<b>EQUITY</b>		
Accumulated surplus	1,454,895	1,454,895
Surplus (deficit) for period	99,026	-
Asset revaluation reserve	2,232,819	2,232,819
Reserves	84,924	84,924
<b>Total equity</b>	<b>3,871,664</b>	<b>3,772,638</b>

## Cash Flow Statement for the period ending 30 September 2018

	2018/19 30-Sep-18 Inflows/ (Outflows) \$'000	2017/18 30-Sep-17 Inflows/ (Outflows) \$'000
<b>Cash Flows from Operating Activities:</b>		
Rates	15,518	14,737
Statutory fees and fines	2,459	2,025
User fees	12,471	12,475
Grants - operating	4,861	4,606
Grants - capital	-	50
Contributions - monetary	1,715	5,000
Interest received	1,121	868
Other receipts	1,116	848
Fire Services Property Levy collected	2,245	2,046
Employee benefits	(17,227)	(16,315)
Materials and services	(22,832)	(21,968)
Other payments	(3,198)	(3,091)
Fire Services Property Levy paid	-	-
<b>Net cash from operating activities</b>	<b>(1,751)</b>	<b>1,281</b>
<b>Cash Flows from Investing Activities:</b>		
Payment for property, infrastructure, plant and equipment	(3,387)	(4,440)
Proceeds from sale of property, infrastructure, plant and equipment	66	347
(Purchases)/sales of financial assets	5,949	(6,552)
Repayment of loans and advances from community organisations	2	4
<b>Net cash used in investing activities</b>	<b>2,630</b>	<b>(10,641)</b>
<b>Cash Flows from Financing Activities</b>		
Repayment of interest bearing loans and borrowings	(11)	(56)
Interest paid	-	(8)
<b>Net cash used in financing activities</b>	<b>(11)</b>	<b>(64)</b>
<b>Net Increase/(decrease) in cash and cash equivalents</b>	<b>868</b>	<b>(9,424)</b>
Cash and cash equivalents at 1 July	10,999	18,205
<b>Cash and cash equivalents as at end of period</b>	<b>11,867</b>	<b>8,781</b>

## Operating Income and Expenditure

Graph 1.1: Year-to-date Operating Income Variance

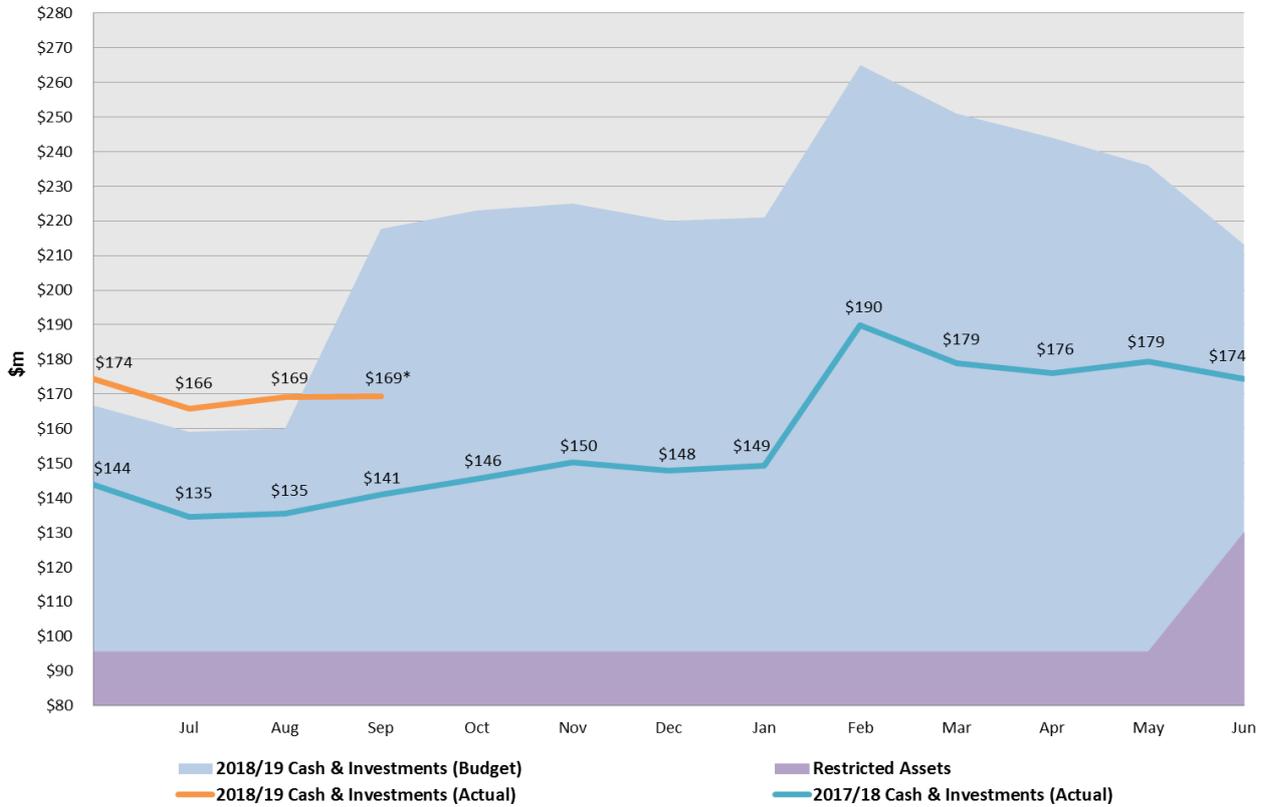


Graph 1.2: Year to Date Operating Expenditure Variance



## Cash and Investments

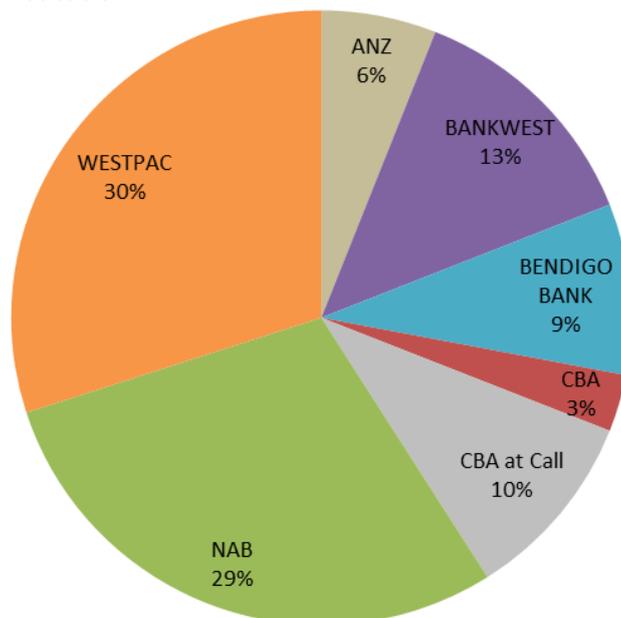
Graph 2.1: Cash Flow Comparison



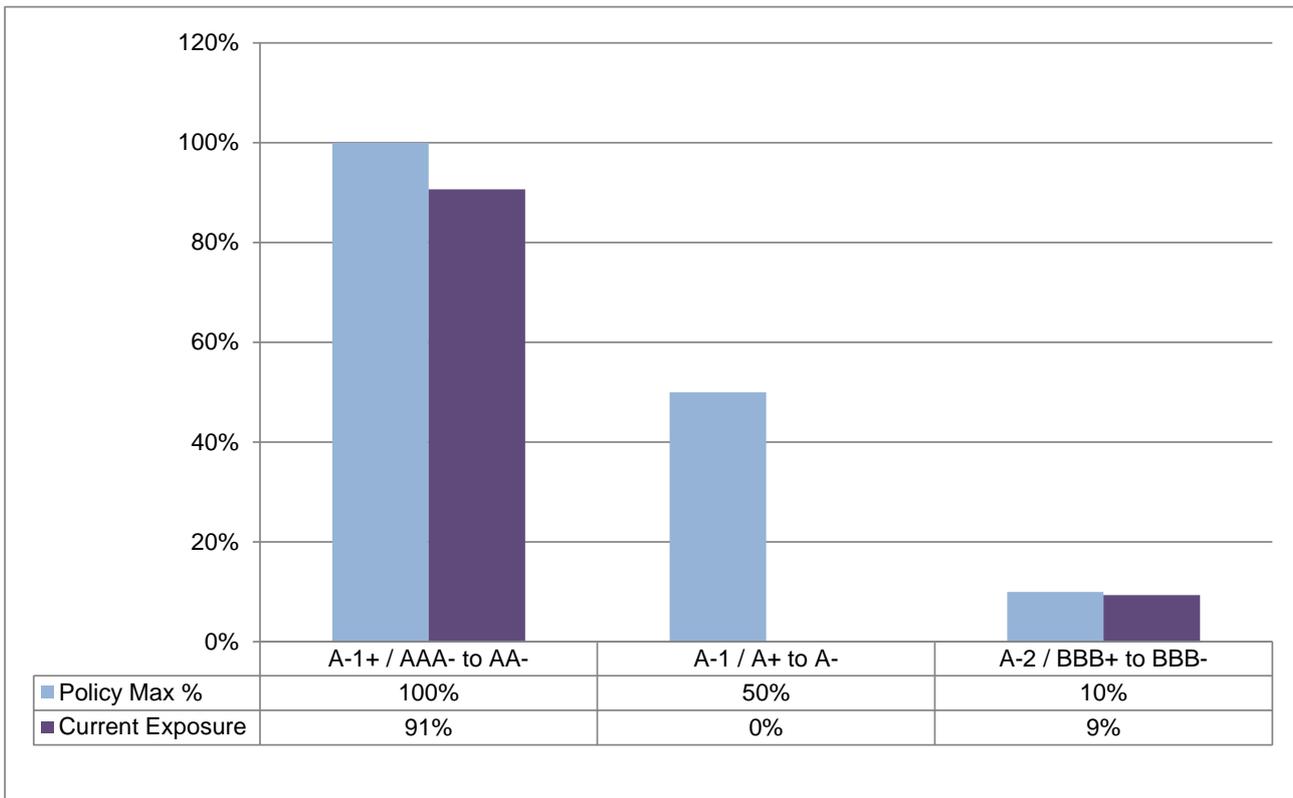
Note: Restricted Funds includes cash that is subject to external restrictions such as trust funds and deposits, Public Open Space Reserve and the Car Parking Reserve. It also includes funds allocated for specific future purposes such as the Aged and Disability Reserve, Community Development Reserve,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

\*Sale of 517-521 Station Street Box Hill settled on 8 October instead of 30 September as was budgeted.

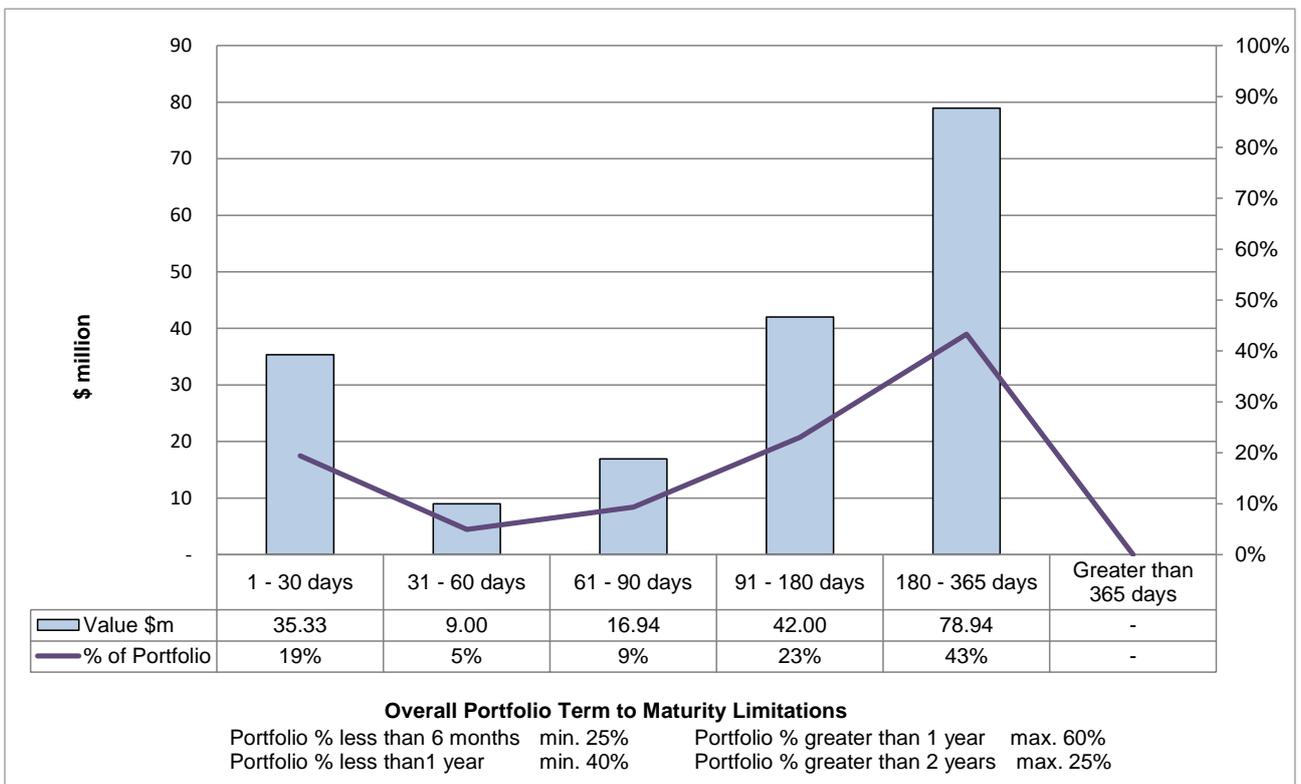
Graph 2.2: Investment by Institution



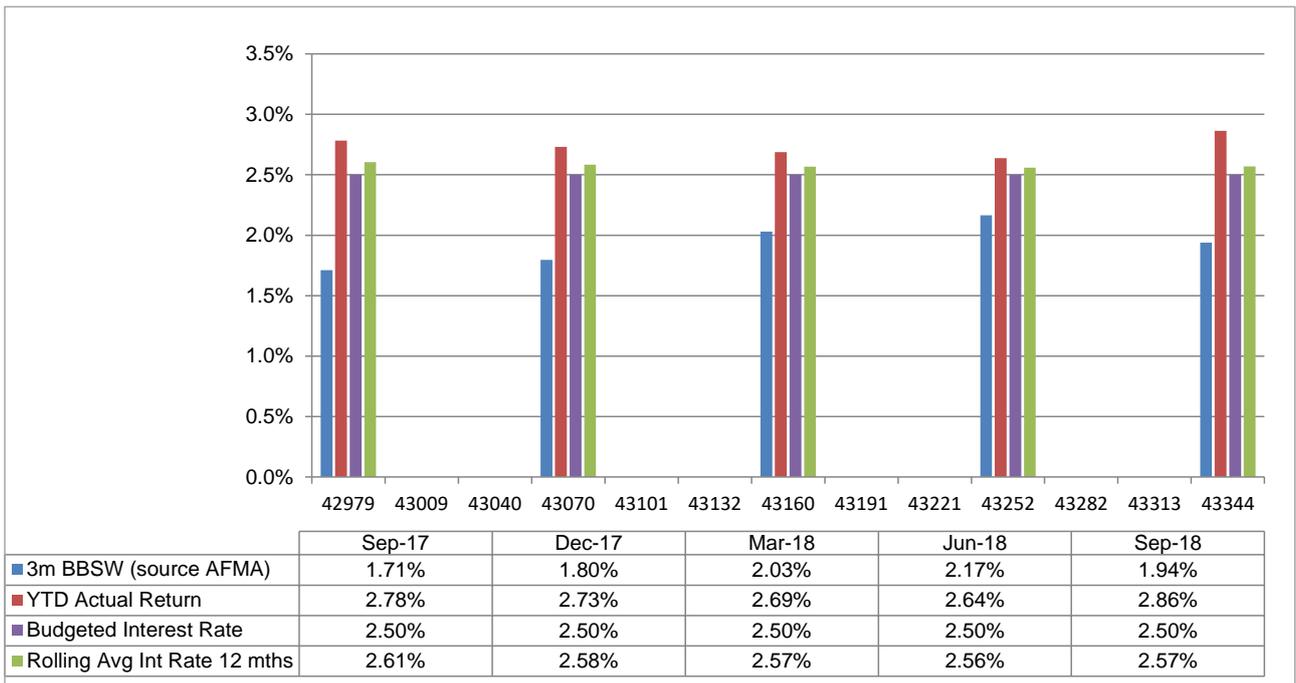
**Graph 2.3: Cash and Investment Credit Ratings**



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



**Graph 2.5: Investment Benchmark Indicator**

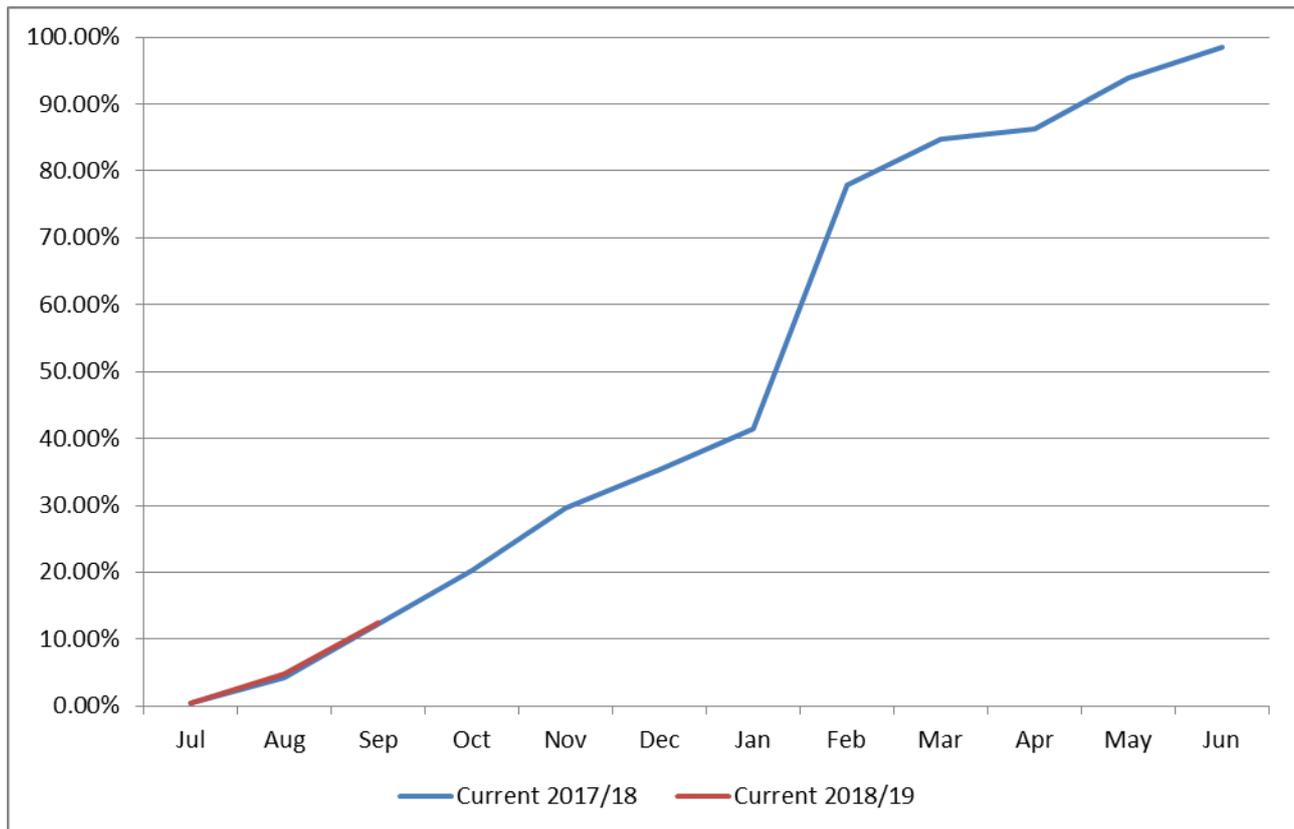


## Rate and Other Debtors

**Table 3.1: Current Rates Collected**

	<b>30-Sep-18</b> <b>\$'000</b>	<b>30-Sep-17</b> <b>\$'000</b>	<b>31-Aug-18</b> <b>\$'000</b>
<b>YTD Current Rates Collected</b>	14,039	13,257	5,334
<b>% Current Rates Collected</b>	12.4%	12.2%	4.7%

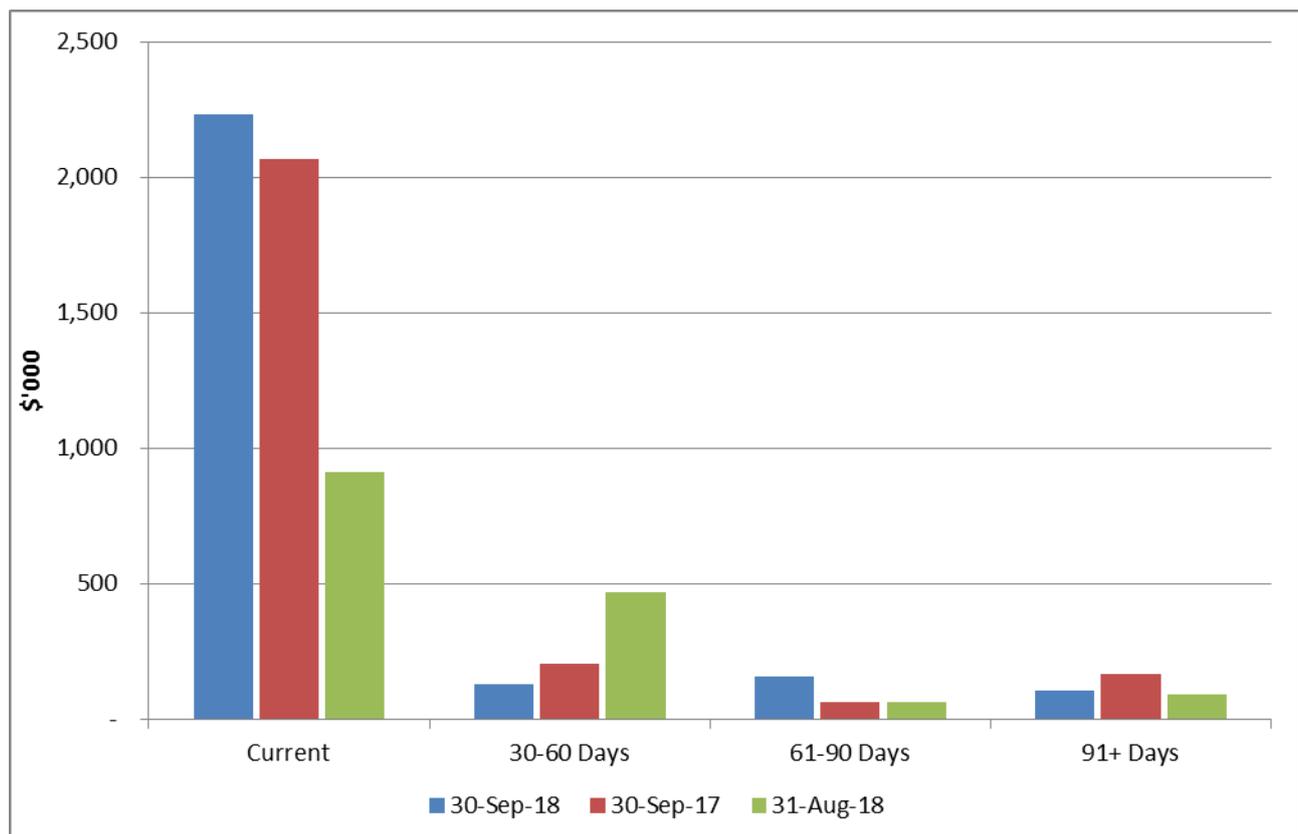
**Graph 3.1: Percentage of Current Rates Collected**



**Table 3.2: General and Sundry Debtors**

	<b>30-Sep-18 \$'000</b>	<b>30-Sep-17 \$'000</b>	<b>31-Aug-18 \$'000</b>
<b>Current</b>	2,233	2,070	911
<b>30-60 Days</b>	129	206	468
<b>61-90 Days</b>	158	64	63
<b>91+ Days</b>	109	167	92
<b>Total Owing</b>	<b>2,629</b>	<b>2,507</b>	<b>1,534</b>
<b>Total over 60 days</b>	267	231	155
<b>% over 60 days</b>	10.2%	9.2%	10.1%
<b>Total over 90 days</b>	109	167	92
<b>% over 90 days</b>	4.1%	6.7%	6.0%

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

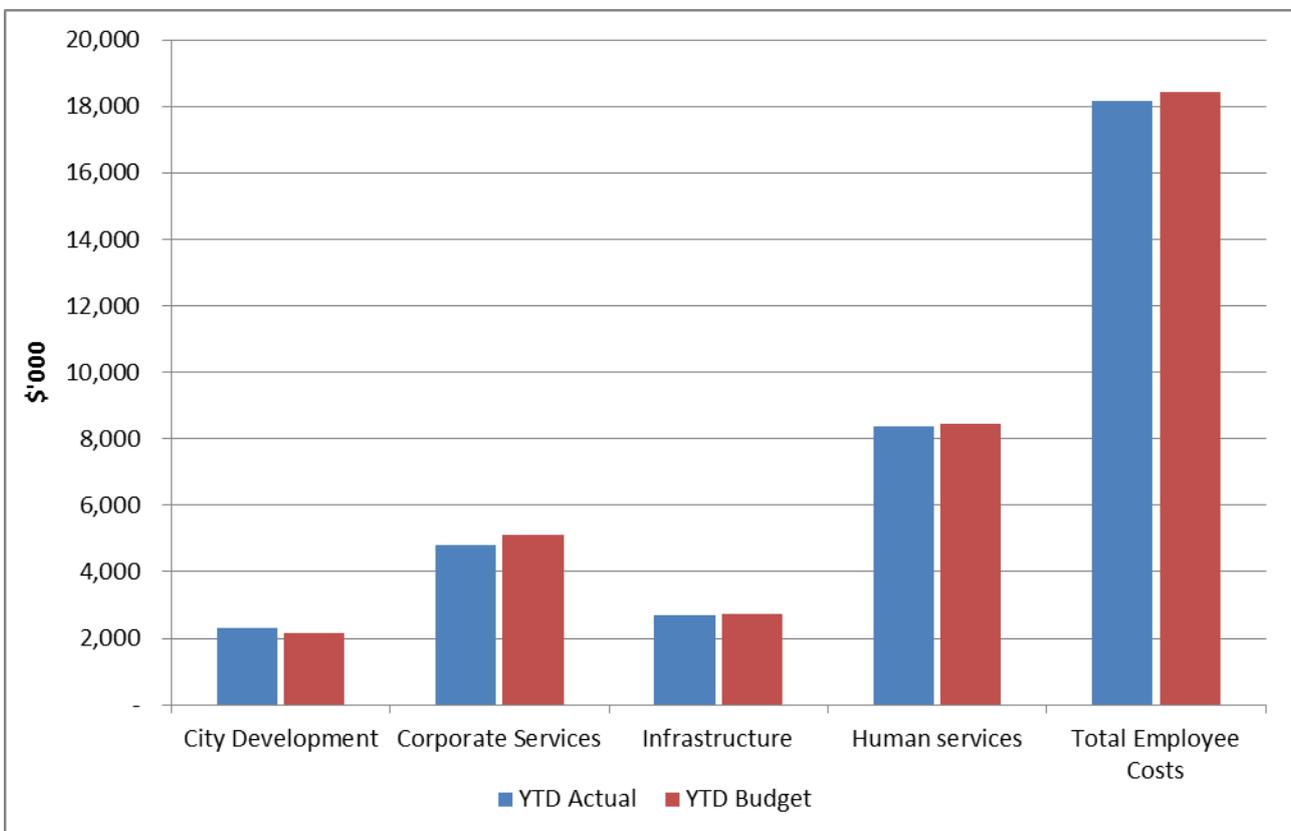


## Employee Costs

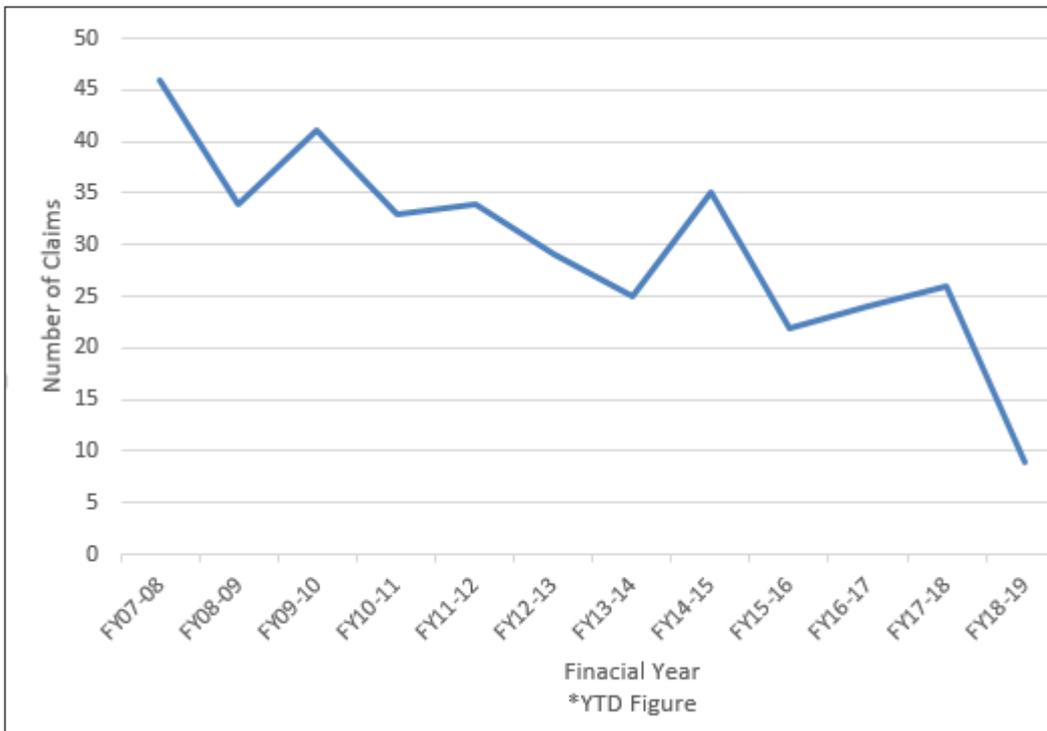
Table 4.1: Employee Costs by Division

Division	YTD Actual \$'000	YTD Budget \$'000	YTD Variance \$'000
City Development	2,314	2,152	(162)
Corporate Services	4,824	5,120	296
Infrastructure	2,675	2,726	51
Human services	8,358	8,454	96
<b>Total Employee Costs</b>	<b>18,171</b>	<b>18,453</b>	<b>282</b>

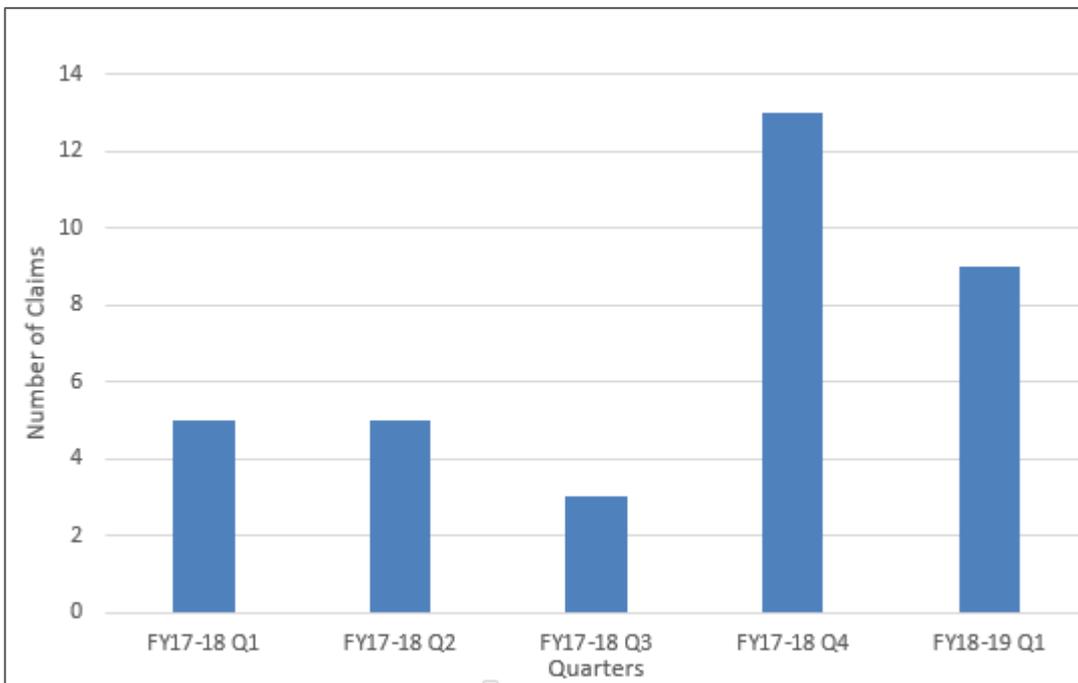
Graph 4.1: Employee Costs – Actual to Budget Comparison



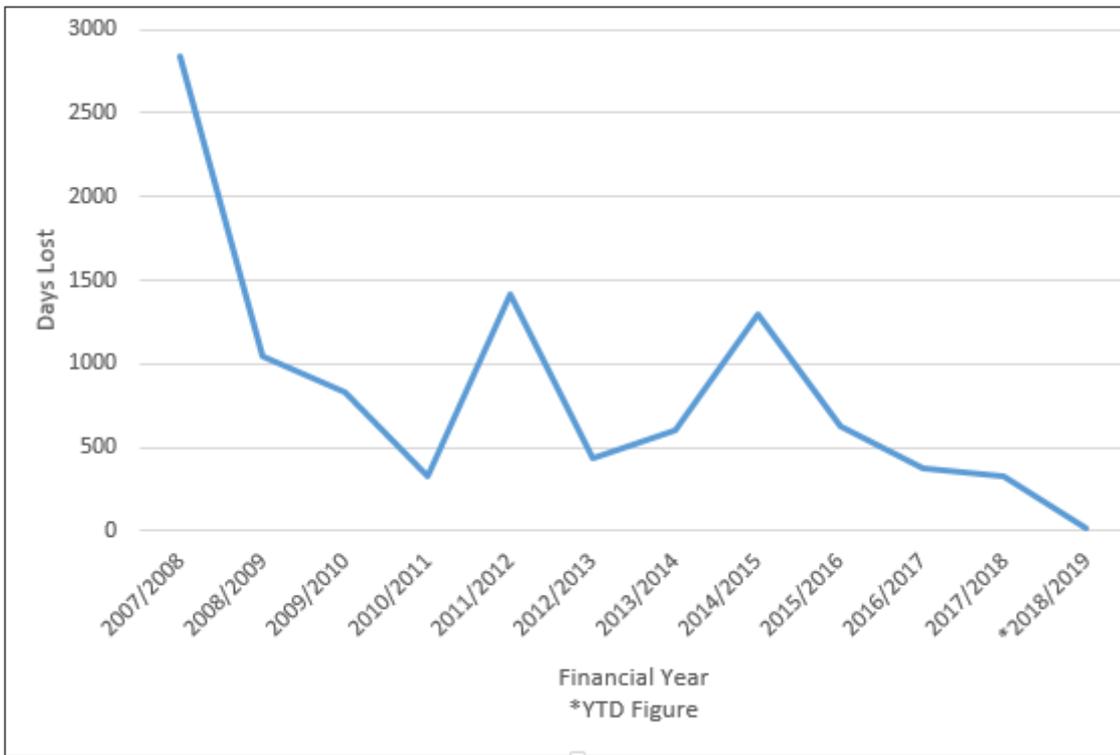
**Graph 4.2: Employee Costs – Workers Compensation Claims 10-year trend**



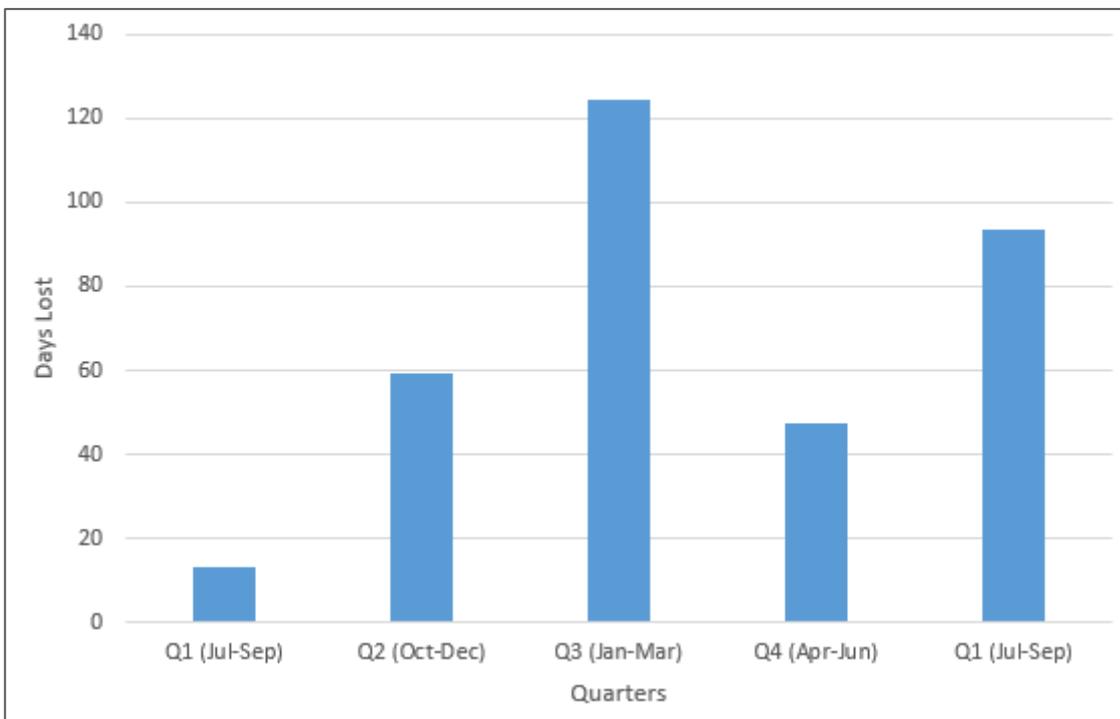
**Graph 4.3: Employee Costs – Workers Compensation Claims 2018/19 FY**



**Graph 4.4: Employee Costs – Total Days Lost 10-year trend**



**Graph 4.5: Employee Costs – Total Days Lost 2018/19 FY**



## Section 7 – Audit Advisory Committee Minutes

This section contains the Audit Advisory Committee Minutes for the first quarter of the financial year – 1 July 2018 – 30 September 2018.

### AUDIT ADVISORY COMMITTEE MINUTES

20 August 2018

#### 1 OPENING OF THE MEETING

The meeting commenced at 10.30 am in Meeting Room 9.

#### 2 PRESENT

Mr Michael Said  
Ms Lisa Woolmer  
Cr Denise Massoud  
Cr Ben Stennett

#### IN ATTENDANCE

Ms Noelene Duff – Chief Executive Officer  
Mr Peter Smith – General Manager Corporate Services  
Mr Stuart Cann – Head Finance & Corporate Performance  
Mr Samuel Dixon – Financial Accountant  
Mr Tim Loughnan – VAGO  
Mr Kevin Chan – VAGO

#### 3 APOLOGIES – Nil

#### 4 CONFIRMATION OF MINUTES – 21 May 2018

##### Committee Resolution

That the Minutes of the Meeting of 21 May 2018 be confirmed.  
Moved Cr Massoud, Seconded Ms Woolmer

**CARRIED**

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

#### 6 AUDIT COMMITTEE PLAN

Review of IA performance to be undertaken in September 2018.

#### 7 DISCLOSURE OF ANY CONFLICTS OF INTEREST – Nil

#### 8 CEO DECLARATION OF LEGAL COMPLIANCE

The CEO declared that she was aware of a potential breach of the Public Records Act and a review is underway. An update of outcomes will be provided in approximately 3 months.

#### 9 ADOPTION OF THE 2017/2018 ANNUAL FINANCIAL STATEMENTS AND PERFORMANCE STATEMENT

Mr Loughnan presented the closing report, reporting a satisfactory conclusion. Mr Loughnan also presented the management letter. Mr Said led discussion of the statements and notes to the accounts. Council was congratulated on the high standard of work undertaken to meet the deadlines.

### **Committee Resolution**

That the report be received and forwarded to Council recommending that Council resolve that:

1. The Annual Financial Statements and Performance Statement for 2017/18 be approved in principle.
2. The Principal Accounting Officer be authorised to make minor amendments to the Annual Financial Statements and Performance Statement for 2017/18 to meet the Victorian Auditor General's requirements.
3. Cr Massoud and Cr Stennett be authorised to sign the Annual Financial Statements and Performance Statement for 2017/18.
4. The Chief Executive Officer be authorised to sign the Annual Financial Statements and Performance Statement for 2017/18.
5. The final audited Annual Financial Statements and audited Performance Statement for 2017/18 be forwarded to the Minister for Local Government as part of the Annual Report by 30 September 2018.
6. On completion of 5 above, public notice be given of:
  - a) The availability of the report of the auditor under Section 9 of the Audit Act 1994.
  - b) A meeting to be held for the purpose of discussing the Annual Report under Section 134 of the Local Government Act 1989 at 7.00 pm on 15 October 2018.

Moved Cr Massoud, Seconded Cr Stennett

**CARRIED**

## **10 OFFICERS REPORTS**

### **10.1 Financial & Performance Reports**

#### **Annual Reporting of Councillor Expenses**

Mr Cann spoke to the circulated report. It was agreed that future reports will not require separate reporting of Councillor reimbursements.

#### **Committee Resolution**

That the Committee note the report.

Moved Ms Woolmer, Seconded Cr Massoud

**CARRIED**

#### **Land Under Roads Valuation**

The circulated report was noted.

#### **Committee Resolution**

That the Committee note that due to the introduction of the Land Under Roads valuation the fair value of Council assets will increase by \$645,515,000.

Moved Cr Stennett, Seconded Cr Massoud

**CARRIED**

## **11 OTHER BUSINESS**

The Committee then met *in camera* with VAGO representatives at 11.55 am.

## **12 CONFIRMATION OF DATE OF NEXT MEETING**

The next meeting is to be held at 10.30 am on Monday 17 September 2018.

## **13 CLOSURE OF MEETING**

The meeting closed at 12.15 pm.