



CITY OF WHITEHORSE

# Quarterly Performance Report

JULY – SEPTEMBER 2019





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Chief Executive Officer's Overview

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## Introduction – Chief Executive Officer’s Overview

I am pleased to present the Quarterly Performance Report for the first quarter ending 30 September 2019.

For this first quarter of the 2019/20 financial year we have commenced many activities from all areas of Council, including the following key highlights:

- **Nunawading Community Hub** – Structural steel framing has been complete with excavation works underway for services, car parks and landscaping
- **Heritage Week** – 15 programs were held across 12-19 September celebrating the progress of health programs and change in traditional health care services in Whitehorse over the last 100 years
- **North East Link Advocacy** – Council’s position on the project was presented to the independent Inquiry and Advisory Committee, appointed to assess the environmental impacts of the project
- **Whitehorse Business Week 2019** – The 19<sup>th</sup> staging of the annual program provided opportunities and networking for the Whitehorse and Melbourne East business community to gain information on the latest trends
- **Renault Kangoo Z.E. Maxi Van** – aligned with Council’s Sustainability Strategy, this electric vehicle was purchased to support the delivery of township cleaning services throughout Whitehorse and produces zero tailpipe emissions.

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 29 major initiatives and initiatives in the *Adopted Budget 2019/20*, one is complete, 23 on track, four behind schedule and one not yet started (see summary 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.

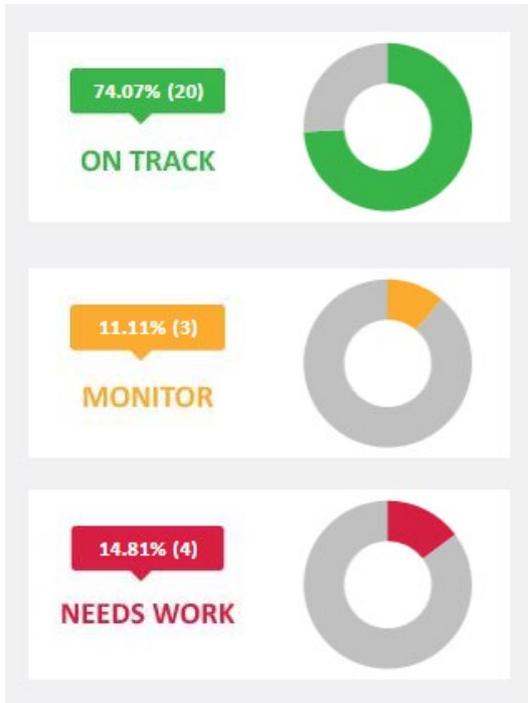
Further details about all major initiatives and initiatives, including services provided by Council, can be found in Section 2 – Performance against *Council Plan 2017-21*.

**Simon McMillan**  
Chief Executive Officer

## Performance against Major Initiatives and Initiatives in the *Adopted Budget 2019/20*

July to September 2019

### ACTION STATUS



### ACTION PROGRESS AGAINST TARGETS



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#### 29 Actions reported on

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- |    |   |
|----|---|
| 20 | At least 90% of action target achieved        |
| 3  | Between 70% and 90% of action target achieved |
| 4  | Less than 70% of action target achieved       |
| 2  | Not Started                                   |
-

## 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:

- **Initiatives** – identified in the Annual Plan, which is part of the *Adopted Budget 2019/20*, form a combination of significant projects or actions that are once-off in nature and/or lead to improvements in service delivery that will directly contribute to the achievement of the *Council Plan 2017-21* and have a major focus in the budget

- **Services** – Council delivers more than 100 services to the community and this report provides a snapshot of service highlights and challenges for the quarter.

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



Complete



ON TRACK

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



MONITOR

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



NEEDS WORK

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



**Not started**

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

Activity not yet due to commence.



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

### Annual Plan Major Initiatives and Initiatives Update

Initiative	Description	Responsible Department	Current Status	Progress Comment	Progress Against Target
<b>Nunawading Community Hub</b> (multiyear)	Complete construction of the Nunawading Community Hub to provide the community with an inviting, highly accessible facility with a range of flexible internal and external spaces for active and passive activities, catering for a broad range of groups and individuals now and into the future.	Major Projects and Buildings	<b>In Progress</b>	Structural steel framing has been complete with other site works well underway that include excavation for services, car parks and landscaping. Refurbishment of the heritage building is in progress with underpinning structural works being designed and costed.	 ON TRACK
<b>Whitehorse Centre Redevelopment</b>	Redevelopment of the Whitehorse Centre to upgrade and expand facilities to meet current and future community needs for performing arts, exhibitions and functions activities. This will include an increase in audience capacity and stage size, an additional smaller theatre, increase in foyer space and improved disability access.	Major Projects and Buildings	<b>In Progress</b>	Evaluations for the appointment of a Building Surveyor have concluded with endorsement pending. The project team are seeking technical advice on buildability of the multi-storey car park and working with architects and quantity surveyor to finalise the concept design.	 ON TRACK
<b>Elgar Park Masterplan Implementation</b>	Improvements to the Elgar Park southern ovals in accordance with the Elgar Park Masterplan	Parkswide	<b>In Progress</b>	The tender has been awarded with preliminary preparation work commencing on site being the installation of temporary fencing around the southern ovals.	 ON TRACK
<b>Strathdon House</b>	Redevelopment of the Strathdon homestead and precinct	Major Projects and Buildings	<b>In Progress</b>	Strathdon House restoration concept designs have been completed and are currently being reviewed by Quantity Surveyor for costing prior to project control group approval and commencement of the design development phase.	 ON TRACK
<b>Aqualink Nunawading Redevelopment Business Case</b>	Commence a review and preparation of concept plans and a Business Case considering the potential for future redevelopment of Aqualink Nunawading	Leisure and Recreation	<b>Not started</b>	Review not due to commence until January 2020.	

## Quarterly Service Highlights

Service	Description	Quarterly Service Highlights
<b>Libraries</b>	Represents Council's contribution to the Whitehorse Manningham Regional Library Corporation which provides public library services at four locations within the municipality.	<p>An event to officially mark the renaming of a meeting room at Box Hill Library to the Bert Lewis Room was held on 4 September. In attendance were the Chair of the Library Board, Cr Tina Liu and fellow Councillors; Cr Prue Cutts, Cr Sharon Ellis, Cr Denise Massoud and Cr Raylene Carr along with members of Bert Lewis' family and Box Hill Historical Society. The renaming pays tribute to significant contribution made by Bert Lewis to local library services.</p> <p>WML's volunteers were recognised at a morning tea held in September 2019 at Nunawading Library. It was a fantastic opportunity to thank all of our volunteers who help us to deliver programs throughout the region.</p> <p>Friends of Nunawading Library annual literary morning tea was held at Nunawading Library with author Lucy Treloar.</p>
<b>Community Development</b>	Focuses on the development and implementation of policies and strategies, and programs and initiatives to respond to community wellbeing needs. It also provides community grants to local not-for-profit groups and organisations and offers support with community festivals.	<p>The Whitehorse Seniors Festival 2019 was launched 18 September with a morning tea and musical entertainment resulting in tickets provided to 160 residents. Additional community groups were invited to become hosts this year and has expanded the program variety. The Program consists of 81 events over 8 category types. Eighteen community organisations are hosting events in addition to various Council departments. The festival launch was held event on September 18th. Musical entertainment and high tea provided. Sold out event with tickets provided to 160 residents.</p> <p>The Commissioner for Senior Victorians Gerard Mansour sought to hear the community's ideas about quality of life as we age asking, What does it mean to age well in Victoria? Community Consultation was held for the Eastern Metropolitan Region with Whitehorse represented by Whitehorse Activities Group, Whitehorse DAC, Nuna U3A, Box Hill U3A, Mitcham Senior Citizens club, seven WHACS clients, Italian Club of Nunawading, Vice President Melbourne Chinese U3A Melbourne Korean Senior Citizens Community</p> <p>Staff attended Dementia Inspiring Change Forum to support a 'Forest Hill Dementia Friendly Community' community member speak about the project and coordinate filming for a project promotion video.</p> <p>Intergenerational Grants were offered to Whitehorse childcare, early learning, kindergartens, primary and secondary schools. Projects will be implemented over the next 12 month.</p> <p>We saw 13 culturally and linguistically diverse (CALD) seniors groups participate in the Seniors Cultural Meals Subsidy program and received a meals subsidy.</p> <p>Council continues its contribution in the prevention of elder abuse through participation in the Eastern Elder Abuse Network meetings and the Prevention of Elder Abuse Project (OPERA).</p> <p>There were 97 community members representing faith groups and community organisations at the Inner East Faith Communities Unite for Safety and Respect "Call to Action" forum 24 July at Box Hill Town Hall.</p> <p>Whitehorse Reconciliation Advisory Committee met to discuss Council's Acknowledgement of Country on its documents and at meetings with recommendations to be developed.</p> <p>As part of the Prevention of Family Violence initiative and TFER (Together for Respect &amp; Equality) Regional initiative, work is underway to develop a draft Whitehorse Family Violence Prevention Action Plan.</p>

Service	Description	Quarterly Service Highlights
		<p>A submission was prepared by the Eastern Affordable Housing Alliance to the Ministerial Advisory Committee on Planning Mechanisms for Affordable Housing, detailing the scale and distribution of social and affordable housing need in the Eastern Metropolitan Region and the supply of affordable housing likely to be realised through the planning system under the current policy settings. The submission talks about the key affordable housing policy positions of member councils and the number of successfully negotiated voluntary agreements (\$173 agreements) and the number of affordable dwellings either proposed, approved or built.</p> <p>There have been 4 public consultation projects in the July - September Quarter via the Your Say Whitehorse portal. The Floodlighting Policy Consultation received 243 responses, while the Domestic Animal Management Survey received 141 responses and the Amendment C219 Permanent Tree Protection Controls Survey received 143 submissions. The first phase of the Box Hill Integrated Transport Strategy Consultation also received 20 pinned comments, 28 ideas and 16 votes.</p>
<b>Arts and Cultural Services</b>	<p>Provides a diverse and ongoing program of arts, cultural and heritage events as well as access to the Whitehorse Art Collection, meeting room hire and function services.</p>	<p>Box Hill Community Arts Centre School Holiday Programs continue to attract good enrolments and positive feedback from attendees. In recognition of Mental Health Week, Artist in Residence Emma Finch involved with the community to produce work that was presented in a well-received exhibition in the Centre’s gallery. A photographic exhibition from local photographer Mark Hopper entitled “Only in Box Hill” also attracted many visitors to the Centre.</p> <p>Heritage Week was a major event series in the heritage calendar delivering 15 programs across 12-19 September. The 2019 Heritage theme was titled ‘Healthy Heritage’ and celebrated the progress of health programs and changes in traditional health care services in Whitehorse over the last 100 years. The success of Heritage Week is made possible through the collaborative contributions of local historical societies, library and other agencies.</p> <p><b>Box Hill Town Hall</b> hosted a number of events including the annual Uniting Church conference, Whitehorse Business Week events, Oxfam Concerts as well as a number of Citizenship ceremonies, and the regular Photographic and Collectable markets <b>Festival</b> Program for 2019/20 was released and includes the Spring Festival theme of STEM (Science, Tech, Engineering and Maths), Marina Prior, David Hobson and Michael Cormick headlining Whitehorse Carols, and Chocolate Starfish leading the Australia Day Concert. Global Fiesta is back at the Box Hill Gardens in March, and Swing Pop Boom will see the outdoor cinema move to Livingstone Primary School in Vermont South, the Box Hill Town Hall will host songs from key women of the 60’s, and Shake at the Lake will feature jazz, soul and rock ‘n’ roll at Blackburn Lake Sanctuary.</p> <p><b>Whitehorse Artspace</b> (Art Collection &amp; Programs) Whitehorse Artspace hosted two touring exhibitions this quarter. Be Persuaded – Jane Austen was well attended with 1,000 visitors. The following exhibition was Hearts and Minds – Wartime Propaganda and had good group visitation from Town Hall Tours.</p> <p><b>Whitehorse Centre</b> The 2019 Main Season and Midweek Matinee Season maintained high patron numbers this quarter including sold out performances of The Sapphires and Melbourne Chamber Orchestra’s Flute and Harp. Attendances were also strong for community theatre hire clients including three multicultural groups and three primary schools, with positive feedback from all regarding the level of service offered by the Centre.</p> <p><b>Strathdon House</b> A heritage assessment of the Strathdon Collection has been undertaken and a digital archive created of the Collection. The grafts of the existing apple trees have taken and will continue to grow in order to rejuvenate the Orchard in the coming years.</p>

Service	Description	Quarterly Service Highlights
<b>Leisure Facilities</b>	Provides a range of leisure facilities including Morack Golf Course, Aqualink Box Hill and Aqualink Nunawading, Sportlink and Nunawading Community Centre.	<p>An Aqualink membership promotion ran from the 1st to the 8th August bringing 128 new members to Aqualink. This promotion was primarily on line with Facebook and Google advertising complimented with posters displayed in the Centre's.</p> <p>Aqualink Nunawading Gym received new treadmills and completed an upgrade in flooring in the free weights area. This provided an opportunity to change the layout of the area providing more space for users to undertake functional training.</p> <p>Aqualink Box Hill stadium hosted a number of groups in the July School holidays with 5 externally run School Holiday programs. Netfit, Toptenn Tennis Academy, Tomorrow Star's Basketball, Team Kids and No Limits Basketball all held camps, ranging from half day programs to full day camps running for the duration of the holiday period. Netfit was particularly successful in July recording its largest attendance to date with 121 children and 22 staff involved in the one day program. This assisted off peak court usage which increased from 34.87% in June to 49.09% in July.</p> <p>The tender for Morack Golf Course improvement works was advertised. A contractor is to be appointed with works anticipated to commence by beginning of November 2019.</p>
<b>Active Communities</b>	Manages community sport and recreation operations, use and development including the utilisation of sporting grounds and pavilions and provides support to community groups including club development opportunities.	<p>The annual Parkland Community Forum was held at the Whitehorse Centre on 9 July. The purpose of the Forum is to provide the opportunity for Parkland Advisory Committees and other park related volunteer groups to come together to acknowledge the support they provide for Council's parks and reserves. Approximately 80 people attended and feedback from the volunteers indicated that the forum was worthwhile and well received. This initiative was delivered in partnership with ParksWide.</p> <p>Initial community consultation was undertaken to inform the development of a Floodlighting Policy – Outdoor Sports and Recreation. This policy will govern all aspects of floodlighting for outdoor sports and recreation, including night competition. Opportunities to contribute feedback through online surveys and other submissions was provided to key stakeholders including sporting clubs, regional associations, the Whitehorse Sport and Recreation Network (WSRN), local residents living in close proximity to existing floodlit sports fields and the broader community. Over 200 submissions were received and the development of the Policy utilising this feedback is in progress.</p> <p>The Sporting Facilities Guide – Seasonal and Casual Users (SFG) provides the operational framework for the use and development of Council's sports fields and pavilions over both the summer and winter seasons. An extensive review of the SFG was undertaken which included proposed changes. The revised SFG was released for community comment and a consultation process undertaken. Feedback was considered and the document was endorsed by Council in July 2019.</p> <p>Seasonal Allocations of Council's sports fields and pavilions for the 2019/20 Summer Season were finalised involving 30 sporting clubs, 52 sports fields and 29 pavilions.</p>
<b>Recreation and Open Space Development</b>	Provides planning and strategy development for open space and recreation facilities and infrastructure	Reconstruction of the Mont Albert Reserve Basketball and Netball courts were completed including minor landscaping enhancement, sports ground lights at East Burwood Reserve were upgraded to bring the facility in line with current Australian standards and Morton Park Car Park was upgraded with a new asphalt surface and line-marking.
<b>Sports Fields</b>	Responsible for the design, installation, maintenance and renewal of sports field infrastructure and project	We completed the installation of a new cricket pitch at Mahoney's reserve, new synthetic at Mirrabooka, Surrey Park & Springfield reserve gates, under rail fencing completed at Surrey park & Koonung East and purchase of 2 new wicket water soakers.

Service	Description	Quarterly Service Highlights																								
	management of sports field capital projects.	Coaches boxes have been installed at Forest Hill Reserve with rectification works on surrounding path and boundary fence to be completed by the end of October 2019.																								
<b>Home and Community Services</b>	Provides home delivered and community-based meals, personal and respite care, transport, domestic and home maintenance, planned activities and social support	<p>The following service outputs were achieved:</p> <table border="0"> <tr> <td>Regional Assessment Service (RAS)</td> <td>1,820 assessments (2,998 hours)</td> </tr> <tr> <td>Occupational Therapy</td> <td>480 hours</td> </tr> <tr> <td>Domestic Assistance</td> <td>18,872 hours</td> </tr> <tr> <td>Personal Care</td> <td>5,452 hours</td> </tr> <tr> <td>Respite Care</td> <td>890 hours</td> </tr> <tr> <td>Home Modifications &amp; Home Maintenance</td> <td>1,474 hours</td> </tr> <tr> <td>Food Services</td> <td>13,272 meals</td> </tr> <tr> <td>Assistance with food preparation</td> <td>670 hours</td> </tr> <tr> <td>Social Support Groups</td> <td>7,522 hours</td> </tr> <tr> <td>Assisted Transport</td> <td>1,101 hours</td> </tr> <tr> <td>Transport (community)</td> <td>3,372 trips</td> </tr> <tr> <td>Escorted Activities (e.g shopping etc)</td> <td>3,133 hours</td> </tr> </table> <ul style="list-style-type: none"> <li>Over 120 Support Workers who provide care and independence support to our older adult residents participated in training on supporting Forgotten Australians, the estimated 500,000 children and child migrants who experienced care in Australian institutions</li> <li>In collaboration with Eastern Region Local Government Aged and Disability Manager and Municipal Association of Victoria advocated to the Federal Government retaining benefits of the Victorian strength-based aged care assessment practices focusing on the capacity building, community links and local knowledge in system navigation</li> <li>In collaboration with Eastern Region Local Government Aged and Disability Services planned and conducted a “Dementia-Inspiring Change” forum with over 120 attendees from Eastern Region local governments, community and health organisations. The forum facilitated enhanced knowledge and understanding of the dementia from a Human Rights prospective and challenged attitudes and care delivery strategies within person-centred model of service delivery</li> <li>66 clients of the Active Living Programs were supported to attend the Social Support Program Function in September 2019 that provided an opportunity for social connections over a nutritious lunch and entertainment</li> <li>Continued Intergenerational Partnership Projects between Mountainview Cottage, Star Fish Child Care Centre and St Phillip’s Primary school. Participants shared craft skills, as well as created their life story books with children. Participants were also able to visit St Phillip’s school and share stories of the school in the olden days.</li> <li>Health Week conducted with the focus on good nutrition, importance of exercise and falls prevention strategies. Presentations facilitated by the WHACS Occupational Therapist with 62 participants attending. Positive feedback received from the participants indicating that the information will enhance their independent management skills</li> <li>Successful tender of the food services resulted in appointment of the Ranahans provider for the next three years. Meals recipients had an opportunity to meet with representatives from Ranahans, voice their suggestions, ask questions and get an insight on the process of meals production.</li> </ul>	Regional Assessment Service (RAS)	1,820 assessments (2,998 hours)	Occupational Therapy	480 hours	Domestic Assistance	18,872 hours	Personal Care	5,452 hours	Respite Care	890 hours	Home Modifications & Home Maintenance	1,474 hours	Food Services	13,272 meals	Assistance with food preparation	670 hours	Social Support Groups	7,522 hours	Assisted Transport	1,101 hours	Transport (community)	3,372 trips	Escorted Activities (e.g shopping etc)	3,133 hours
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Service	Description	Quarterly Service Highlights
<b>Family Services</b>	Provides centre-based childcare at Whitehorse Early Learning Services (WELS), integrated kindergarten, inclusion support, maternal and child health and youth support services.	<ul style="list-style-type: none"> <li>Food Services Volunteers were provided with training on Privacy and Confidentiality Improving their awareness of responsibilities relating to clients and staff and to ensure compliance with privacy obligations</li> </ul> <p><b>Maternal and Child Health</b> received 427 Birth notices for the quarter, which is a slight increase on the same time last year resulting in 4500 consultations offered by the service, providing support to 2800 families. Participation rates continue to be above 95% for most Key Ages and Stages (KAS) visits, with the 2 year old rate at 91% and the 3.5 year old rate at 84%</p> <p><b>Early Childhood Services</b> is seeing utilisation currently hovering between 89-90% with good attendance rates for the four year old 2019 WELS kindergarten program seeing 82 funded children across the four centres.</p> <p><b>Youth Services</b> can report that the State Government has confirmed the continuation of the School Focussed Youth Service (SFYS) for a further year (to the end of 2020). This allows Whitehorse SFYS to continue supporting students at risk at disengaging from education. The Whitehorse Youth Representative Committee (WYRC) initiative for a support (therapy) dog to be present at Youth Connexions on a monthly basis has been realised. There is clear evidence of the benefits of the therapy dog on a person's wellbeing. The Whitehorse Youth Representative Committee facilitated their annual Youth Forum at the Box Hill Town hall addressing the issues of body image, career pathways, community safety, relationships /domestic violence prevention, mental health and healthy lifestyle choices.</p> <p><b>Community Programs</b> has seen playgroup sessions up and running again with the appointment of a Supported Playgroup Facilitator. Three successful Parenting Information Forums were delivered and we now have 1069 registered users of FlexiBuzz software application.</p>
<b>Environmental Health</b>	Provides health education and protection services such as immunisations, food safety management, communicable disease surveillance, tobacco control and environmental protection.	<p>This quarter saw a total of 2338 vaccinations administered to 1071 children as part of Council's public childhood immunisation program and 1361 vaccinations administered as part of Council's school immunisation program.</p> <p>As per Council's statutory requirements under the Food Act and Public Health &amp; Wellbeing Act we undertook 421 Mandatory Assessments/Inspections, 44 Complaint Inspections, 77 Routine Inspections, 83 Non Compliance/Follow Up inspections and issued 14 Formal Orders/Notices which includes Planning Infringement Notices (PINs) and Seizures. •</p> <p>We met targets under MAV Service Agreement for Tobacco control activities including education visits, responding to complaints and conducting test purchases for cigarette sales to minors.</p>
<b>Compliance</b>	This service delivers regulatory functions including: domestic animal management, school crossing supervision, Council's local law framework and managing parking controls across the municipality.	<p>Approximately 73% of animals collected have been reunited with their owners and additional 14% animals being adopted.</p> <p>Successful parking patrols around schools have created more awareness and changed driver behaviour reducing the number of infringements being issued around schools during school times.</p> <p>New parking meters in place since April last year providing additional payment methods including pay be phone and expanding credit card options to the fleet providing easy and secure payment options which in turn will encourage better compliance. 47% of all payments are now electronic with the trend increasing</p> <p>The new Residential Parking Permit 'Pay and Apply' online service has had great response from residents. Residents now have 24/7 access to this service and a secure payment option. The framework and learnings would help in introducing more permits types online.</p>

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

### Annual Plan Major Initiatives and Initiatives Update

Initiative	Description	Responsible Department	Current Status	Progress Comment	Progress Against Target
<b>Pavilion Redevelopments</b>	Redevelopment of the Elgar Park South Pavilion, Morton Park Reserve Pavilion, Walker Park Reserve Pavilion, Terrara Park Pavilion and to commence development	Major Projects and Buildings	<b>In Progress</b>	<b>Terrara Park</b> Design development completed and preliminary documentation being reviewed for sign off and costing	 ON TRACK
			<b>In Progress</b>	<b>Elgar Park South</b> A permit for demolition has been approved and execution of contracts underway. Services to the pavilion have been decommissioned with the site being prepared for demolition.	 MONITOR
			<b>In Progress</b>	<b>Sparks Reserve West</b> Site investigations have been complete. Council Planning, Cultural Heritage Advice, Vic Roads and Melbourne Water Pre-Planning advice requested. An architect has provided concept plans to progress discussions through ongoing fortnightly consultation with the club to scope end user requirements.	 MONITOR
			<b>Behind Schedule</b>	<b>Morton Park</b> Commencement of project delayed due to difficulties sourcing temporary facilities and additional requirements by Building Surveyor to ensure compliance with the <i>Disability Discrimination Act</i> of those temporary facilities. Demolition of existing Pavilion delayed until alternate facilities were ready for occupation. Site has been set up for demolition with works to commence early October.	 NEEDS WORK
			<b>Behind Schedule</b>	<b>Walker Park</b> Commencement of project delayed due to difficulties sourcing temporary facilities and additional requirements by Building Surveyor to ensure compliance with the <i>Disability Discrimination Act</i> of those temporary facilities. Demolition of existing Pavilion delayed until alternate facilities were ready for occupation. Footing and concrete works are complete, with structural steel partially constructed. Cladding has been fabricated but not yet ready for installation onsite.	 NEEDS WORK

Initiative	Description	Responsible Department	Current Status	Progress Comment	Progress Against Target
<b>Morack Golf Course</b>	Commence development for Morack Golf Course Pavilion, Driving Range and Mini Golf Facility Construction	Major Projects and Buildings	<b>In Progress</b>	Preliminary concept plans have been developed with discussions still underway to determine the areas, physical requirements and relationships of all the required building spaces and components and the total project budget.	 MONITOR
<b>Sustainability Strategy – Energy Performance Contract</b>	Implementation of an Energy Performance Contract to deliver a comprehensive suite of energy conservation measures across six Council sites in the aim of achieving carbon neutrality.	Engineering and Environmental Services	<b>In Progress</b>	A project manager was recruited with contract details finalised and signed. A meeting between energy contractor and key stakeholders and saw Council sign a \$2M Energy Performance Contract (EPC) to install energy-efficient measures in 8 Council buildings over the next 2 years. These measures such as more efficient heating and cooling systems, solar panels, energy-efficient lighting and smart technology controls will ensure each of the buildings is more energy-efficient, reducing energy bills and greenhouse gas emissions. The contract arrangement is such that the savings are guaranteed by the contractor and this project makes a material contribution towards Council's emission reduction targets and goal to be carbon neutral by 2022. Preparation for the design and specification of these measures has commenced.	 ON TRACK
<b>North East Link Advocacy</b>	Council intends to strongly advocate for improved outcomes for the Whitehorse community resulting from the North East Link project	Engineering and Environmental Services	<b>In Progress</b>	We continued strong advocacy to the State Government for improved community outcomes relating to the North East Link project. Council's position on the project was presented to the independent Inquiry and Advisory Committee, appointed to assess the environmental impacts of the project. Concerns about transport, ecology, open space and community amenity were raised at the hearing along with recommendations for improved community outcomes. Council is represented on a number of technical and community committees and involved in publishing information in print, web and social media.	 ON TRACK
<b>Transport Strategy for Box Hill Metropolitan Activity Centre (MAC)</b>	Development of an integrated transport strategy for the Box Hill MAC and surrounds to address current and future transport and traffic issues.	Engineering and Environmental Services	<b>In Progress</b>	AECOM was appointed to lead the development of the Box Hill Integrated Transport Strategy. We have completed a Place Score engagement that looked at community values about place, including 481 responses collected by face-to-face surveying.  Council undertook two 'Issues and Opportunities' workshops with key stakeholders, one round of community consultation using the Our Say Platform and a 'Movement and Place' workshop with VicRoads/Department of Transport representatives.	 ON TRACK

Initiative	Description	Responsible Department	Current Status	Progress Comment	Progress Against Target
<b>Flood Modelling</b>	Modelling of the drainage network in the municipality in collaboration with Melbourne Water, implementing an action from the <i>Asset Management Strategy 2017-2021</i> .	Engineering and Environmental Services	<b>In Progress</b>	<p>Council commenced its joint project with Melbourne Water for the update of Melbourne Water flood mapping information and Flood Risk Assessment, as well as flood mapping of the Council drainage networks. The catchments to be flood mapped were determined as the Blackburn South Drain, Fulton Road Drain and Vermont Project Area. The study is compliant with ARR2016 and is conducted in collaboration with both Melbourne Water and Council.</p> <p>Melbourne Water prepared the relevant specification and invited proposals from the Floodplain Management subpanel of the Technical Service Panel to undertake the flood mapping project. The evaluation process is currently in progress and a preferred consultant is expected to be announced in October 2019. Council's representatives have been in discussion with Melbourne Water about the project requirements and timeframes for the project delivery. Further discussions are proposed upon appointment of the consultant in October 2019.</p>	 ON TRACK

## Quarterly Service Highlights

Service	Description	Quarterly Service Highlights
<b>Planning</b>	Provides statutory and strategic land use planning functions, ensuring compliance of land use and developments under the Whitehorse Planning Scheme.	<p><b>Statutory</b></p> <p>Council has seen an increase in the total number of applications received since previous quarter. We have seen 461 applications lodged (both amendments and new applications), which is an 11% increase. This is significantly more than the metropolitan average of 257 applications. Of these, 173 have been VicSmart applications which continues to demonstrate the volume of this application type, and the continuing trend of Whitehorse receiving significantly more VicSmart apps than the metro average of 60.</p> <p>The large number of amendments also continues the trend of many permit holders seeking to make changes to existing permits to enable these permits to reflect changing market demand.</p> <p>Of the applications determined, 49% have been made within 60 days, and whilst this is less than the metro average of 61%, it is greatly increased from the last quarter which reflected 38% of decisions being made within time.</p> <p><b>Strategic</b></p> <ul style="list-style-type: none"> <li>- Exhibition of amendment for permanent tree protection controls across the municipality (Significant Landscape Overlay, Schedule 9) following further work and liaison with State government.</li> <li>- Exhibition of Student Accommodation policy update (Amendment C213); no submissions received</li> <li>- Completion of Analysis and Options Report as part of the Box Hill Metropolitan Activity Centre Structure Plan Update and release of the report for community consultation.</li> <li>- Council decided to release the Tally Ho Review of the Commercial 1 Zone report for consultation.</li> </ul>
<b>Building Services</b>	Provides the administration, education and enforcement of public safety, provision of a community-focused building permit service, maintenance of registers and records as required by the <i>Building Act 1993</i> .	Preparation is underway for proposed changes to new swimming pool and spa safety barrier legislation and the impacts it will have on Council and our community.
<b>Engineering Services</b>	Provides strategic traffic and sustainable transport planning and traffic investigations and reports; capital works project scoping, design and construction supervision; civil asset protection; and the strategic management of Council roads and drainage assets.	<p><b>Design and Construction</b></p> <p>Completed Morton Park Sealed Car Park Upgrade, Mont Albert Reserve Court Reconstruction, Grace Street Road Reconstruction works and commenced the drainage rehabilitation program. Awarded detail survey designs for play space upgrade projects including a tender for Vermont Recreation Reserve. Finalised detailed sports field lighting design for Springfield Park (West Oval), Walker Park and Morton Park (West and East) Oval.</p> <p><b>Engineering Assets</b></p> <p>Financial modelling completed for Stormwater Drainage Asset Management Plan and also road pavement required for Roads Asset Management Plan. Financial modelling commenced for footpaths, kerb and channel, off-road paths and carparks required for completion of the Roads Asset Management Plan.</p> <p>There has been an increase in the number of construction management plan (CMP) applications relating to major developments across Whitehorse.</p>

Service	Description	Quarterly Service Highlights
		<p>Inspections and assessments are underway for the historic Asset Protection Permits, Consent for Works in the road reserve and drainage easements and assets.</p> <p><b>Transport</b></p> <p>Speed observation trailers were placed in 78 locations across Whitehorse reminding motorists to slow down, be aware of other road users and advertising events including Tree day and Schwerkolt Heritage Family Day.</p> <p>The Manningham Whitehorse, TAC L2P Learner Driver Mentor program received a further four years funding (2019-2023) from VicRoads with 10 places for eligible learner drivers in Whitehorse. The new agreement allows for Council to apply for additional places and funding annually. This program is run by Manningham City Council on our behalf. An agreement between Whitehorse and Manningham has been drafted and will be signed off in the coming months.</p>
<b>City Works</b>	Provides for the ongoing cleanliness and maintenance of Council's roads, footpaths, kerb and channel, stormwater drainage pits and pipes, roadside furniture, bridges, path structures and shopping centres within the municipality including street sweeping, litter bin collection, removal of dumped rubbish and the provision of an after-hours emergency response service.	City Works continued to provide services for the inspection, maintenance, repair and cleansing of Council's civil infrastructure assets, including roads, pathways, drainage and townships. A project was awarded to undertake major refurbishment works on the bridge across Dandenong Creek, near Abbey Walk, Vermont. The construction works will commence in October 2019.
<b>Fleet and Workshop</b>	Manages Council's fleet of vehicles, plant and equipment items including the operation of a workshop and overall management of the functions of the Operations Centre.	A number of passenger vehicles and commercial vehicles have been ordered and deliveries have commence. A fully electric van was purchased and delivered. The van will be used for township cleaning services throughout the municipality. The range of 220 kilometres is suited to an urban environment and operational needs. The project is part of Council's overall Sustainability Strategy, which involves a range of initiatives in reducing Council's carbon footprint and introducing more sustainable vehicle options.
<b>Major Projects and Buildings</b>	Responsible for the project management of capital building projects and the facilitation of major projects.	Activities detailed in Initiative sections of Strategic Directions 1 and 2 of this quarterly performance report.
<b>Assets and Capital Works</b>	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 Council's Asset Management System.	<p>The Open Space Asset Management Plan was completed and pre-planning activities for Phase 3 of the Asset Management Mobility Project are underway.</p> <p>The 2019/20 Capital Works Program includes 187 projects and programs to be delivered over the financial year with an adopted budget of \$71.9m. Majority of activities are detailed in Section 4 - Capital Works Report of this quarterly performance report.</p>
<b>Public Street Lighting</b>	Provides street lighting throughout Whitehorse.	Some additional lights and shields installed. Community consultations have been undertaken for additional lighting opportunities.

Service	Description	Quarterly Service Highlights
<b>Facilities Maintenance</b>	Provides reactive and preventative maintenance and minor capital renewal of Council's many buildings and structures. It also includes scheduled inspections and maintenance to satisfy Building Code Essential Safety Measures Regulations.	Installation of replacement CCTV cameras were undertaken at the Box Hill Gardens, Box Hill Mall, Mitcham Mall and Box Hill Community Arts Centre. Building renewal works were completed to East Burwood South Pavilion, Mitcham Family Centre and Holiday Park Public Toilets/ Community centre.

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

### Annual Plan Major Initiatives and Initiatives Update

Initiative	Description	Responsible Department	Current Status	Progress Comment	Progress Against Target
<b>Implement Municipal Wide Tree Study Recommendations</b>	Implementation of Municipal Wide Tree Study recommendations. This includes an additional \$0.06 million for expert witness and legal costs for an independent planning panel to consider an amendment to the Whitehorse Planning Scheme to implement an extension to the Significant Landscape Overlay to all residential zoned land in the municipality.	Planning and Building	<b>In Progress</b>	Amendment C219 to apply the Significant Landscape Overlay, Schedule 9 was exhibited from 18 July to 19 August 2019. The 307 submissions received were considered by Council on 16 September 2019 and together with the amendment, have been referred to an independent Planning Panel.	 ON TRACK
<b>Play Space Renewal Program</b>	Renewal and upgrade to various play spaces across the municipality	Engineering and Environmental Services	<b>In Progress</b>	Surveys have been awarded. Vermont Recreation Reserve has been awarded and reviewing quotation submissions for ten (10) other play space upgrades.	 ON TRACK
<b>Review of Potential Waste Services Charge</b>	Preparation for the potential introduction of a waste services charge that allows for the cost of all kerbside waste and recycling services to be covered by waste charges levied to those properties that use Council's kerbside waste and recycling services. Implementation will be subject to Council decision and any changes will be in full compliance with a review by the Essential Services Commission and will not result in any net increase in rates.	Engineering and Environmental Services	<b>In Progress</b>	Preliminary database gap identification has been completed with analysis undertaken to better identify total number of bins on properties, bin combinations and land uses.	 ON TRACK
<b>eWaste Collection</b>	Establishment of e-waste collection infrastructure at the Whitehorse Recycling and Waste Centre	City Works	<b>Behind Schedule</b>	Commencement of project delayed due to staff resourcing pressures. A building contractor has been appointed with preliminary meetings completed. Structural steel shop drawings have commenced.	 NEEDS WORK
<b>Significant Tree Assistance Fund</b>	To establish a significant tree assistance fund and guidelines for providing grants to property owners to assist with maintenance costs associated with trees on the significant tree register.	Planning and Building	<b>In Progress</b>	Background research has been undertaken including review of other Council's programs.	 ON TRACK

## Quarterly Service Highlights

Service	Description	Quarterly Service Highlights
<b>Sustainability, Waste and Recycling</b>	Facilitates planning for energy and water reduction programs and waste management strategic planning. This service also includes contracts for waste collection including domestic garbage collection, kerbside recycling, and hard and green waste collection.	<p>Completed 751,848 kerbside garbage bin collections, resulting in 6566 tonnes of garbage being taken to landfill.</p> <p>Completed 513,353 kerbside recycling bin collections, resulting in 3614 tonnes of recyclables being processed for recycling.</p> <p>Completed 138,859 kerbside garden organics bin collections, resulting in 2930 tonnes of garden organics being processed for compost.</p> <p>Collected 7,247 hard waste bookings from across the City, resulting in a total of 1067 tonnes of hard waste.</p> <p>Council resolved to participate in a Local Government Power Purchase Agreement project to buy up to 67% of its electricity from renewable energy sources from July 2020 onwards. The project is a collaborative arrangement with 46 Councils across Victoria, and is expected to result in financial savings and environmental benefits through reduced greenhouse emissions.</p> <p>Council resolved to participate in a multi-Council procurement project for a new landfill contract post 2021, when the current landfill contract expires. This will ensure that the waste from Council's Whitehorse Recycling and Waste Centre and kerbside garbage collection service can be disposed of for the interim period until more advanced technology forms of processing waste become available in metropolitan Melbourne.</p> <p>Council hosted 3 information sessions for 276 residents interested in installing solar panels and accessing the new state government rebates. The sessions were presented by Positive Charge, who provide advice and assistance to residents about all aspects of household energy efficiency.</p> <p>Council participated in and encouraged the community to participate in 'Plastic-Free July' campaign.</p> <p>Council, in partnership with Manningham City Council, presented three community workshops as part of the Smarter Living program. Around 400 people attended the three events, which included an engaging talk 'The Story of OzHarvest' focusing on reducing food waste nationally by OzHarvest founder Ronni Kahn, a practical and inspiring talk on reducing your carbon footprint by the founder and CEO of 1 Million Women, Natalie Isaacs, and in September a family-focused interactive evening 'Family Recycling Roadshow' for children to learn about all things recycling in a fun-filled way</p>
<b>Whitehorse Recycling and Waste Centre</b>	Responsible for recycling and disposal of general or bulky nonhazardous waste, encouraging recycling and the reduction of waste transported to landfill.	<p>The Whitehorse Recycling and Waste Centre performed 32,766 transactions and received a total of 14,559 tonnes of material to the site for recycling, reuse and the remainder transferred to landfill.</p>

Service	Description	Quarterly Service Highlights
<b>Open Space Maintenance</b>	Responsible for the management of Council's bushland, open space and parklands including developing plant stock, landscaping, pruning, grass cutting and fire management. The service also provides an education program on ecological and environmental issues largely centred on Blackburn Lake Sanctuary.	Various items of park furniture have been ordered in anticipation for renewal furniture works in locations such as Box Hill Gardens.
<b>Tree Management</b>	Manages Council's street and park trees to meet community expectations as well as statutory and safety obligations. It includes planning for increasing the quantity and quality of trees within Whitehorse as well as maintaining the health and amenity of existing trees.	Locations have been identified for future tree planting with stock ordered in readiness for Spring planting.



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

### Annual Plan Major Initiatives and Initiatives Update

Initiative	Description	Responsible Department	Current Status	Progress Comment	Progress Against Target
<b>Digital Transformation Strategy</b>	Implement year three of the Digital Strategy 2017 with a continued focus on making it easier for residents to access information and to transact online. This will be achieved through developing new and improved Council web sites, new social media sites and making more transactions types available to apply and pay online. By integrating these with Council internal systems it will also improve accuracy and operational efficiency.	Digital and Business Technology	<b>In Progress</b>	<p>Leveraging the configurations deployed and the accumulated project team knowledge gained from the Morack Golf pilot, WBIZ and Box Hill sites, early Q1 saw the launch of the corporate Whitehorse website and the rollout of new intranet for staff. Enabling a vastly improved customer experience comprising colourful, clean and intuitive page layouts, coupled with efficient search and simple access to an ever expanding suite of 'Apply and Pay Online' services, the site has already seen multiple performance metrics trending in a positive direction. Helping to make these launches possible, internal Content Champions across the organisation reviewed and refreshed content. In the period, work also commenced on the remaining satellite sites such as Box Hill Town Hall and the Whitehorse Centre.</p> <p>Council's Social Media presence and followers are continuing to build both the Social Media Strategy and the Digital Marketing Strategy are in progress and will be informed by the results of the Customer Panel focus group held in July and the current consultation on online preferences and behaviours.</p> <p>The first phase, 'Data Quality Audit', of the Single View of the Customer project continued with Council receiving a comprehensive report into the data held within two key corporate databases. Working with key departmental data owners, the Digital Team will determine the next steps to ensure the completeness, consistency and standardisation of data to ultimately facilitate personalised online interactions for our customers.</p> <p>Online payments for immunisations is now live and work is progressing on interactive emails for payment of rates.</p>	 ON TRACK

Initiative	Description	Responsible Department	Current Status	Progress Comment	Progress Against Target
<b>Community Vision 2020-2030</b>	Review and update the Council Vision to represent the community vision for Whitehorse for the next 10 years	Finance and Corporate Performance	<b>In progress</b>	A project brief has been prepared for review.	 ON TRACK
<b>Continuous Improvement Program</b>	Continue to grow the continuous improvement program reflecting 34 Improvement Champions and 2 Black Belts by 2019/20 close. There will be a focus on embedding Continuous Improvement into Council Plans and Strategies for recording, tracking and reporting of realised benefits for our community through a new Continuous Improvement Analyst.	Finance and Corporate Performance	<b>In progress</b>	A Continuous Improvement Analyst was appointed this quarter in addition to two staff commencing training and certification as a Black Belt where they will learn Lean Six-Sigma strategies and methodologies to support the development of the Whitehorse Continuous Improvement Program. Continuous Improvement champions are working across 22 projects and have completed six while we continue to monitor and track the benefits of 23 projects completed in prior years.	 ON TRACK
<b>Implementation of requirements of the Local Government Act Review</b>	Staged implementation in accordance with the State Government timeline subject to legislation being passed. This includes a three year initiative focused on workforce planning.	Civic Services	<b>Not Started</b>	Local Government Act has not yet been adopted. Proposed supporting regulations are not yet available.	
<b>IT Strategy 2020-2023</b>	Update of Council's Information Technology Strategy for 2020-2023 to improve service delivery.	Information Technology	<b>In Progress</b>	Consulted with procurement regarding appropriate template for obtaining vendor interest with an initial conceptual focus, high level outcomes and scope of work drafted.	 ON TRACK

## Quarterly Service Highlights

Service	Service Description	Quarterly Service Highlights
<b>Council Support</b>	Manages citizenship ceremonies, legal expenses, Council receptions and functions, general office expenses, councillor development and training and the conduct of Council elections.	Support provided to Councillors. Conduct of Citizenship ceremonies and a community dinner during this quarter, registrations for councillor conference and training attendance.
<b>Civic Services</b>	Includes customer service provision at Council's three service centres and governance services; fostering international relations; and cleaning and maintaining the municipal offices.	Support provided for three Ordinary Council meetings and three special Committee of Council meetings. Freedom of Information awareness sessions conducted for staff. Consultation undertaken for street and laneway naming. Preparation underway for the Mayoral Election 2019, inclusive of Mayoral Induction plan.
<b>Strategic Marketing and Communications</b>	Manages the production of Council publications, graphic design, media liaison, strategic communications plans and produces printed and electronic communication for the community, Councillors and the organisation.	New corporate website launched end of July 2019 and a new intranet launched 15 August 2019.
<b>People and Culture</b>	Provides human resource management services including staff recruitment, corporate training and development, industrial relations and volunteer advisory services.	Successful candidate appointed to 3 year project role. Workforce Plan commenced with Engineering and Environmental Services. Continued development of ParksWide Workforce Plan. Implementation of action items continued with Information Technology. Implementation of action items continued with Statutory Planning.
<b>Risk, Health and Safety</b>	Administers Council's Occupational Health and Safety Program, ensures compliance with occupational health and safety legislation, manages Council's insurance program and implements the risk management framework.	All insurance policies to assist Council mitigate its financial impacts have been placed for the 2019-2020 year. There has been a hardening insurance market for Industrial Special Risks (Councils Building Insurance) which has seen an increase in insurance premiums. Council has had another reduction in its workers compensation policy resulting in a 42% better than industry standard due to increased efforts to improve safety and encourage early intervention if an injury occurs.
<b>Finance and Corporate Performance</b>	Manages Council's corporate planning and reporting, continuous improvement, financial management, payroll, and procurement, tendering and contract administration.	The Annual Report 2018/19 was sent to the Minister for Local Government on 26 September 2019. Procurement has successfully implemented a new Corporate Credit Card Program and Expense Management System. The memorandum of audit planning scope document for the upcoming Immunisation Management Review, and Local Law Enforcement and Tendering internal audit reports were presented to the Audit Advisory Committee at the September 2019 meeting.

Service	Service Description	Quarterly Service Highlights
<b>Corporate Information</b>	Manages and maintains Council's corporate record system and information across the organisation.	Transferred over 14,000 boxes to Council's offsite storage provider, Grace, as part of the Archives Transfer Project. Lodged Private Building Surveyor's documentation in a timely manner and continued to monitor & 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.
<b>Information Technology</b>	Manages and maintains Council's computer systems and networks.	Successfully recruited a Security and Systems Analyst within the IT team with a focus on cyber security training for Council staff Further Improved security and reduced the opportunity for cyber-attacks on Whitehorse City Council IT infrastructure and applications by updating perimeter firewall software Continued with end user device lifecycle management to maintain fleet robustness and minimise security vulnerabilities Continued to support the organisations IT applications support and business requirements. Supported the business with the implementation of new systems including Expense Management, Events and Bookings Management, Utilities Billing Management.
<b>Property</b>	Manages Council properties, conducts property valuations, and maintains the Geographic Information System.	Completed statutory process for Council to be the Crown Land Committee of Management for the 18th tee at Morack Public Golf Course, extensive work completed on significant sites strategic review, completed leases and licences for various Council properties and provided extensive due diligence for multiple Council properties.
<b>Rates</b>	Undertakes rate revenues and Fire Services Property Levy collection.	Issued approximately 74,000 valuation and rate notices for \$118.5M in rates with accompanying "Property Valuations for Rating Purposes" information flyer and 44,000 invoices for the additional bins. Completed supplementary rate valuations generating approximately \$478,000 in supplementary rates income and completed the Fire Services Property Levy annual reconciliation.
<b>Box Hill multi-deck carparks</b>	Provides multi-level car parking facilities in Watts Street and Harrow Street, Box Hill.	Budget fees for 2019/20 have been adopted for both car parks. Harrow Street Car Park commenced trading on 31 July 2019 and officially opened in mid-September. The final signage is yet to be installed along the car park's western wall. Watts Street Car Park for quarter one is trading above budget.
<b>Emergency Management and Business Continuity</b>	Implements Council's responsibilities as detailed in the <i>Emergency Management Act 1986</i> , the <i>Municipal Emergency Management Plan</i> and <i>Business Continuity Policy</i> .	Review of Municipal Emergency Management Plans underway for the June 2020 audit. Emergency Management Community Engagement Plan drafted and now with Strategic Media and Communications for input Review of Departmental Recovery Plans underway. Interviews complete. Plan update in progress.
<b>Digital Transformation</b>	Provides the transition to digital platforms across the organisation.	Activities undertaken as per the Digital Strategy 2017 are detailed in the Initiatives section of Strategic Direction 4 of this quarterly performance report.

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

### Annual Plan Major Initiatives and Initiatives Update

Initiative	Description	Responsible Department	Current Status	Progress Comment	Progress Against Target
<b>Review Vision of Box Hill Metropolitan Activity Centre</b>	Preparation for an independent planning panel for a planning scheme amendment to implement the outcome of the Box Hill Visioning Project.	Planning and Building	<b>In Progress</b>	Analysis and Options report completed and released for consultation from 1 July to 2 August 2019. Council received 221 submissions which are being reviewed.	 ON TRACK
<b>Nunawading / Megamile West and Mitcham Structure Plan Review</b>	Progress the Structure Plan review	Planning and Building	<b>Behind Schedule</b>	Development of a project brief is underway. It is expected that consultants will be appointed to the project in December 2019 with a view to undertaking Phase 1 of the project by June 2020.	 NEEDS WORK
<b>Review of Economic Development Strategy</b>	Review and update Council's Economic Development Strategy	Investment and Economic Development	<b>In Progress</b>	Review of the content within our existing strategy has commenced. Desktop benchmarking exercise of other council Economic Development Strategies is underway including direct consultation with adjoining municipalities.	 ON TRACK
<b>Place making, arts and culture strategy</b>	Encourage space activation and place-making in Box Hill and other central activity areas	Arts and Cultural Services	<b>Complete</b>	A resource has been recruited with planning underway to identify place making activation opportunities around Box Hill and other areas. This now forms part of the business as usual approach for Arts and Cultural Services while working in collaboration with other council services.	

## Quarterly Service Highlights

Service	Description	Quarterly Service Highlights
<b>Investment and Economic Development</b>	Works in partnership with a range of organisations to support a local economic environment that attracts investment.	<p>Continued to provide advice and contribute to various Council and regional advocacy campaigns and initiatives for identified priority projects and action. This included Direct Advocacy – Group Advocacy through regional partnership groups and interest groups e.g. Eastern Transport Coalition; Media Advocacy; and Project-specific Advocacy e.g. advocacy for City of Whitehorse in North East Link Project and early discussion on Suburban Rail Loop.</p> <p><b>Burwood Height Shopping Centre</b> The business plan was finalised for a special rate renewal following a report to seek endorsement to commence the statutory process.</p> <p><b>Box Hill Logo Competition</b> The new Box Hill logo was unveiled by the mayor at the Whitehorse Business Week 2019 Official Launch. The competition was won by a local resident/graphic designer.</p> <p><b>Whitehorse Business Week 2019</b> The 19th staging of the annual program was refreshed providing networking and opportunities for businesses to gain information on the latest trends. The program included:</p> <ul style="list-style-type: none"> <li>• Whitehorse Business Week Launch and Networking event: 67 attendees</li> <li>• China Insights (co-hosted with Australia China Business Council): 65 attendees</li> <li>• Main Victoria Conference: 220 attendees</li> <li>• Women in Business Lunch: 194 attendees</li> <li>• Biz Day</li> </ul> <p><b>Digital Solutions Program</b> In collaboration with Knox, Manningham, Maroondah, Monash and Yarra Ranges Council’s continued the Digital Solutions Program. A low cost digital advisory services for small to medium businesses that includes workshops, monitoring and an information portals and webinars. 12 September: Social Media Marketing</p> <p><b>Interns in Industry – (formerly the Whitehorse Tertiary Skills Program)</b> For the first time, the program was run with Knox City Council, with the vision of the program running across the Melbourne East Councils by 2021. There are 25 placements with 18 businesses. The program concluded in August 2019, with the graduation on the 24 September 2019</p> <p><b>Whitehorse Industrial Precinct - Economic Review</b> Funding was secured through the North East link Project to conduct a review of the industrial precincts of Whitehorse. The report will be used by the potentially displaced business in the Bulleen Industrial Precinct to identify relocation options within the City of Whitehorse. The final report went to the 15 July council for noting.</p> <p><b>Women on the Go</b> Collaborated with Knox, Maroondah and Yarra Ranges Shire Councils to launch the Women on the Go business accelerator program. The program offers a combination of flexible online and in –person delivery with real time mentoring support. Program started on 17th September and will run to November 2019.</p>

## Section 2 – Performance against Customer Service Targets

The performance indicators against the Customer Service Targets are measured across the organisation and are captured through our 13 contact centres. Call volumes offered to Council increased when compared to the previous quarter, and remained consistent with the same period last year.

Performance Indicator	Target	Actual	Status
Percentage of calls answered within 20 seconds	80%	<b>88.97%</b>	 ON TRACK
Percentage of total calls answered	95%	<b>96.03%</b>	 ON TRACK
Enquiries resolved at first call	70%	<b>67.39%</b>	 MONITOR
Records management actions completed within allocated timeframes* (Records Manager)	95%	<b>97.04%</b>	 ON TRACK

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

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

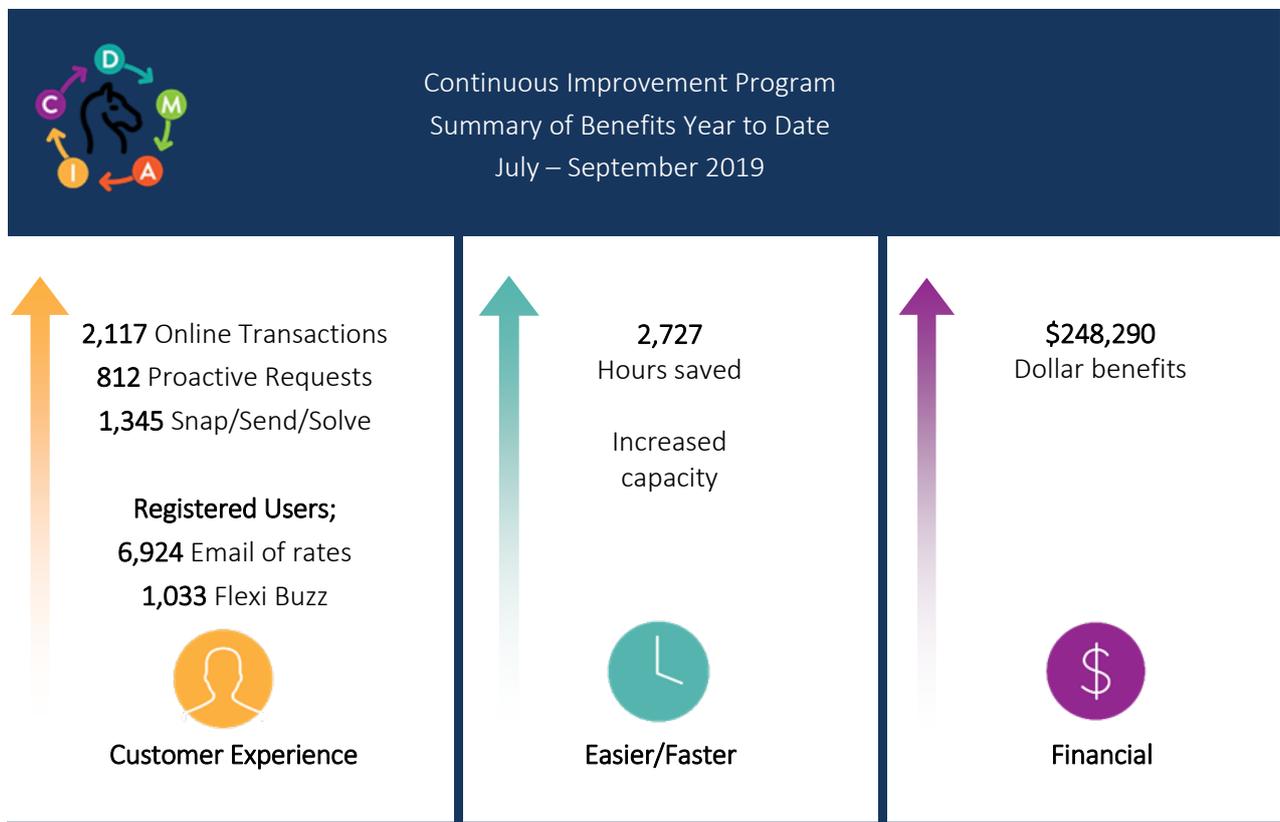
## Section 3 – Continuous Improvement

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

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

The existing 23 Whitehorse improvement champions have an active ongoing commitment to our Continuous Improvement Program to identify and improve processes, embed the technology made available through the Digital Strategy, increase capacity through hours saved and overall improve the customer experience.

This approach increases our capacity to deliver ongoing business improvements embedded within business units with reportable benefits to our community.



## Continuous Improvement Projects

### Continuous Improvement Projects Status

Total projects in progress	22
Projects completed in 2019/20 and reporting benefits	6
Prior years' completed projects being monitored with reported benefits	23

### 22 PROJECTS IN PROGRESS FROM 2018/19

1. Apply and Pay Online (Engineering/Environmental Services) ★ 🟡 🟢 **Digital**
2. Performance and Development Plans (PADP) ★ 🟢
3. Accounts Payable process 🟢 💰
4. Refunds Accounts Payable 🟡 🟢
5. Merchant Fees – Black Belt Project 💰
6. Childhood Immunisation Process Review ★ 🟡 🟢
7. Construction Permit Process Review ★ 🟡
8. Debt Collection for Rates Arrears ★ 🟢 💰
9. Standardised pre start vehicle plant inspections ★ 🟢 💰
10. Early Childhood Services WELS software program ★ 🟡 🟢
11. Asset Protection Process Review ★ 🟡 🟢
12. Store Stock Inventory Process Review ★ 🟢
13. Engineering Vehicle Crossing Permits ★ 🟡 🟢
14. Programmed Works Process Review ★ 🟢
15. Animal Registrations Online ★ 🟡 🟢
16. Attendance Registers Process ★ 🟢
17. Down to Business Publication Process ★ 🟡 🟢 💰
18. Graphic Design Process Review ★ 🟢
19. Postage Cost process review ★ 💰
20. Procurement Vendor Process Review ★ 🟢
21. Intelligent Invoice Processing ★ 🟢 💰
22. Parking Optimisation – Black Belt Project ★ 🟡 💰

### 6 COMPLETED PROJECTS 2019/20 – BENEFITS REPORTED

1. Credit Cards 🟢 💰
2. Annual Client Service Review WHACS ★ 🟡 🟢
3. Snap Send Solve Integration to Pathway - Stage 2 ★ 🟡 🟢 **Digital**
4. Parking Permits Online ★ 🟡 🟢
5. WHACS Consumer Service Intake Process ★ 🟡 🟢
6. Online Infringements ★ 🟡

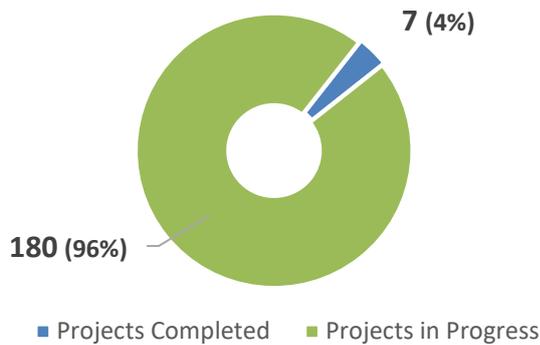
★ Continuous Improvement Champion Projects

## Section 4 – Capital Works Report

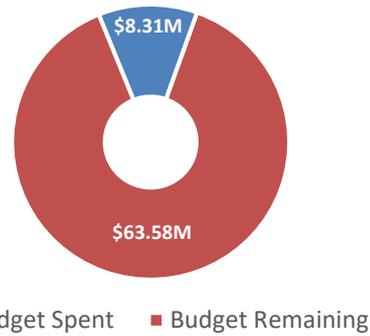
### Capital Projects

The 2019/20 Capital Works Program includes 187 projects and programs to be delivered over the financial year with an adopted budget of \$71.9m.

#### Project Status



#### Expenditure\*



\*graph does not include continuing expenditure of \$7.1M in project allocations from 2018/19 Capital Works Program budget

Program highlights include:

**Harrow Street Carpark** was completed early in the financial year and opened to the public on 31 July 2019. The multi-level carpark includes 562 car parking bays, 12 bicycle racks and 12 motorcycle spaces. The carpark also includes four electric vehicle charge stations accessible to the public.



Aligned with Council's Sustainability Strategy, an Electric Renault Kangoo Maxi van has been purchased which produces zero tailpipe emissions. The Renault includes key safety features including reversing camera and audible reverse sensors. It has a 200 km range, suited to urban environments and is equipped with renewable solar power energy sources. The van will be used by Township cleaning services throughout the municipality.

**Elgar Park North and South Ovals** are about to get a makeover.

Both ovals will undergo a full ground renewal which will ensure a safer and better quality playing surface for resident clubs (Elgar Park Cricket Club, Box Hill North Football Club) and passive users throughout the community. With planning completed, works are ready to commence in Q2.



## Capital Expenditure

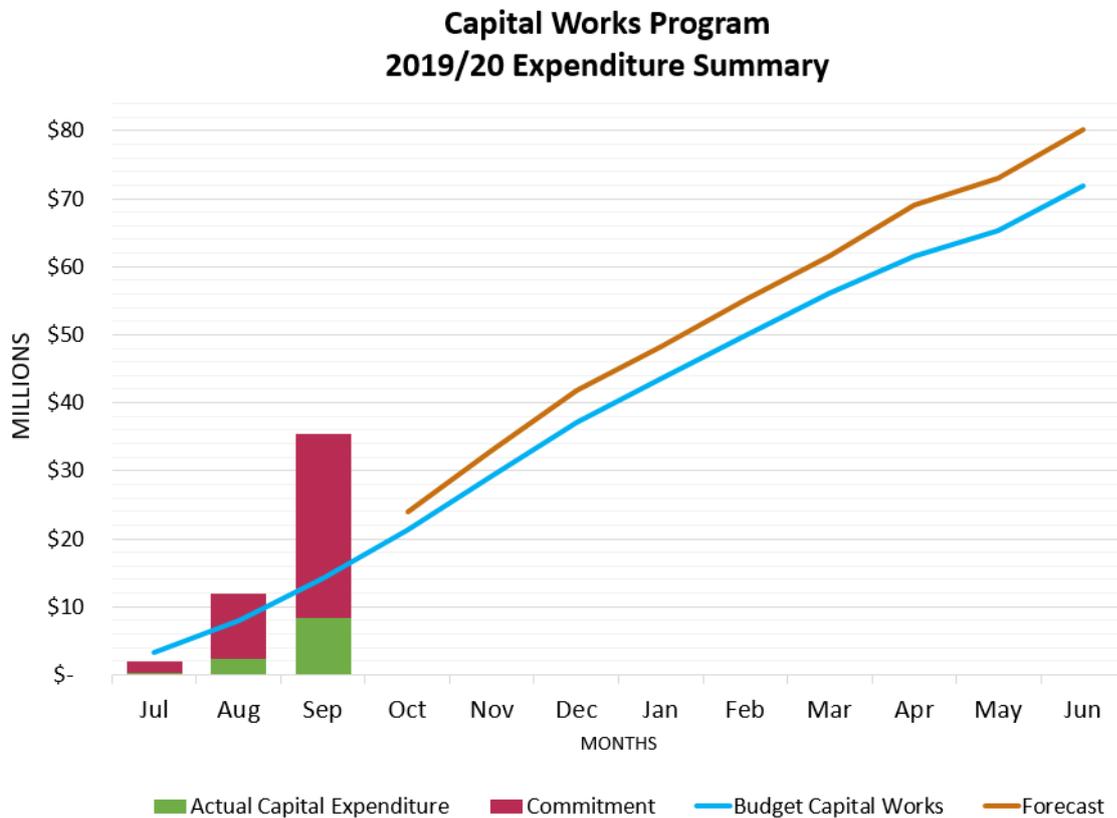
As at 30 September, year to date capital expenditure is \$8.3m (11.6% of Annual Budget).

Three building projects have been flagged as being 'behind schedule' which has contributed to \$5.7m YTD Actual vs Budget variance. These three projects are as follows:

- Nunawading Community Hub Development
- Whitehorse Centre Redevelopment
- Walker Park Pavilion Upgrade

Implementation of projects continues to progress with \$27m worth of further expenditure committed for 2019/20 projects.

As indicated in the graph below, \$23.8m in expenditure is projected for Quarter 2 (October-December), this is in addition to the \$8.3m YTD expenditure in Quarter 1.



The blue line indicates the cumulative budgeted expenditure, totalling \$71.9m (adopted budget). The orange line indicates the revised (forecast) cumulative expenditure which includes carryover funding and other adjustments, totalling \$79.1m

## Capital Expenditure by Asset Category

	YTD BUDGET 000's	YTD ACTUAL 000's	YTD VARIANCE 000's	ANNUAL BUDGET 000's	NEW ANNUAL FORECAST 000's
Bridges	-	1	(1)	100	100
Drainage	321	407	(86)	1,835	1,835
Footpaths and Cycleways	260	655	(395)	2,938	2,938
Off Street Car Parks	404	270	134	1,484	1,635
Parks, Open Space and Streetscapes	567	179	388	5,453	5,453
Recreational, Leisure and Community Facilities	524	330	194	3,880	3,987
Roads	75	331	(256)	5,057	5,057
Waste Management	130	3	127	343	358
<b>INFRASTRUCTURE</b>	<b>2,281</b>	<b>2,175</b>	<b>106</b>	<b>21,090</b>	<b>21,362</b>
Computers and Telecommunications	227	145	82	1,533	1,563
Fixtures, Fittings and Furniture	264	77	187	702	677
Plant, Machinery and Equipment	400	614	(214)	3,250	3,295
<b>PLANT &amp; EQUIPMENT</b>	<b>891</b>	<b>836</b>	<b>55</b>	<b>5,485</b>	<b>5,535</b>
Buildings Improvement	916	759	157	6,686	6,917
Buildings	10,176	4,522	5,654	37,508	44,191
Land	-	20	(20)	1,130	1,130
<b>PROPERTY</b>	<b>11,092</b>	<b>5,301</b>	<b>5,792</b>	<b>45,324</b>	<b>52,238</b>
<b>TOTAL</b>	<b>14,264</b>	<b>8,312</b>	<b>5,953</b>	<b>71,899</b>	<b>79,136</b>

## Section 5 – Financial Report

### Executive Summary

The year to date financial result at 30 September was a surplus of \$100.89m which was \$1.12m favourable to budget. This primarily reflects favourable variances in employee costs (\$543k), materials and services (\$430k), and the net gain on disposal of assets (\$346k).

The first forecast review has been completed and a surplus of \$24.06m is now predicted for the year, representing a \$1.04m decrease from the adopted Budget. This is mainly due to a \$1.00 million increase in depreciation expenditure resulting from increases in asset values based on the drainage and building revaluations that were adopted by Council at 30 June 2019.

### Year-to-date Result

As outlined in the Executive Summary above, the year to date result at 30 September reflects a favourable variance of \$1.12m. The significant variances to budget were:

- (1) **Rates** were \$207k lower than budget mainly due to a delay in the completion of a residential tower in Box Hill which was anticipated to be included in the July supplementary rates.
- (2) **Statutory fees and fines** were \$280k higher than budget primarily reflecting increases in parking infringements (\$290k) and animal infringements (\$45k) due to increases in the number of infringements issued and a change in accounting assumptions from 1 July, resulting in the 'gross up' of income and expenditure.
- (3) **Grants – operating** were \$199k favourable to budget largely reflecting an \$81k increase in the school crossing subsidy for 2019/20 and a \$67k increase in funding for Health and Family Services, mainly relating to childcare (\$39k) and immunisation services (\$25k).
- (4) **Grants – capital** were \$100k lower than YTD budget reflecting a timing difference on funds expected for the Walker Park Pavilion redevelopment.
- (5) **Contributions - monetary** were \$142k unfavourable to budget mainly relating to public open space contributions, which were \$145k lower than YTD budget and \$300k lower than at the same time last year, due to a slowdown in development activity within the municipality.
- (6) **Interest income** exceeded YTD budget by \$111k due to the higher than budgeted cash balance held resulting from the better than expected surplus in the prior and current years, and the higher than budgeted average interest rate on Council's current investment portfolio due to investments entered into before the recent rate drops. This will reduce throughout the year as investments with favourable interest rates mature.
- (7) **Net gain on disposal of assets** were \$347k higher than budget mainly due to earlier than anticipated vehicle sales (\$305k) and right of way land sales (\$42k).
- (8) **Employee costs** were \$542k favourable to budget mainly relating to the following significant variances:
  - salaries were \$329k favourable to budget mainly reflecting vacant positions, unfilled new initiative positions and a lag in invoices from agencies. This variance is spread across a number

of departments, most significantly City Management (\$82k), Parkswide (\$78k), Finance and Corporate Performance (\$63k) and Leisure Facilities (\$56k),

- Council's 2019/20 Workcover premium was \$113k lower than budget, and
- training and development costs were \$96k lower than budget, which is mostly considered to be a timing difference with training planned for later in the year.

(9) **Materials and services** were \$429k favourable to budget overall and included the following significant variances:

- Digital and Business Technology was \$336k favourable to budget mainly due to later than anticipated software/hosting and support (\$275k) and contracts and services costs (\$24k) in IT,
- Leisure and Recreation Services were \$175k lower than budget due to timing differences across several accounts including utilities (\$35k), materials and supplies (\$30k), merchandise (\$27k), plant/equipment maintenance (\$23k) and the investigation into pavilion usage project (\$20k),
- Arts and Cultural Services were \$145k favourable to budget due to later than anticipated theatre programme expenses for the Whitehorse Centre (\$84k) and Festivals (\$33k) and Placemaking (\$30k) costs,
- Compliance was \$99k lower than budget mainly reflecting lower than anticipated court referral costs for infringements (\$44k) and contracts and services expenditure (\$37k); partly offset by
- Engineering and Environmental Services were \$208k higher than budget mainly reflecting a \$380k increase in North East Link costs year to date, partly offset by favourable variances in garbage (\$48k) and hard and green waste collection (\$35k) costs, and public lighting (\$38k), and
- ParksWide was \$187k higher than budget mainly reflecting a \$125k increase in arbor costs reflecting earlier than anticipated specialist tree works (\$53k), tree watering (\$24k) and other contractor costs.

(10) **Depreciation** was \$215k higher than budget due to increases in the value of building and drainage assets resulting from the asset revaluations adopted in June 2019.

(11) **Other expenses** were \$234k unfavourable to budget mainly reflecting a \$187k increase in bad and doubtful debts due to a change in accounting treatment of infringements resulting in a 'gross up' of income and expenditure, and is offset by additional infringement income as noted above (Note 2). Community grants were also \$122k more than YTD budget reflecting a timing difference on the payment of grants.

## Projected Year-end Result

The first forecast review has been completed by all Departments and the projected year-end result for 2019/20 has decreased by \$1.04m. A surplus of \$24.06m is now predicted for the year. The major forecast changes were as follows:

(12) **Statutory fees and fines** were \$695k higher than budget primarily reflecting an estimated \$556k increase in parking infringement income due to a change in accounting assumptions from 1 July, resulting in the 'gross up' of income and expenditure. This is matched by an increase in Other Expenditure as noted below.

- (13) **Grants – operating** were \$274k favourable to budget largely reflecting a \$120k increase in funding for Home and Community Services, \$100k of which relates to Home Care Package subsidies due to an increase in the number of clients with packages, and an \$81k increase in the school crossing subsidy for 2019/20.
- (14) **Interest income** was \$250k unfavourable to budget due to lower than expected term deposit rates.
- (15) **Other income** was \$430k favourable to budget mainly reflecting increases across several accounts, most significantly expected North East Link reimbursements (\$165k), swim school fees (\$38k), metal sales income (\$30k) and authority and builders’ reinstatement income (\$30k).
- (16) **Materials and services** were \$651k unfavourable to budget mainly relating to the following significant variances:
- A \$285k increase in legal costs associated with Council’s North East Link advocacy,
  - Home and Community Services increased by \$242k mainly due to a \$154k increase in Food Services costs relating to the new food services contract, and an \$80k increase in Home Care Package costs to meet increased demand than was budgeted, which is offset by additional subsidies,
  - People and Culture increased by \$146k due to increases in Council’s public liability (\$86k) and industrial risk (\$60k) insurance premiums for 2019/20, and
  - Property and Rates increased by \$95k mainly due to a \$105k increase in fees payable for land tax objection valuations, which is offset by an increase in fee income, partly offset by
  - a \$150k decrease due to the transfer of budgeted funds to the capital works program relating to a project at Box Hill City Oval.
- (17) **Depreciation** was \$1.00m higher than budget due to increases in the value of building and drainage assets resulting from the asset revaluations adopted in June 2019.
- (18) **Other expenses** were \$556k unfavourable to budget mainly reflecting a \$556k increase in bad and doubtful debts due to a change in accounting treatment of infringements resulting in a ‘gross up’ of income and expenditure. This increase is offset by additional infringement income as noted above (Note 12).

## Cash Position

Total cash and investments (including other financial assets) totalled \$232.85m at the end of September representing a \$9.47m decrease since the beginning of the year. This mainly reflects an increase in payments to settle invoices including for the delivery of major projects.

## Debtors

Council had collected \$17.09m or 14.6% of 2019/20 rate debtors as at 30 September 2019.

Other debtors (net of doubtful debt provisions) outstanding at 30 September amounted to \$2.02m of which \$179k has been outstanding for more than 90 days.

## Income Statement for the period ending 30 September 2019

	Year-to-Date				Full Year			
	Actual \$'000	Budget \$'000	Variance \$'000	Notes	New Annual Forecast \$'000	Budget \$'000	Variance FCT v BUD \$'000	Notes
<b>Income</b>								
Rates	119,184	119,391	(207)	1	120,024	120,024	-	
Statutory fees and fines	2,556	2,276	280	2	10,047	9,352	695	12
User fees	12,550	12,534	16		40,878	40,816	62	
Grants - operating	5,297	5,098	199	3	18,742	18,468	274	13
Grants - capital	-	100	(100)	4	1,431	1,431	-	
Contributions - monetary	1,418	1,559	(141)	5	7,035	7,035	-	
Interest income	1,389	1,279	110	6	4,257	4,507	(250)	14
Other income	823	731	92		3,656	3,226	430	15
Net gain / (loss) on disposal of assets	474	128	346	7	155	120	35	
<b>Total income</b>	<b>143,691</b>	<b>143,096</b>	<b>595</b>		<b>206,225</b>	<b>204,979</b>	<b>1,246</b>	
<b>Expenditure</b>								
Employee costs	18,986	19,529	543	8	80,436	80,357	(79)	
Materials and services	13,573	14,003	430	9	66,263	65,612	(651)	16
Depreciation	6,630	6,415	(215)	10	27,098	26,098	(1,000)	17
Interest expense	-	-	-		106	106	-	
Other expenses	3,609	3,373	(236)	11	8,267	7,711	(556)	18
<b>Total expenditure</b>	<b>42,798</b>	<b>43,320</b>	<b>522</b>		<b>182,170</b>	<b>179,884</b>	<b>(2,286)</b>	
<b>Net surplus / (deficit)</b>	<b>100,893</b>	<b>99,776</b>	<b>1,117</b>		<b>24,055</b>	<b>25,095</b>	<b>(1,040)</b>	

## Balance Sheet as at 30 September 2019

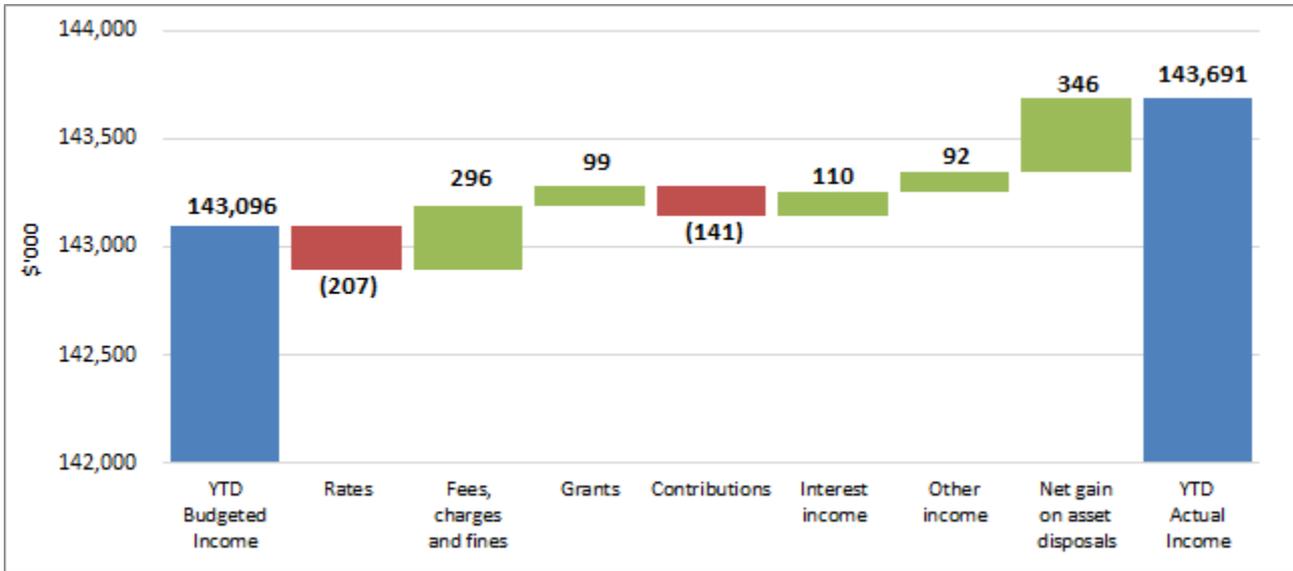
	2019/20 30-Sep-19 \$'000	2018/19 30-Jun-19 \$'000
<b>ASSETS</b>		
<b>Current assets</b>		
Cash and cash equivalents	18,943	22,468
Trade and other receivables	127,316	13,567
Other financial assets	213,902	219,849
Other assets	243	1,215
Non-current assets held for sale	-	1,800
<b>Total current assets</b>	<b>360,404</b>	<b>258,899</b>
<b>Non-current assets</b>		
Trade and other receivables	39	39
Investments in associates	5,848	5,848
Property, infrastructure, plant & equipment	3,341,681	3,339,851
Intangible assets	946	1,046
<b>Total non-current assets</b>	<b>3,348,514</b>	<b>3,346,784</b>
<b>Total assets</b>	<b>3,708,918</b>	<b>3,605,683</b>
<b>LIABILITIES</b>		
<b>Current liabilities</b>		
Trade and other payables	23,844	20,447
Trust funds and deposits	9,757	10,964
Provisions	16,331	16,451
Interest bearing loans and borrowings	5,060	5,047
<b>Total current liabilities</b>	<b>54,992</b>	<b>52,909</b>
<b>Non-current liabilities</b>		
Provisions	1,532	1,532
Interest bearing loans and borrowings	212	-
Other liabilities	1,034	1,034
<b>Total non-current liabilities</b>	<b>2,778</b>	<b>2,566</b>
<b>Total liabilities</b>	<b>57,770</b>	<b>55,475</b>
<b>Net assets</b>	<b>3,651,148</b>	<b>3,550,208</b>
<b>EQUITY</b>		
Accumulated surplus	1,585,423	1,484,533
Reserves	2,065,725	2,065,675
<b>Total equity</b>	<b>3,651,148</b>	<b>3,550,208</b>

## Cash Flow Statement for the period ending 30 September 2019

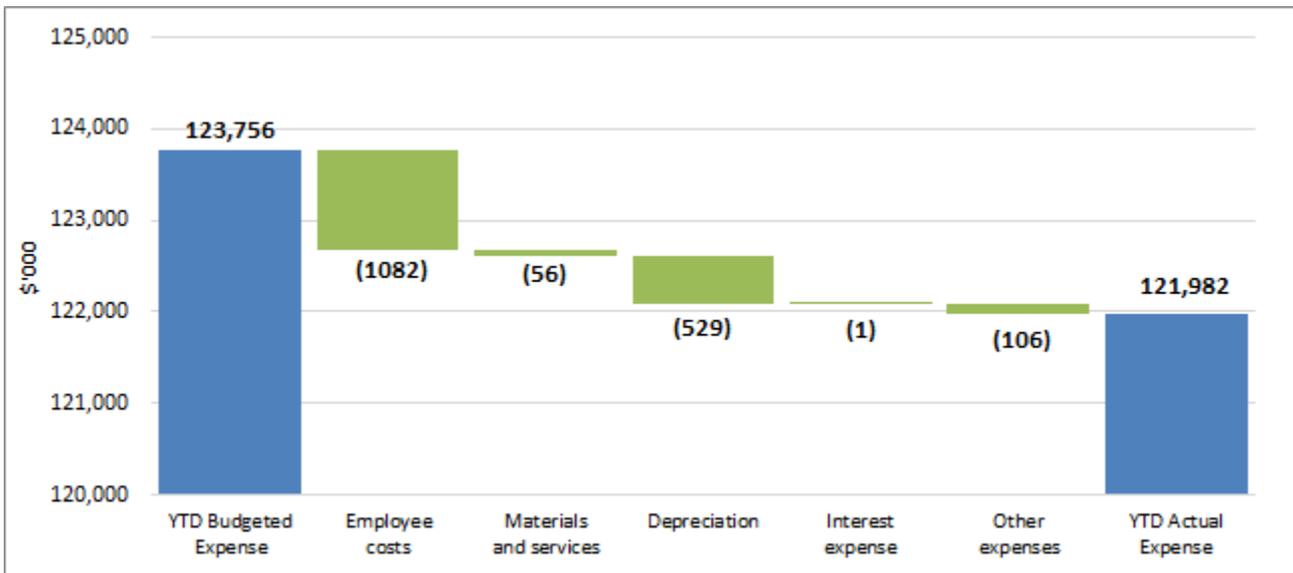
	2019/20 30-Sep-19 Inflows/ (Outflows) \$'000	2018/19 30-Sep-18 Inflows/ (Outflows) \$'000
<b>Cash Flows from Operating Activities:</b>		
Rates	18,056	15,518
Statutory fees and fines	2,556	2,459
User fees	13,767	12,471
Grants - operating	5,297	4,861
Grants - capital	-	-
Contributions - monetary	1,418	1,715
Interest received	1,389	1,121
Other receipts	823	1,116
Fire Services Property Levy collected	2,693	2,245
Employee benefits	(20,486)	(17,227)
Materials and services	(25,513)	(22,832)
Other payments	(3,608)	(3,198)
Fire Services Property Levy paid	-	-
<b>Net cash from operating activities</b>	<b>(3,608)</b>	<b>(1,751)</b>
<b>Cash Flows from Investing Activities:</b>		
Payment for property, infrastructure, plant and equipment	(8,312)	(3,387)
Proceeds from sale of property, infrastructure, plant and equipment	2,274	66
(Purchases)/sales of financial assets	5,947	5,949
Repayment of loans and advances from community organisations	(51)	2
<b>Net cash used in investing activities</b>	<b>(142)</b>	<b>2,630</b>
<b>Cash Flows from Financing Activities</b>		
Repayment of interest bearing loans and borrowings	225	(11)
Interest paid	-	-
<b>Net cash used in financing activities</b>	<b>225</b>	<b>(11)</b>
<b>Net Increase/(decrease) in cash and cash equivalents</b>	<b>(3,525)</b>	<b>868</b>
Cash and cash equivalents at 1 July	22,468	10,999
<b>Cash and cash equivalents as at end of period</b>	<b>18,943</b>	<b>11,867</b>

## Operating Income and Expenditure

Graph 1.1: Year-to-date Operating Income Variance

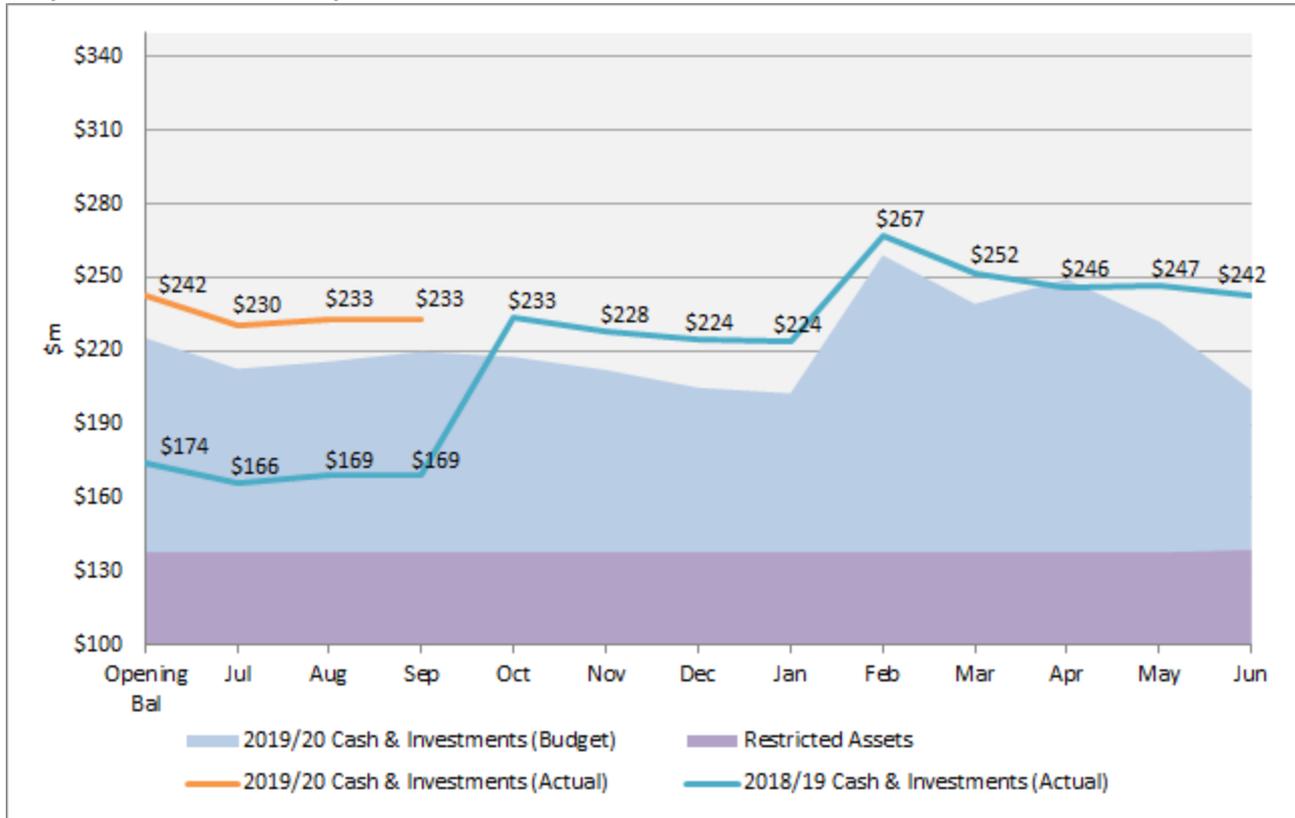


Graph 1.2: Year to Date Operating Expenditure Variance



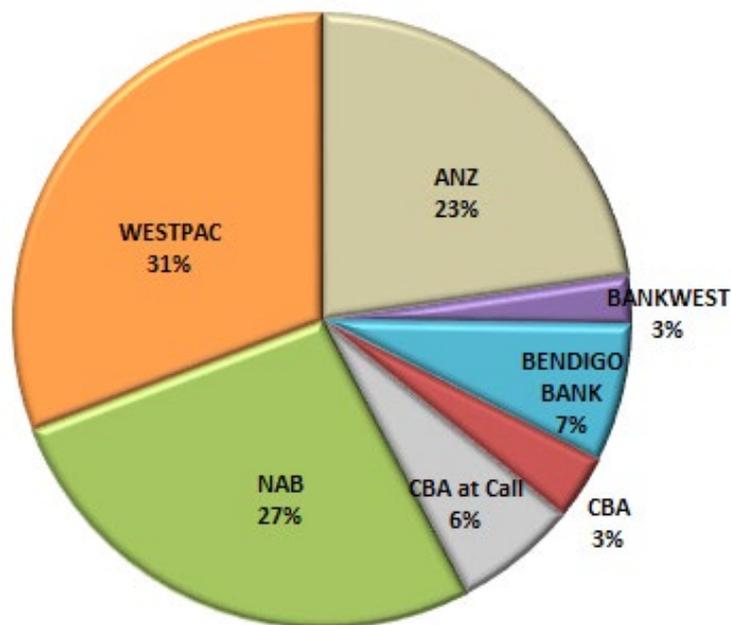
## Cash and Investments

Graph 2.1: Cash Flow Comparison

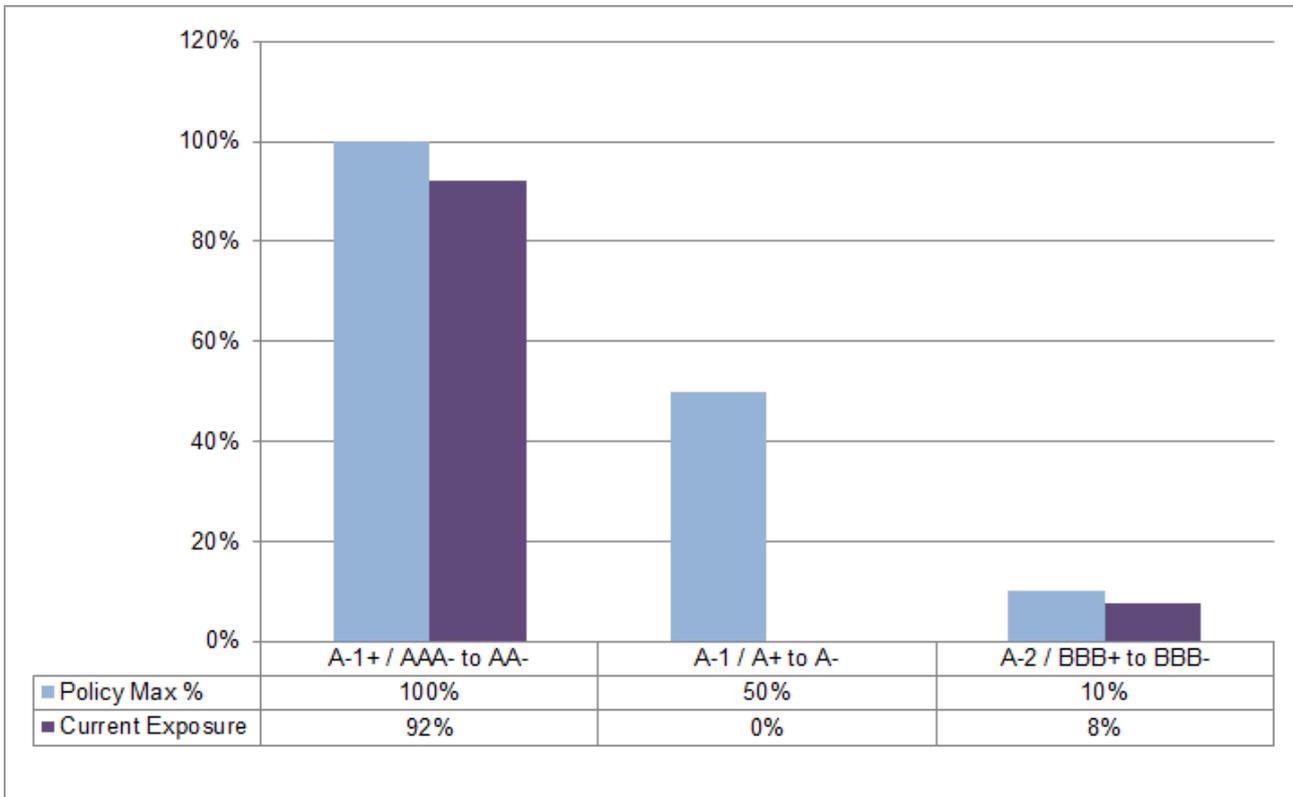


Note: Restricted Funds includes cash that is subject to external restrictions such as trust funds and deposits, Public Open Space Reserve and the Car Parking Reserve. It also includes funds allocated for specific future purposes such as the Aged and Disability Reserve, Community Development Reserve,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

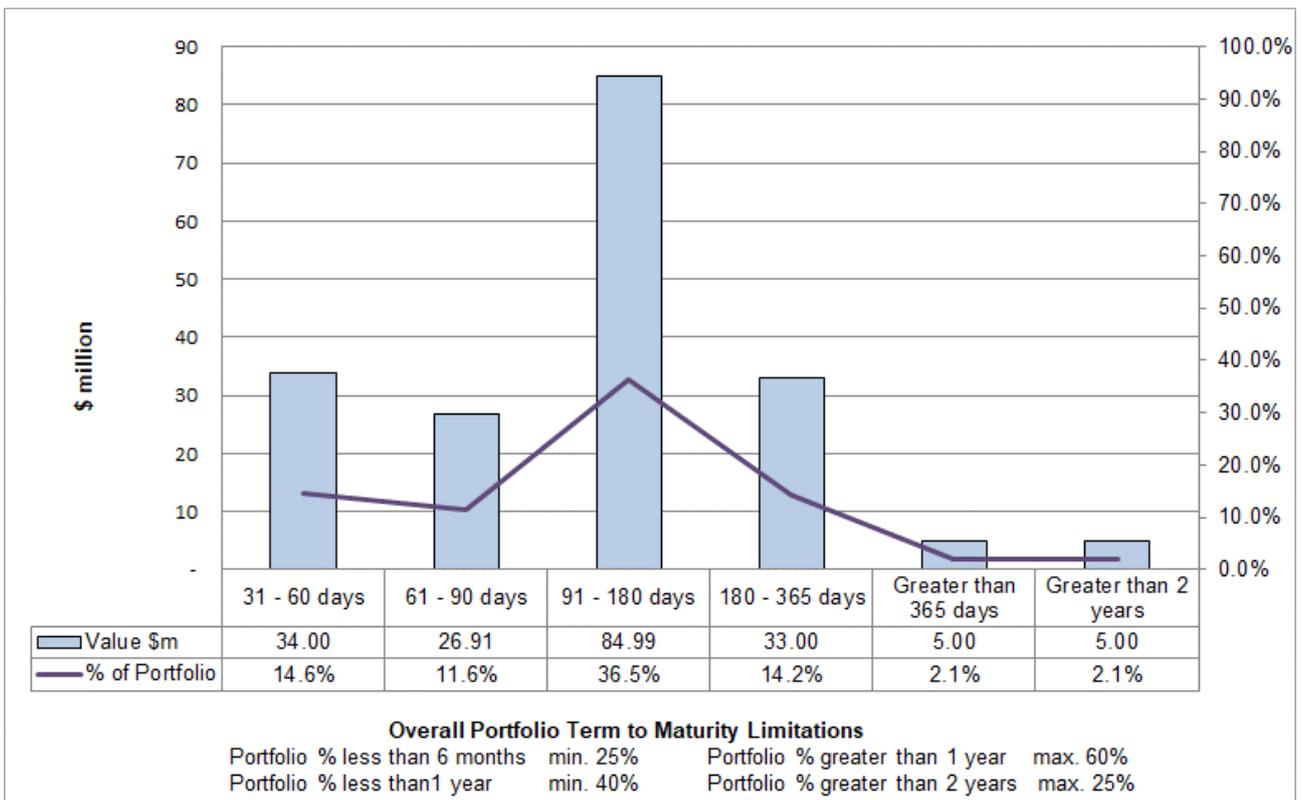
Graph 2.2: Investment by Institution



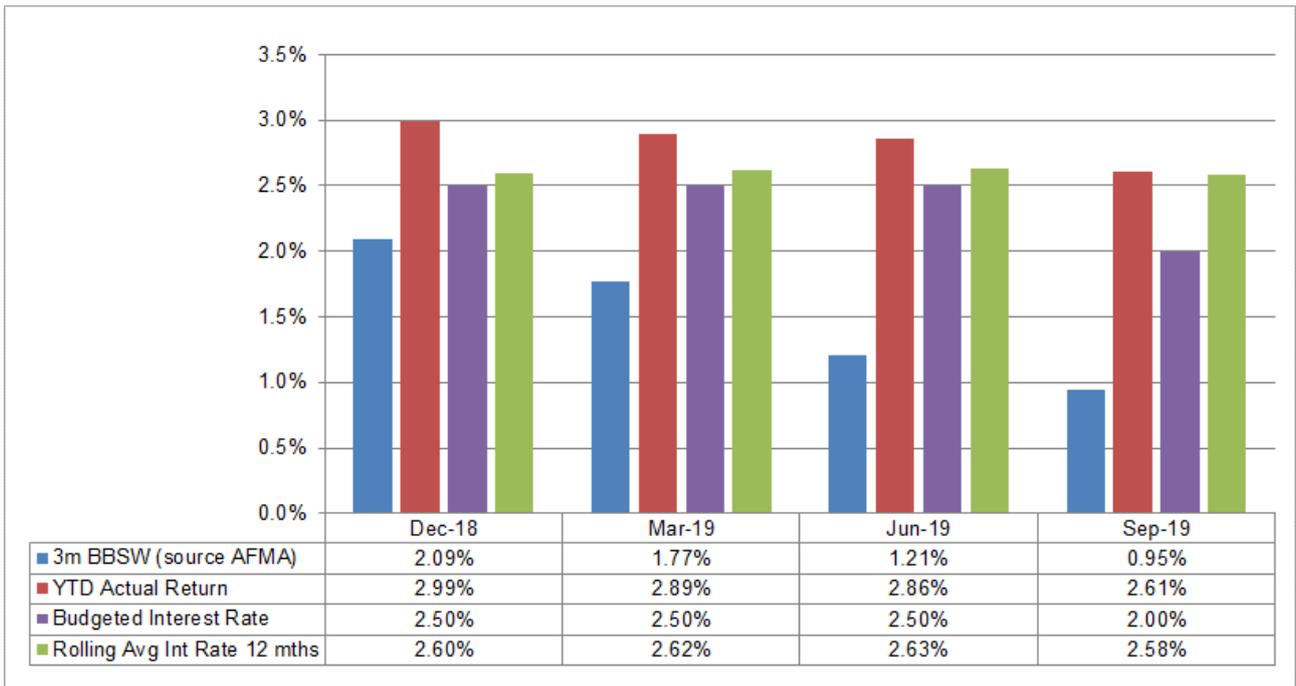
**Graph 2.3: Cash and Investment Credit Ratings**



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



**Graph 2.5: Investment Benchmark Indicator**

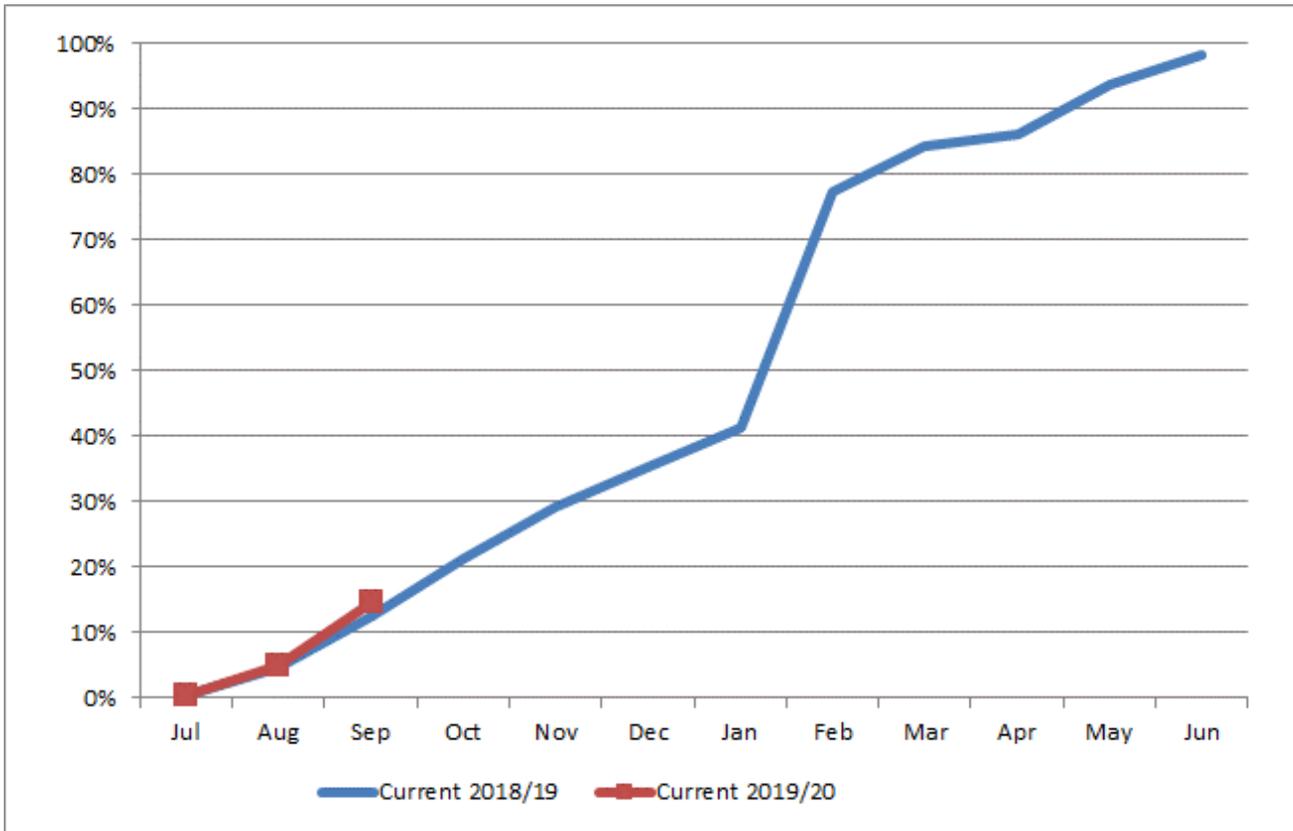


## Rate and Other Debtors

Table 3.1: Current Rates Collected

	30-Sep-19 \$'000	30-Sep-18 \$'000	31-Aug-19 \$'000
<b>YTD Current Rates Collected</b>	17,092	14,039	5,749
<b>% Current Rates Collected</b>	14.6%	12.4%	4.9%

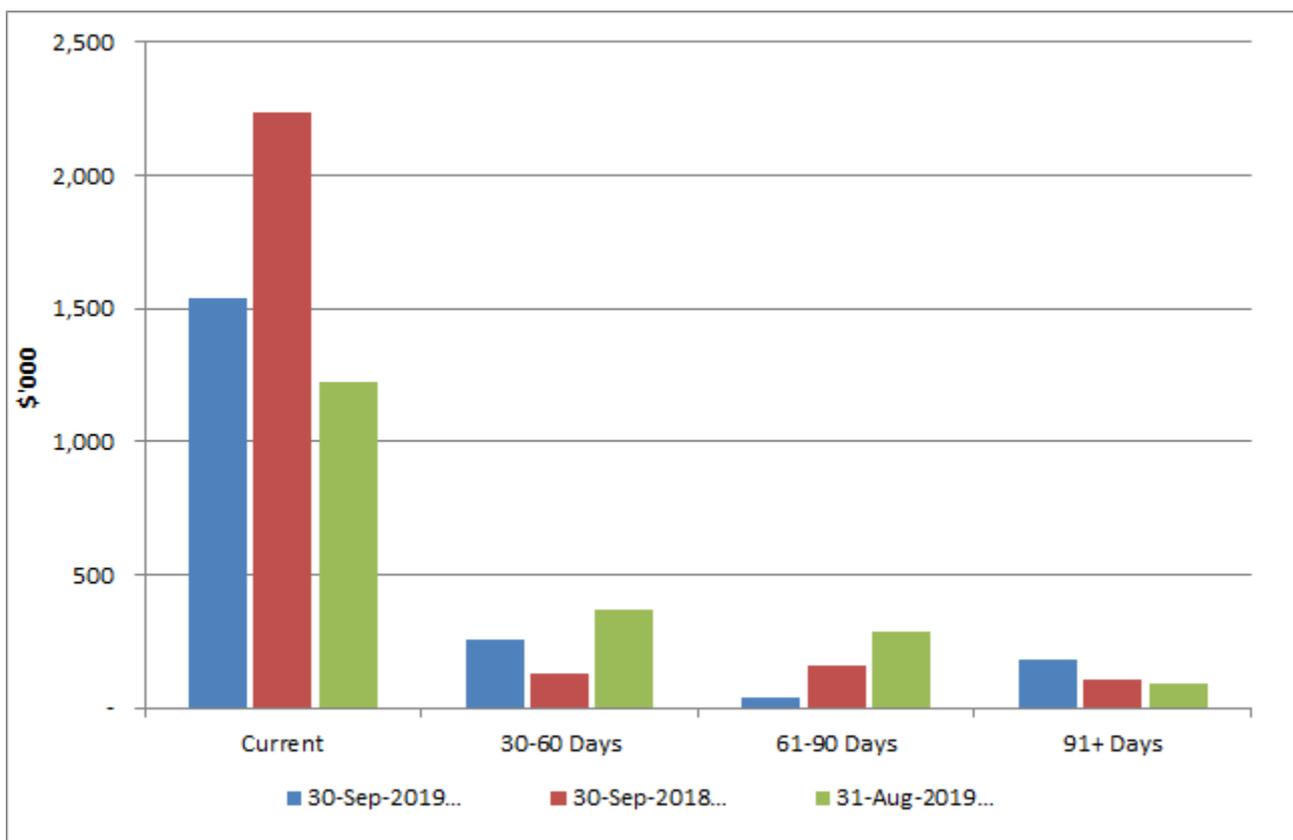
Graph 3.1: Percentage of Current Rates Collected



**Table 3.2: General and Sundry Debtors**

	30-Sep-19 \$'000	30-Sep-18 \$'000	31-Aug-19 \$'000
<b>Current</b>	1,542	2,233	1,226
<b>30-60 Days</b>	260	129	370
<b>61-90 Days</b>	41	158	289
<b>91+ Days</b>	179	109	94
<b>Total Owing</b>	<b>2,022</b>	<b>2,629</b>	<b>1,979</b>
<b>Total over 60 days</b>	220	267	383
<b>% over 60 days</b>	10.9%	10.2%	19.4%
<b>Total over 90 days</b>	179	109	94
<b>% over 90 days</b>	8.8%	4.1%	4.8%

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

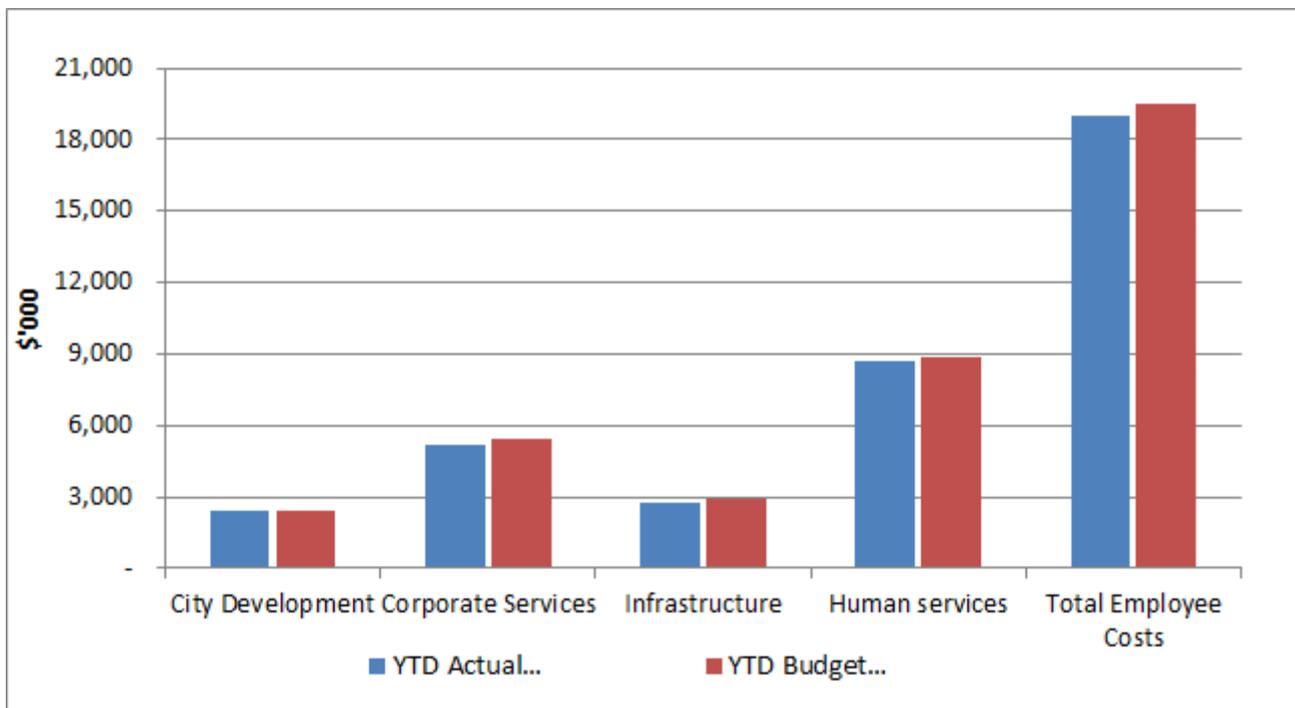


## Employee Costs

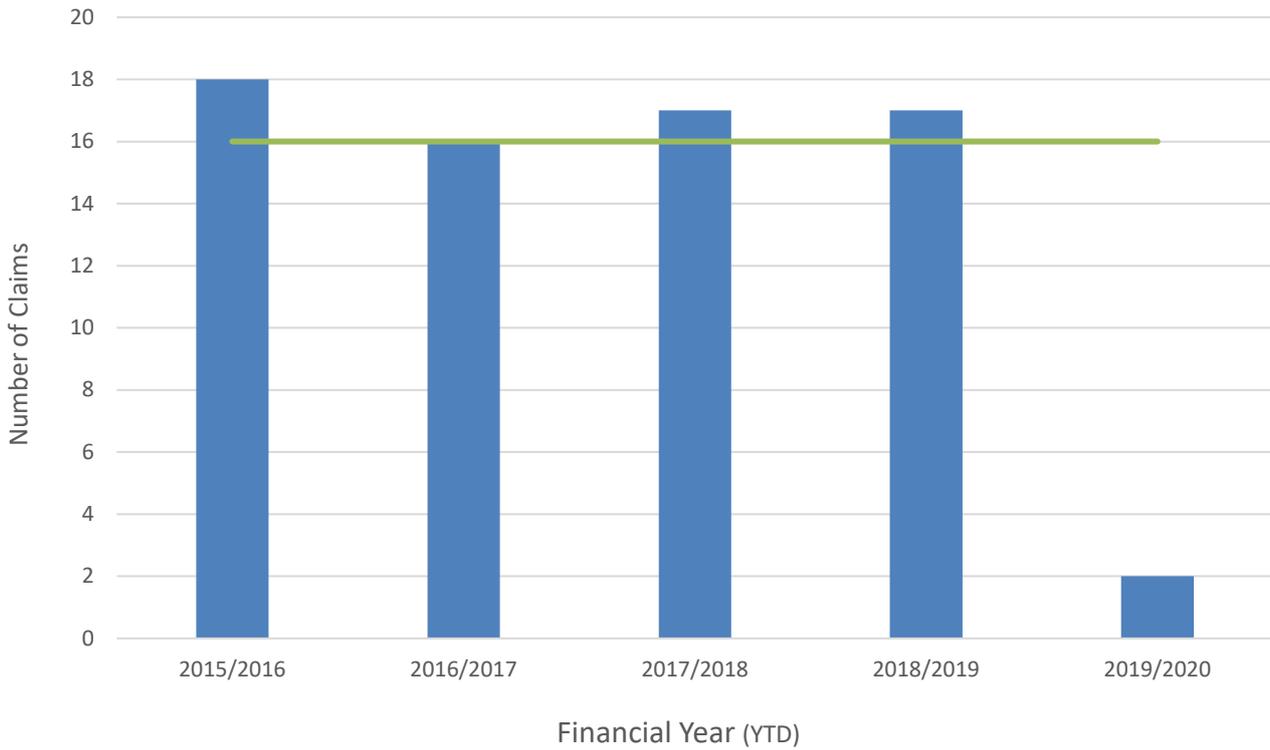
Table 4.1: Employee Costs by Division

Division	YTD Actual \$'000	YTD Budget \$'000	YTD Variance \$'000
City Development	2,411	2,404	(7)
Corporate Services	5,136	5,398	262
Infrastructure	2,744	2,879	135
Human services	8,696	8,849	153
<b>Total Employee Costs</b>	<b>18,986</b>	<b>19,529</b>	<b>542</b>

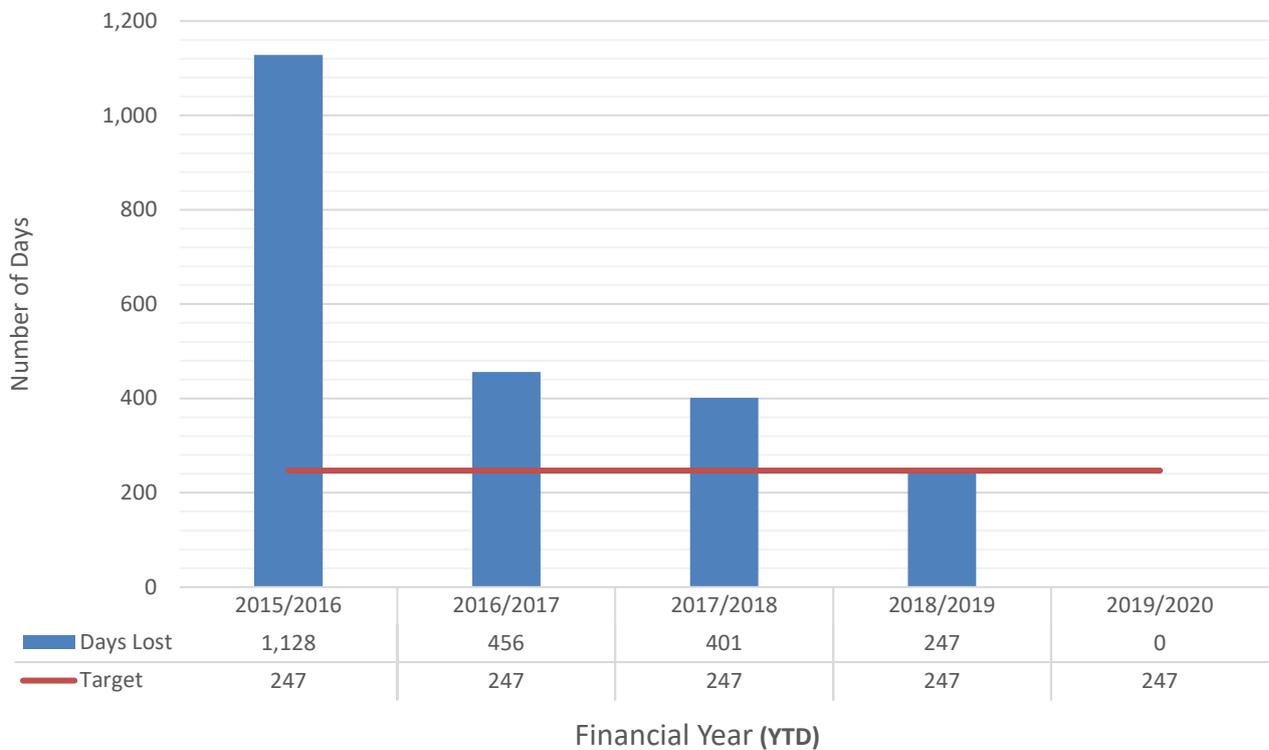
Graph 4.1: Employee Costs – Actual to Budget Comparison



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



**Graph 4.3: Employee Costs – Total Days Lost**



## Section 6 – Audit Advisory Committee Minutes

This section contains the Audit Advisory Committee minutes for the first quarter of the financial year being 1 July to 30 September 2019.

There were two Audit Advisory Committee meetings held this quarter on 19 August 2019 and 16 September 2019.

### Audit Advisory Committee Minutes

19 August 2019

#### 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 Raylene Carr

#### IN ATTENDANCE

Mr Tony De Fazio – Acting Chief Executive Officer  
Mr Peter Smith – General Manager Corporate Services  
Mr Stuart Cann – Head Finance & Corporate Performance  
Mr Sanchu Chummar – VAGO  
Mr Jonathan Kyvelidis – VAGO

#### 3 APOLOGIES – Nil

#### 4 CONFIRMATION OF MINUTES – 20 May 2019

##### Committee Resolution

That the Minutes of the Meeting of 20 May 2019 be confirmed.  
Moved Cr Carr, Seconded Cr Massoud

**CARRIED**

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

#### 6 AUDIT COMMITTEE PLAN – Nil

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

#### 8 CEO DECLARATION OF LEGAL COMPLIANCE

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

## 9 ADOPTION OF THE 2018/2019 ANNUAL FINANCIAL STATEMENTS AND PERFORMANCE STATEMENT

Mr Kyvelidis presented the closing report, reporting a satisfactory conclusion. Mr Kyvelidis 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 2018/19 be approved in principle.
2. The Principal Accounting Officer be authorised to make minor amendments to the Annual Financial Statements and Performance Statement for 2018/19 to meet the Victorian Auditor General's requirements.
3. Cr Massoud and Cr Carr be authorised to sign the Annual Financial Statements and Performance Statement for 2018/19.
4. The Chief Executive Officer be authorised to sign the Annual Financial Statements and Performance Statement for 2018/19.
5. The final audited Annual Financial Statements and audited Performance Statement for 2018/19 be forwarded to the Minister for Local Government as part of the Annual Report by 30 September 2019.
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 21 October 2019.

Moved Cr Massoud, Seconded Cr Carr

**CARRIED**

## 10 OFFICERS REPORTS

### 10.1 Financial & Performance Reports

#### Annual Reporting of Councillor Expenses

Mr Cann spoke to the circulated report.

#### Committee Resolution

That the Committee note the report.

Moved Ms Woolmer, Seconded Cr Carr

**CARRIED**

## 11 OTHER BUSINESS

### VAGO Fraud & Corruption Control – Local Government

The recently released report and the self-assessment against the VAGO recommendations was discussed and noted. The AAC work plan and Charter specifically reviews fraud controls, training and risk as a matter of course. The AAC also noted it was standard practice at Whitehorse for it to receive self-assessments against major VAGO audits throughout the year.

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 16 September 2019.

## 13 CLOSURE OF MEETING

The meeting closed at 12.15 pm.

**1 OPENING OF THE MEETING**

The meeting commenced at 10.35 am in Meeting Room 9.

**2 PRESENT**

Mr Michael Said  
Ms Lisa Woolmer  
Cr Denise Massoud  
Cr Raylene Carr

**IN ATTENDANCE**

Mr Simon McMillan – Chief Executive Officer  
Mr Peter Smith – General Manager Corporate Services  
Mr Stuart Cann – Head Finance & Corporate Performance  
Mr Andrew Zavitsanos – Crowe Australasia

**3 APOLOGIES – Nil****4 CONFIRMATION OF MINUTES – 19 August 2019**

Correction to list of attendees – Acting CEO should read Tony De Fazio, Sam Dixon was absent.  
Correction to Item 9, point 3 should read Cr Carr, not Stennett.

**Committee Resolution**

That the Minutes of the Meeting of 19 August 2019, as amended, be confirmed.  
Moved Cr Carr, Seconded Cr Massoud

**CARRIED****5 MATTERS ARISING FROM PREVIOUS MEETING – Nil****6 AUDIT COMMITTEE PLAN – Nil****7 DISCLOSURE OF ANY CONFLICTS OF INTEREST – Nil****8 CEO DECLARATION OF LEGAL COMPLIANCE**

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

**9 INTERNAL AUDIT****9.1 Status Report****IA Progress Report September**

Mr Zavitsanos presented the progress report.

**Committee Resolution**

That the Committee note the report.  
Moved Ms Woolmer, Seconded Cr Carr

**CARRIED****Reports & Publications Quarterly Update**

Mr Zavitsanos presented the quarterly update and highlighted key items of interest.

**Committee Resolution**

That the Committee note the report and management comments.  
Moved Cr Carr, Seconded Cr Massoud

**CARRIED**

## 9.2 Audit Reports

### Procurement (Tendering) Review

Mr Zavitsanos presented the internal audit report. It was noted that the one high risk matter had already been resolved.

### Committee Resolution

That the Committee note the report.

Moved Cr Massoud, Seconded Ms Woolmer

**CARRIED**

### Local Laws Enforcement Review

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

### Committee Resolution

That the Committee note the report.

Moved Cr Carr, Seconded Cr Massoud

**CARRIED**

## 9.3 Audit Scopes

### Immunisation Management MAP

Mr Zavitsanos presented the scope document.

### Committee Resolution

That the Committee endorse the MAP.

Moved Ms Woolmer, Seconded Cr Carr

**CARRIED**

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

## 10 EXTERNAL AUDIT

### 10.1 Reports – Nil

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

## 11 STATUS/FOLLOW UP OUTSTANDING

### 11.1 Audit Report Items

#### Progress on Internal Audit Report Recommendations

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

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

### Committee Resolution

That the Committee endorse the progress report recommendations.

Moved Cr Carr, Seconded Cr Massoud

**CARRIED**

### 11.2 Audit Committee Matters – Nil

## 12 OFFICERS REPORTS

### 12.1 Risk Management – Nil

### 12.2 Financial & Performance Reports

#### Draft Annual Report of Operations 2018/19

Mr Cann spoke to the circulated report.

**Committee Resolution**

That the Committee note the performance report.  
Moved Cr Carr, Seconded Cr Massoud

**CARRIED**

**12.3 Fraud Control & Special Investigations – Nil**

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

**Corporate Policies Review**

The following policies circulated for review were discussed.

- Corporate Credit Card Usage
- Procurement

It was suggested that point 4.2 of the Procurement Policy – the \$0-\$10,000 requirement for verbal quotes – only be reviewed, otherwise all aspects agreed.

**Committee Resolution**

That the Committee noted the circulated corporate policies.  
Moved Cr Massoud, Seconded Ms Woolmer

**CARRIED**

**13 CORRESPONDENCE**

**13.1 VAGO – Nil**

**13.2 LGV**

**Local Government Bill 2019**

The report was noted.

**13.3 MAV**

**LAS Defined Benefit Plan VBI Update**

The update for the quarter was noted.

**14 OTHER BUSINESS – Nil**

**Internal Auditors Contract Extension – Verbal Report**

Mr Cann reported that the IA contract was due and the option to extend the contract for up to 3 further years, with authorisation given to the CEO to award an extension of the contract subject to a review of their performance at the conclusion of the initial 3 year contract term. Mr Cann to arrange survey assessment for all AAC members and EMT.

**15 CONFIRMATION OF DATE OF NEXT MEETING**

The next meeting is to be held at 10.30 am on Monday 18 November 2019.

**16 CLOSURE OF MEETING**

The meeting closed at 12.00 pm.