



CITY OF WHITEHORSE

Quarterly Performance Report

OCTOBER – DECEMBER 2019



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Introduction – Chief Executive Officer’s Overview

I am pleased to present the Quarterly Performance Report for the second quarter ending 31 December 2019.

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

- **Abbey Walk Bridge** – Bridge refurbishment works were completed including the re-adjustment of the tension elements and replacement of the existing decking and balustrade.
- **2019 Professional Theatre and Music Season** – The year finished on a high with sold out shows including all four performances of the Wharf Revue.
- **Water Safety Week** – water safety quizzes and prize giveaways occurred across 2 - 8 December to promote water safety awareness as part of the changes to the nationwide Watch around Water program.
- **Give the Gift of Reading** – this fundraiser provided distribution of 90 early literacy packs to families experiencing disadvantage.
- **Shop Play and Connect – Mitcham Mall Activation** – renowned Victorian artist Jimmi Buscombe created a 3D festive art work featuring the flora and fauna of Whitehorse.
- **E-Waste Collection Infrastructure** – now operational at the Whitehorse Recycling and Waste Centre.

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, 4 behind schedule and one not due to commence (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.

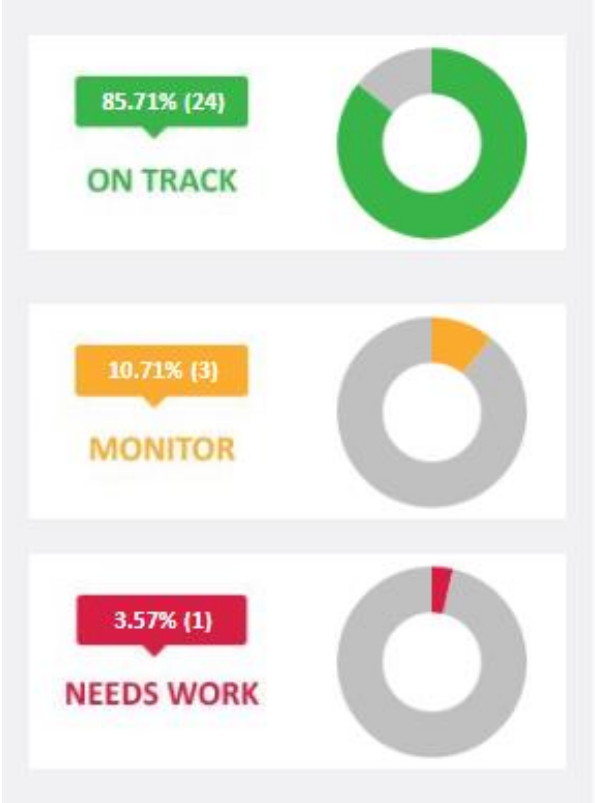
Further details about all major initiatives and initiatives, including services provided by Council, can be found in Section 2 – Performance against *Council Plan 2017-21*.

Simon McMillan
Chief Executive Officer

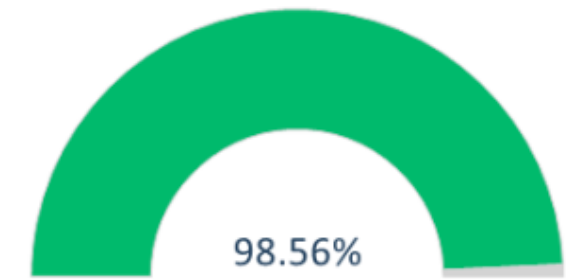
Performance against Major Initiatives and Initiatives in the *Adopted Budget 2019/20*

October to December 2019

ACTION STATUS



ACTION PROGRESS AGAINST TARGETS



29	Actions reported on
24	At least 90% of action target achieved
3	Between 70% and 90% of action target achieved
1	Less than 70% of action target achieved
1	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
Nunawading Community Hub (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	In Progress	Even with constraints of heritage building conditions that impacted the overall program of works, the new Nunawading Community Hub has reached lock-up stage. Find out about construction progress in the latest project newsletter and see time-lapse photography on Council's website > http://bit.ly/NunaHub	 MONITOR
Whitehorse Centre Redevelopment	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	In Progress	Concept Design was endorsed and the project is on Budget. Schematic Design has commenced with community and stakeholder engagement to commence early 2020.	 ON TRACK
Elgar Park Masterplan Implementation	Improvements to the Elgar Park southern ovals in accordance with the Elgar Park Masterplan	Parkside	In Progress	Southeast oval is nearing completion with turf works to commence soon. The southwest oval works will commence shortly with an expected completion date of February 2020.	 ON TRACK
Strathdon House	Redevelopment of the Strathdon homestead and precinct	Major Projects and Buildings	In Progress	Delays have been incurred due to some funding constraints however, tender documentation is close to being finalised.	 ON TRACK
Aqualink Nunawading Redevelopment Business Case	Commence a review and preparation of concept plans and a Business Case considering the potential for future redevelopment of Aqualink Nunawading	Leisure and Recreation	Not started	Due to commence January 2020	

Quarterly Service Highlights

Service	Description	Quarterly Service Highlights
Libraries	Represents Council's contribution to the Whitehorse Manningham Regional Library Corporation which provides public library services at four locations within the municipality.	<p>Give the Gift of Reading fundraising appeal was launched in November 2019 and provided the distribution of 90 early literacy packs to families experiencing disadvantage in partnership with the Enhanced Maternal and Child Health Service and Eastern Domestic Violence Outreach Service.</p> <p>International Games Day for families was held at Box Hill Library on Saturday, 9 November 2019 and Heather Morris, author of The Tattooist of Auschwitz and Cilka's Journey, spoke at Nunawading Library.</p>
Community Development	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>During the 16 Days of Activism against Gender-Based Violence, the Men's Action Group promoted awareness through its victims of family violence female silhouettes installation and flying the White Ribbon flag at the Nunawading Civic Centre and Box Hill Town Hall, promoting equal and respectful relationships through a custom made email signature banner and distributing a family violence safety information sheet to managers and coordinators. The Men's Action Group also launched a promotional video showcasing local action to prevent family violence in Whitehorse at the White Ribbon Breakfast. Since that date the video has had more than 300 views via Council's various social media channels.</p> <p>Council submitted two National Disability Insurance Scheme (NDIS) Information Linkages and Capacity Building Grant applications. The first has a focus on building the capacity of mental health, health and health services providers to be responsive to the needs of people with disability who also experience mental health issues. The second has a focus on building the capacity of local sporting clubs to be inclusive of people with disability and providing training sessions to people with disability to increase their capacity to undertake volunteer roles within clubs, such as committee membership, scoring, timekeeping and the like.</p> <p>Whitehorse Seniors Festival 2019 was held hosting 1,383 participants and consisted of 81 events over 8 category types. Eighteen community organisations are hosting events in addition to various Council departments.</p> <p>Forest Hill Dementia Friendly Community project completed development of a video providing a non-scripted viewpoint of the work from the community members' perspective. It will be used to promote the work.</p> <p>The Eastern Loneliness Dialogue was held on 23 October and hosted by The Eastern Metropolitan Partnership (an independent body appointed to advise the Victorian Government on issues facing the eastern suburbs of Melbourne). The forum shared research on the experience of ageing and discussed the impacts of loneliness on older people in the community.</p>
Arts and Cultural Services	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>Box Hill Community Arts Centre (BHCAC) released the 2020 Semester 1 and 2 term classes seeing solid enrolments numbers and many of the adult ceramic classes booked out. The BHCAC Gallery was fully utilized this quarter with a number of well received exhibitions including: The Contemporary Women Painters Variations 2019, and Papermakers of Victoria The Valda Quick Paper Arts Biennial.</p> <p>Box Hill Town Hall saw the return of the Whitehorse Rotary Art Show to celebrate its 55th show, one of the most popular events held at the Town Hall all year. This quarter also included four Citizenship ceremonies and numerous schools and clubs celebrating their end of year with presentation nights and dinner dances.</p> <p>Festival Program for 2019/20 saw over 20,000 people attended the Spring Festival in October. Activities celebrated all things STEM learning which, proved an excellent theme for the stall holders and created an abundance of varied interactive activities for the community. Over 100 community groups participated contributed to a successful event. Approximately 10,000 people</p>

Service	Description	Quarterly Service Highlights
		<p>attended Whitehorse Carols on Sunday 15 December. Marina Prior, David Hobson and Michael Cormick headlined the concert and were accompanied by community performers who entertained the festival attendees. The event provided a wonderful array of performance, amusements and activities for all ages.</p> <p>Whitehorse Artspace (Art Collection & Programs) hosted the Metamorphosis exhibition of art quilts created by Australian quilters. Artworks acquired for the Whitehorse Art Collection included a photograph of a majestic tree by Soon Hoe, a mono-print of a landscape by Wayne Viney, together with two ceramics by Terunobu Hirata and Amy Kennedy. The acquisitions enhance the Fine Craft and Landscape themes of the Whitehorse Collections Policy.</p> <p>Whitehorse Centre saw the 2019 Professional Theatre and Music Season finish on a high with sold out shows including all four performances of the Wharf Revue. The 2020 Season entitled BRAVO, was launched early December with over 500 subscribers in attendance. Patron feedback was very positive on both the 2020 program and the announcement of the season continuing at One Community Blackburn post the Whitehorse Centre closure anticipated from August 16, 2020. The Centre hosted a number of successful Council functions attended by community members including the Mayor's Community Dinner, Whitehorse Sports Awards, Women's Forum and Whitehorse Volunteers function.</p>
Leisure Facilities	Provides a range of leisure facilities including Morack Golf Course, Aqualink Box Hill and Aqualink Nunawading, Sportlink and Nunawading Community Centre.	<p>Water Safety Week ran at Aqualink from Monday 2nd December to Sunday 8th December 2019. Water safety quizzes and prize giveaways to promote water safety awareness. A large focus was the changes to the nationwide Watch around Water program with pink wristbands being worn by under 5's to identify that parents need to be within arm's reach and yellow wristbands for 5-10 year old where parent active supervision is required.</p> <p>Aqualink donated 7 one month memberships to various City of Whitehorse groups for fundraising activities.</p> <p>Sportlink continues to run internal Futsal and Basketball program, Hotstreak, providing peak court space to the community and community space for the Council run Mountain View Cottage program which provides participants with new learning opportunities as well as ways to meet new people and develop new connections with other participants.</p>
Active Communities	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>Chaucer Street Park Opening</p> <p>The Chaucer Street Park, located at 11 Chaucer Street, Box Hill South was officially opened on Wednesday 18 December by Councillor Sharon Ellis – Mayor of Whitehorse, with the park opening attended by descendants of the previous residents/owners of the site, Ruth and Walter Benn and members of the local community. The residential site was purchased in 2015 as a recommendation from the Whitehorse Open Space Strategy. The new park includes furniture, garden beds featuring rock retaining walls, informal gravel paths, new tree and shrub plantings and a local play space.</p> <p>Floodlighting Policy – Outdoor Sports and Recreation</p> <p>Work has progressed on the development of the Floodlighting Policy – Outdoor Sports and Recreation, with an initial community consultation process reaching in excess of 7,000 people and have received 271 detailed responses to date. Work has commenced developing the draft policy incorporating this input.</p> <p>Sustainable Use of Sporting Pavilions Project</p> <p>Following a Councillor motion to address the utilisation of Council's sporting pavilions at active sporting reserves, the Sustainable Use of Sporting Pavilions project has commenced. This project will analyse pavilion facility demand, determine facility capabilities and identify implementation options. The sports management consultant firm Xyst (pronounced Exist) has been appointed to assist with the management of this project. Work on this project has commenced including research and benchmarking.</p>

Service	Description	Quarterly Service Highlights																											
		2019 Sports Awards event The annual Sports Awards event was held on October 23 2019 with Master of Ceremonies Councillor Bill Bennett – Mayor of Whitehorse and sponsored by Deakin University. Nearly 150 attendees from across the Whitehorse sporting and active recreation community enjoyed the event, celebrating the outstanding achievements and contributions to sport over the previous 12 months with nine award category winners presented. The guest speaker for the evening was Bianca Chatfield, former netballer for Australia and Captain of the Australian Netball League team Melbourne Vixens. Bianca shared her impressive journey to compete at the top of her sport and on the world stage and also the leadership lessons sport has taught her, which was very relevant and well received by all.																											
Recreation and Open Space Development	Provides planning and strategy development for open space and recreation facilities and infrastructure	Community consultation on the landscape concept plan for the new open space at 21 Wattle Valley Road was undertaken. Early works also commenced at 21 Wattle Valley Road with demolition of the existing house completed. A new public use barbeque was installed at Blackburn Lake Sanctuary, Blackburn and Bluebell Hill, Surrey Hills landscape enhancement works were completed with the final stage of the project (plantings) programmed for the cooler months. Contractors were appointed to upgrade the sports field lighting at Springfield Park, Box Hill North and Bill Sewart Athletics Track, East Burwood and a new cricket net training facility was constructed at Elgar Park, Box Hill. Early works also commenced on the redevelopment of the southern pavilion with the existing pavilion demolished.																											
Sports Fields	Responsible for the design, installation, maintenance and renewal of sports field infrastructure and project management of sports field capital projects.	Works completed in November at Hagenauer Reserve, Box Hill North to replace lamps and light fittings. Cricket wickets have been installed at Heatherdale Reserve, Mitcham; Koonung Reserve, Blackburn North and Forest Hill Reserve, Forest Hill. New cricket wicket to be installed at Heatherdale Ponding in January during the Christmas cricket break																											
Home and Community Services	Provides home delivered and community-based meals, personal and respite care, transport, domestic and home maintenance, planned activities and social support	The following service outputs were achieved: <table><tr><td>Regional Assessment Service (RAS)</td><td>554 assessments (2,877 hours)</td></tr><tr><td>Service referrals received</td><td>996 services</td></tr><tr><td>Occupational Therapy</td><td>342 hours</td></tr><tr><td>Domestic Assistance</td><td>18,184 hour</td></tr><tr><td>Personal Care</td><td>5,482 hours</td></tr><tr><td>Respite Care</td><td>823 hours</td></tr><tr><td>Home Modifications & Home Maintenance</td><td>1,465 hours</td></tr><tr><td>Food Services</td><td>20,243 meals</td></tr><tr><td>Assistance with food preparation</td><td>637 hours</td></tr><tr><td>Social Support Groups</td><td>6,549 hours</td></tr><tr><td>Assisted Transport</td><td>921 hours</td></tr><tr><td>Transport (community)</td><td>7,422 trips</td></tr><tr><td>Escorted Activities (e.g shopping, appointments, etc)</td><td>3,033 hours</td></tr></table>		Regional Assessment Service (RAS)	554 assessments (2,877 hours)	Service referrals received	996 services	Occupational Therapy	342 hours	Domestic Assistance	18,184 hour	Personal Care	5,482 hours	Respite Care	823 hours	Home Modifications & Home Maintenance	1,465 hours	Food Services	20,243 meals	Assistance with food preparation	637 hours	Social Support Groups	6,549 hours	Assisted Transport	921 hours	Transport (community)	7,422 trips	Escorted Activities (e.g shopping, appointments, etc)	3,033 hours
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Service	Description	Quarterly Service Highlights
		<ul style="list-style-type: none"> Over the past 3 months WHACS has worked with 124 people on Home Care Packages with complex needs to support their independent living There were 81 clients of the Active Living Programs supported to attend the Social Support Program Function on 10 December 2019 that provided an opportunity for social connections over a nutritious lunch and entertainment Continued Intergenerational Partnership Projects between Mountainview Cottage and Star Fish Child Care Centre. Elderly people and children participated in a Tap Fit Dance Therapy and in Christmas Craft activities resulting in learning new skills, active engagement, communication and shared storytelling. In collaboration with Eastern Region Local Government Aged and Disability Managers and Municipal Association of Victoria, advocated to the Commonwealth Government regarding the benefits of retaining the Victorian strength-based aged care assessment practices focusing on capacity building, community links and local knowledge in system navigation Reviewed and implemented rostering processes with a focus on reduction of injuries and commitment to maintaining and improving wellbeing of Support Workers.
Family Services	Provides centre-based childcare at Whitehorse Early Learning Services (WELS), integrated kindergarten, inclusion support, maternal and child health and youth support services.	<p>Maternal and Child Health saw 418 birth notices received for the quarter, 4533 consultations were undertaken by the universal service and we saw 8466 families enrolled in the service.</p> <p>Early Childhood Services utilisation has reached and been sustained at 90.6% for this quarter. Our Vermont South and Lucknow Street Children's Services centres have received notice that they will be undertaking Assessment and Rating under the National Quality Standards in January 2020.</p> <p>Youth Services together with the youth volunteer committees (Whitehorse Youth Representative Committee and FreeZa 'Flying Pigs' Committee) facilitated the Youth Area at Whitehorse's annual Spring Festival. The Youth Area included information for the community on youth services, a robotics activities, 'juice' bikes and a youth stage providing young performers and bands the opportunity to play publicly. By the end of 2019, Whitehorse School Focused Youth Service (SFYS) implemented 16 interventions directly to students / to build teacher capacity in 20 Whitehorse schools (primary and secondary) to ultimately support 1019 students identified 'at risk' of disengaging from education. The SFYS interventions assisted the students to remain engaged within their school setting.</p> <p>Community Programs has seen 1108 registered users of FlexiBuzz, one Parenting Information Forum delivered, and distribution of parenting related material at the 2019 Spring Festival.</p>
Environmental Health	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 2,160 (4,498 YTD) vaccinations were administered to 971 (2,042 YTD) children as part of Council's public childhood immunisation program and a total of 1,524 (2,885) vaccinations administered as part of Council's school immunisation program.</p> <p>As per Council's statutory requirements under the <i>Food Act 1984</i> and <i>Public Health & Wellbeing Act 2008</i> we undertook 453 (873 YTD) Mandatory Assessments/Inspections, 43 (87 YTD) Complaint Inspections, 78 (155 YTD) Routine Inspections, 52 (135 YTD) Non Compliance/Follow Up inspections and 9 (21 YTD) Formal Orders/Notices issued which includes Infringement Notices and Seizures.</p> <p>We met targets under MAV Service Agreement for Tobacco control activities including education visits, responding to complaints.</p>

Service	Description	Quarterly Service Highlights
Compliance	This service delivers regulatory functions including: domestic animal management, school crossing supervision, Council's local law framework and managing parking controls across the municipality.	<ul style="list-style-type: none"> • The first half year saw “real time” viewing of overstayed vehicles available to Parking Officers in the field. This assisted in officers when patrolling, providing a more efficient management of in-ground sensor reports • Recruited Proactive Community Laws Officer as part of the strategy to prioritise, plan and link tasks proactively to resources before issues emerge. E.g. Animal Registration renewal, A Board Permits etc. • Council has arrangement with the Pound to release animals free of charge if the pet owner/carers is experiencing family violence • Three new Council Domestic Business Management Orders (Compulsory Cat De-sexing Cat Curfew and Designated Bushland Reserves. • Seven improvement projects with reportable benefits, one of them being implemented in the last quarter with strong focus on improving customer experience • Answered 13,249 calls and achieved a first call resolution rate of 86% per the period July - Dec 19 • Issued 2,138 Parking and Local Laws, Renewals and Reminders

Council Plan Measures of Success

Measure of Success	Half Year	Trend
Goal 1.1 A safe, inclusive, resilient and diverse community which benefits from good health and wellbeing through the delivery of services, facilities and initiatives.		
The implementation and progress of actions of the Municipal Public Health and Wellbeing Plan 2017-2021	Annual Measure	
Overall performance in the annual Community Satisfaction Survey	Annual Measure	
Council's public childhood immunisation program rates	UNAVAILABLE	
Community satisfaction with Family Services	Annual Measure	
The number of graffiti removals	2073m ²	↑
Graffiti Program Education Attendance Rates	10	↑
Participation and actions undertaken as part of the Resilient Melbourne Strategy	Annual Measure	
Investment in community groups and organisations (for example Community Grants)	Annual Measure	
The number of participants at meetings and training events undertaken with the Whitehorse Volunteer Network	15	↔
The number of registered volunteers participating in Council-run programs and the range of opportunities for participation	350	↔
Program or service participation rates and number of visitors and users of facilities	207,262	↔
Community satisfaction with Council festivals and celebrations	Annual Measure	
Community satisfaction with Recreation Facilities	Annual Measure	
Level of attendance at Council festivals and celebrations	30,000 people	↑
Community satisfaction with Community & Cultural services	Annual Measure	







Service Performance




Service Performance Measure	2018/19 ACTUAL	2019/20 TARGET	2018/19 Half Year	2019/20 Half Year
Aquatic Facilities				
User satisfaction with aquatic facilities (optional)	-	-	-	-
Health inspections of aquatic facilities	2.00	-	1.00	1.00
Cost of aquatic facilities	\$0.21	-	\$0.07	\$0.23
Utilisation of aquatic facilities (audited)	9.27	9.00	4.66	4.40
Animal Management				
Time taken to action animal management requests	1.33	-	1.28	1.06 days
Animals reclaimed*	-	-	-	68.94%
Animals rehomed*	-	-	-	11.80%
Cost of animal management service*	-	-	-	\$2.19
Animal management prosecutions (audited)*	-	-	-	100%
Food Safety				
Time taken to action food complaints	1.7	-	1.59	1.83 days
Food safety assessments	100%	-	100%	100%
Cost of food safety service	\$546.58	-	\$262.09	\$260.79
Critical and major non-compliance outcome notifications (audited)	100%	100%	100%	100%
Libraries				
Physical library collection usage* (loans per library collection item)	-	-	-	3.60 loans
Recently purchased library collection	76.89%	-	77.56%	75.15%
Cost of library service*	-	-	-	\$12.49
Active library borrowers (audited)*	-	-	-	Annual
Maternal and Child Health (MCH)				
Infant enrolments in the MCH service*	-	-	-	100%
Cost of the MCH service	\$82.68	-	\$80.80	\$83.61
Participation in the MCH service (audited)	84.36%	86%	-	Annual
Participation in the MCH service by Aboriginal children (audited)	89.80%	85%	-	Annual
Participation in 4-week Key Age and Stage Visit*	-	-	-	98.93%


* No 2018/19 actual result available due to indicator changes as per amendments to Local Government (Planning and Reporting) Regulations 2014.

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
Pavilion Redevelopments	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	In Progress	Terrara Park Design documentation completed and tender documentation near complete, will be released for final review by end of January 2020	 ON TRACK
			In Progress	Elgar Park South During demolition we encountered asbestos in the ground under the old pavilion and soft spots requiring remediation works. Earthworks have commenced on site in readiness for preparation of slab.	 ON TRACK
			In Progress	Sparks Reserve West An architect has provided concept plans for final consultation and subsequent endorsement.	 ON TRACK
			Behind Schedule	Morton Park Footing and piling works have commenced. Concrete works due to commence on site in early 2020.	 ON TRACK
			Behind Schedule	Walker Park Footing and concrete works for the pavilion have been completed with steel framing, timber framing and roof sheeting completed on site. Windows being installed and shower room tiling underway.	 ON TRACK
Morack Golf Course	Commence development for Morack Golf Course Pavilion, Driving Range and Mini Golf Facility Construction	Major Projects and Buildings	In Progress	Due to the updated cost analysis report process, the project has been delayed and completion is forecast to shift from February 2021 to December 2021. A council report outlining the budget, cost benefit outcomes and recommendations will be presented in March 2020 to Council.	 NEEDS WORK

Initiative	Description	Responsible Department	Current Status	Progress Comment	Progress Against Target
Sustainability Strategy – Energy Performance Contract	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	In Progress	Completed the planning and design of energy-efficiency measures for 3 Council buildings as part of an Energy Performance Contract initiative to make 8 of Council's larger buildings more energy-efficient. Solar installations have been completed at Sportlink, Box Hill Community Arts Centre and Eley Park. Planning and design of energy efficient measures for LED lighting is in progress.	 ON TRACK
North East Link Advocacy	Council intends to strongly advocate for improved outcomes for the Whitehorse community resulting from the North East Link project	Engineering and Environmental Services	In Progress	Continued strong advocacy to the State Government for improved community outcomes relating to the North East Link (NEL) project, including: <ul style="list-style-type: none"> • Meetings and correspondence to State Government officers and Members of Parliament • Representing Council on a number of technical and community committees • Publishing information in print, web and social media to advocate for improved community outcomes • Ongoing advocacy for appropriate replacement sport facilities that will be impacted during the construction phase of NEL • Update and disseminate advocacy documentation • Review report from the independent Inquiry and Advisory Committee (IAC) and the decision from the Minister for Planning relating to the Environmental Effects Statement. Release media statements regarding Council's views on the reports. • Support neighbouring municipalities with their advocacy activities 	 ON TRACK
Transport Strategy for Box Hill Metropolitan Activity Centre (MAC)	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	In Progress	We continue to work on developing the Box Hill Integrated Transport Strategy which saw a number of activities undertaken this quarter including, two 'drop-in' sessions in the Box Hill Mall to discuss the Box Hill Integrated Transport Strategy, an online engagement on five discussion papers for the Box Hill Integrated Transport Strategy, completion of an Issues and Opportunities Report, based on community consultation, the background study and other desktop research, established a Stakeholder Reference Group (SRG) for the project, hosted two SRG meetings and developed a draft action plan for the Integrated Transport Strategy for consultation with the project's SRG.	 ON TRACK

Initiative	Description	Responsible Department	Current Status	Progress Comment	Progress Against Target
Flood Modelling	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	In Progress	<p>Council continues its joint venture project with Melbourne Water to update Melbourne Water's Flood mapping information & Flood Risk Assessment, as well as the flood mapping of Council's drainage networks. The catchment areas to be flood mapped (Stage 1) are the Blackburn South Drain, Fulton Road Drain and Vermont Project Area. The study is compliant with ARR2016 and is being conducted in collaboration with Melbourne Water.</p> <p>Melbourne Water and Council have jointly selected a consultant from Melbourne Water's Floodplain Management Subpanel (of the Technical Service Panel) to undertake the flood mapping project. The project is progressing well and both Melbourne Water and Council have held regular meetings with the consultant to get updates on the progress. Stage 1 of the project is expected to be completed by 30 June 2020. Other areas in the municipality are due to be modelled, as further stages, over the next two years.</p>	 ON TRACK

Quarterly Service Highlights

Service	Description	Quarterly Service Highlights
Planning	Provides statutory and strategic land use planning functions, ensuring compliance of land use and developments under the Whitehorse Planning Scheme.	<p>Statutory</p> <p>The number of applications determined this quarter at 442 outstripped the number of new applications at 365. Both these figures include permit amendments, which continues the trend identified last quarter of permit holders seeking to make changes to reflect changing conditions. While the number of incoming applications has dropped compared to last quarter (461) this remains significantly higher than the metropolitan average of 257, and the metropolitan average of 255 applications determined. Of the applications received, 124 were Vic Smart applications which account for a third of all applications received. This continues to be far higher than the state average of 47.</p> <p>Of the determined applications, 45% were determined within 60 statutory days. Whilst this was lower than the metropolitan average of 67%, it remains generally consistent with last quarter's result of 49%. Of VCAT decisions, 43.75% of Council's decisions were upheld, and 14 additional decisions were mediated outcomes.</p> <p>Strategic</p> <p>Student Accommodation amendment (C213) and Heritage Overlay for 42-48 Glenburnie Road, Mitcham (C216) adopted and submitted to the Minister for Planning for approval. A draft of the Structure Plan and Urban Design Framework Plan for Box Hill was received for review while authorisation is being sought from the Minister for Planning for Amendment C220 to implement the Residential Corridors Study.</p>
Building Services	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> .	<p>New State Government legislation came into effect from 1 December 2019 requiring all swimming pool and spa owners will be required to register their pool or spa with Council. We are continuing to work on a strategy programme for new swimming pool legislation to register some 5000 pools and spas for 2020 within Whitehorse.</p> <p>Building Enforcement matters have grown steadily as we near record numbers of matters reporting illegal building works for council to action and investigate. Work continues with constant referrals from the Victorian Building Authority for buildings with combustible cladding for investigation and action.</p>
Engineering Services	Provides strategic traffic and sustainable transport planning and traffic investigations and reports; capital works project scoping, design and construction supervision; civil asset protection; and the strategic management of Council roads and drainage assets.	<p>Design and Construction</p> <p>Completed some bike facilities projects, Chester Street road reconstruction, Brentford Square lighting upgrade, drainage rehabilitation program projects and detail design of sports field lighting at Surrey Park (South East Oval). Commenced Station St / Thames Street streetscape improvement works.</p> <p>Tendered Walker Avenue road reconstruction and streetscape improvement works for Blackburn Shopping Centre.</p> <p>Engineering Assets</p> <p>Financial modelling commenced for footpaths, kerb and channel, off-road paths and carparks required for completion of the Roads Asset Management Plan.</p> <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>

Service	Description	Quarterly Service Highlights
		Transport Placed Council's speed observation trailers in 70 local streets to remind motorists to slow down and be aware of other road users. Held 11 sessions of <i>A2B "Travel planning for the transition to secondary school"</i> across 9 schools for year 5 & 6 students. Hosted 'Ride to Work Day' activities, 'Walk to School' month in 28 primary schools and the 'Bike It' event with 70+ primary school students from 6 primary schools and 40+ volunteers Traveller's Aid hosted a 'Public Transport for Seniors' session during Whitehorse Seniors Festival and a Seniors Wiser Driver course was held at Mitcham Community House involving 20 participants.
City Works	Provides for the ongoing cleanliness and maintenance of Council's roads, footpaths, kerb and channel, stormwater drainage pits and pipes, roadside furniture, bridges, path structures and shopping centres within the municipality including street sweeping, litter bin collection, removal of dumped rubbish and the provision of an after-hours emergency response service.	City Works continued to provide services for the inspection, maintenance, repair and cleansing of Council's civil infrastructure assets, including roads, pathways, drainage and townships. Works completed this quarter included the Abbey Walk footbridge refurbishment and Blackburn Lake BBQ installation.
Fleet and Workshop	Manages Council's fleet of vehicles, plant and equipment items including the operation of a workshop and overall management of the functions of the Operations Centre.	Acquisition of another electric vehicle for Engineering Works and received a Glutton vacuum cleaner and two Trukpak spray tanks.
Major Projects and Buildings	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.
Assets and Capital Works	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.	We have completed a number of initiatives contained within the Asset Management Strategy 2017-2021 including the review and update of all Asset Management Plans, development of a strategy for maintaining privately constructed or leased buildings on Council land and implemented asset performance monitoring and reporting framework. Progress has been made on all outstanding initiatives. 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. As at 31 December 2019, year to date capital expenditure is \$24.08m which is 33% of the 2019/20 adopted budget. The majority of activities are detailed in Section 4 - Capital Works Report of this quarterly performance report.
Public Street Lighting	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
Facilities Maintenance	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.	<p>A total of 1305 work orders were raised for action this quarter and 1010 Essential Safety Measures inspections conducted at 407 buildings.</p> <p>Kerrimuir Neighbourhood House saw the replacement of vinyl throughout and carpet in main meeting room.</p> <p>Mahoneys Reserve received some attention through the treatment of concrete cancer and repairs to the steel post under the suspended balcony.</p>

Council Plan Measures of Success

Measure of Success	Half Year	Trend
Goal 2.1 A well-connected City with a balanced approach to growth supported by infrastructure and development that respects our neighbourhood character		
Value of development invested in Whitehorse	\$457.6M	–
Council's participation on the Eastern Affordable Housing Alliance	7 meetings	↔
Community Satisfaction with Transport	Annual Measure	
Number of transport advocacy programs	9	↑
The number of multi-purpose facilities available to the community	16	↔
Capital Works Invested into maintenance, upgrades and development of community infrastructure	\$24.08M	↓
Community satisfaction with the Aqualink sports facilities	Annual Measure	
Number of actions or activities that protect neighbourhood character	6	↔
Cleaning hours undertaken in Box Hill	1378 hours	↔
Audit results of the Road Management Plan (which is inclusive of active transport modes)	93.10%	↔
Number of Council-owned buildings retrofitted with environmentally-sustainable design principles	11	↑
Number of initiatives that provide sustainable and quality infrastructure	Annual Measure	
Number of environmentally sustainable development assessments undertaken	207	↔






Service Performance

Service Performance Measure	2018/19 ACTUAL	2019/20 TARGET	2018/19 Half Year	2019/20 Half Year
Roads				
Sealed local road requests	94.98		59.18	70.33
Sealed local roads maintained to condition standards	98.59%		98.59%	98.59%
Cost of sealed local road reconstruction	\$169.64		\$187.38	\$211.00
Cost of sealed local road resealing	\$29.46		\$24.78	\$13.08
Satisfaction with sealed local roads (audited)	72/100	72/100	-	-
Planning				
Time taken to decide planning applications	67 days		63 days	56 days
Planning application decided within required timeframes	37.97%		36.09%	38.69%
Cost of statutory planning service*	-	-	-	\$1,926.30
Planning decisions upheld at VCAT (audited)	56.90%	50%	59.38%	43.75%

* No 2018/19 actual result available due to indicator changes as per amendments to Local Government (Planning and Reporting) Regulations 2014.

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

Annual Plan Major Initiatives and Initiatives Update

Initiative	Description	Responsible Department	Current Status	Progress Comment	Progress Against Target
Implement Municipal Wide Tree Study Recommendations	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	In Progress	The independent Panel hearing for Amendment C219 to apply the Significant Landscape Overlay, Schedule 9 (SLO9) was held across 4 days in the week commencing 2 December 2019. Legal advisors led Council's submission to the Panel and called two expert witnesses.	 ON TRACK
Play Space Renewal Program	Renewal and upgrade to various play spaces across the municipality	Engineering and Environmental Services	In Progress	All play space upgrades for the 2019/2020 program have been awarded. Construction of Stage 1 at Vermont Recreation Reserve has been completed along with associated landscaping.	 ON TRACK
Review of Potential Waste Services Charge	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	In Progress	Analysis of various data sources has commenced including data from external contractors, J.J. Richards, VISY and from our own internal corporate software.	 MONITOR
eWaste Collection	Establishment of e-waste collection infrastructure at the Whitehorse Recycling and Waste Centre	City Works	Complete	E-Waste Collection Infrastructure installation was completed in December 2019 and is now operational at the Whitehorse Recycling and Waste Centre.	
Significant Tree Assistance Fund	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	In Progress	Draft guidelines for the tree assistance fund have been prepared and are currently being reviewed by Council's arborist.	 ON TRACK

Quarterly Service Highlights

Service	Description	Quarterly Service Highlights
Sustainability, Waste and Recycling	Facilitates planning for energy and water reduction programs and waste management strategic planning. This service also includes contracts for waste collection including domestic garbage collection, kerbside recycling, and hard and green waste collection.	<p>Completed 814,037 kerbside garbage bin collections, resulting in 6,849 tonnes of garbage being taken to landfill.</p> <p>Completed 507,266 kerbside recycling bin collections, resulting in 3,959 tonnes of recyclables being processed for recycling.</p> <p>Completed 205,057 kerbside garden bin collections, resulting in 4,385 tonnes of garden organics being processed for compost.</p> <p>Collected 10,123 hard waste bookings from across the City, collecting 1464 tonnes of hard waste.</p> <p>Continued Council's random bin inspection program to observe the contents of a sample of kerbside bins across the City, and provide feedback to residents accordingly including application of Council's Gold Star recycling recognition program for residents observed to be recycling correctly. Increased community participation in Council's GreenMoney online rewards program, rewarding community actions that reduced waste to landfill, increased recycling or improved the sustainability of households or businesses.</p> <p>Social media campaign during National Recycling Week in November 2019, to promote correct recycling practices and respond to community queries about recycling. Displays and engagement activities at the 2019 Spring Festival, about recycling in particular and reducing the amount of waste goes to landfill.</p> <p>Installed solar panels on Livingstone Park Pavilion as part of Council's Scaling Up Solar program.</p> <p>Assisted 46 local schools and early learning centres with grants and part-funding for sustainability and waste reduction projects involving students, parents and the broader community.</p> <p>Council's road resurfacing program commenced, using 20% recycled-content asphalt that re-uses old asphalt in the mix.</p>
Whitehorse Recycling and Waste Centre	Responsible for recycling and disposal of general or bulky nonhazardous waste, encouraging recycling and the reduction of waste transported to landfill.	The Whitehorse Recycling and Waste Centre performed 38,149 transactions and received a total of 16,403 tonnes of material to the site including 11,475 tonnes of waste and the recycling of 3576 tonnes of green/timber waste, 213 tonnes of cardboard and paper, 512 tonnes of steel, 628 tonnes of concrete, 351 tyres, and 924 mattresses. A total of 31 percent of material was diverted and recycled.
Open Space Maintenance	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.	General park wooden furniture and specialist (site specific) chairs and tables for Box Hill gardens have been ordered and awaiting delivery. Any salvageable furniture will be re-purposed for seating at the Box Hill City Oval. Perennial planting upgrade has been completed at Halliday Park, Mitcham.

Service	Description	Quarterly Service Highlights
Tree Management	Manages Council's street and park trees to meet community expectations as well as statutory and safety obligations. It includes planning for increasing the quantity and quality of trees within Whitehorse as well as maintaining the health and amenity of existing trees.	Generating future tree planting list for preparation of tree propagating and procurement in anticipation for planting in Autumn 2020.

Council Plan Measures of Success


Measure of Success	Half Year	Trend
Goal 3.1: A place where passive and active open space is highly valued, shared and enhanced.		
Community satisfaction with appearance of public areas	Annual Measure	
Number of trees planted annually in our streetscapes and parks	Annual Measure	
Number of plants produced annually by the Whitehorse Nursery and planted on Council maintained land	Annual Measure	
Number of plants produced by the Whitehorse Nursery that are indigenous to Whitehorse	Annual Measure	
Number of open space inspections undertaken that support the local law education program within our parks supporting shared use	1,132	↓
ParksWide Environment Education Program attendance rates	2295	↑
Planning tree education programs and events attendance rates	596	↑





Service Performance

Service Performance Measure	2018/19 ACTUAL	2019/20 TARGET	2018/19 Half Year	2019/20 Half Year
Roads				
Kerbside bin collection requests	68.35	-	36.96	35.11
Kerbside collection bins missed	4.92	-	4.69	4.32
Cost of kerbside garbage bin collection service	\$96.83	-	\$50.87	\$50.24
Cost of kerbside recyclables collection service	\$26.19	-	\$11.95	\$15.20
Kerbside collection waste diverted from landfill (audited)	50.46%	51%	51.08%	52.72%

Strategic Direction 4: Strategic leadership and open and accessible government

Annual Plan Major Initiatives and Initiatives Update

Initiative	Description	Responsible Department	Current Status	Progress Comment	Progress Against Target
Digital Transformation Strategy	Implement year three of the Digital Strategy 2017 with a continued focus on making it easier for residents to access information and to transact online. This will be achieved through developing new and improved Council web sites, new social media sites and making more transactions types available to apply and pay online. By integrating these with Council internal systems it will also improve accuracy and operational efficiency.	Digital and Business Technology	In Progress	<p>Rollout and re-platforming of Council's web presence continued swiftly and saw the launch of the Whitehorse Centre, Box Hill Town Hall, Aqualink and Sportlink websites, completing the 9 in scope sites on time and before Christmas. Additionally, the Digital Team assisted a business unit to migrate a legacy site with payment facilities to Council's new, secure hosting environment – again, before year end. In partnership with Council's GIS Team, backend mapping systems were upgraded to enable proof of concept embedded mapping functionality to be added to the Corporate site for Libraries and Toy Libraries. Delivery of broader mapping capability in the months ahead will create an even richer customer experience. In terms of metrics, visitors are spending more time on Council's Corporate site, with a significant drop in bounce rates indicating relevant, engaging content and >150% increase in referrals from social media.</p> <p>Snap Send Solve has been well embraced by the community as an easy and efficient way of logging requests and issues with Council. With over 5,000 requests received in 2019, Snap Send Solve was integrated with Council's backend systems during the quarter 2 period to streamline the management, acknowledgment and closure of requests for our customers.</p> <p>Extensive work undertaken by Digital in partnership with the Rates team to configure responsive email rates notices enabling easy click through to Council's payment gateway and negating the need to re-key reference numbers of billing amounts. Early 2020 will see the progressive rollout of this feature.</p> <p>A fourth round of Community Engagement, a Digital Innovation workshop, was held in December. Key themes to emerge included Connecting to the Community, Personalisation, Issue Logging and Gaps in Communication. These themes will influence the activities of the Digital Team in the months ahead.</p>	 ON TRACK

Initiative	Description	Responsible Department	Current Status	Progress Comment	Progress Against Target
Community Vision 2020-2030	Review and update the Council Vision to represent the community vision for Whitehorse for the next 10 years	Finance and Corporate Performance	In Progress	Community engagement consultant appointed.	 ON TRACK
Continuous Improvement Program	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	In Progress	<p>A Continuous Improvement “expo” for all staff and Councillors was held across October/November 2019 providing an interactive opportunity to see, experience and speak with some of the Improvement Champions about their leaning journey and how this has been applied in project work and deliverable benefits impacting them, their teams and our community.</p> <p>The expo was an engaging way to educate staff on Continuous Improvement methodology, enhance the ideas for improvement opportunities and promote nominations for staff ahead of the next round of champion intake. Councillors were able to directly liaise with Improvement Champions and get a deeper understanding of the enthusiasm this program is having on our people, their work and benefits for the community.</p> <p>For a full list of activities, please refer to Section 3 – Continuous Improvement of this quarterly performance report.</p>	 ON TRACK
Implementation of requirements of the Local Government Act Review	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	In Progress	Local Government Act has not yet been adopted however, work has commenced to support the implementation of the provisions of the on new provisions of the Local Government Bill 2019 as they come into operation.	 ON TRACK
IT Strategy 2020-2023	Update of Council’s Information Technology Strategy for 2020-2023 to improve service delivery.	Information Technology	In Progress	A request for quotation for the IT Strategy brief was sought and closed on 26 November.	 ON TRACK

Quarterly Service Highlights

Service	Service Description	Quarterly Service Highlights
Council Support	Manages citizenship ceremonies, legal expenses, Council receptions and functions, general office expenses, councillor development and training and the conduct of Council elections.	Support provided to Councillors. Conduct of Citizenship ceremonies and a community dinner during this quarter, registrations for councillor conference and training attendance.
Civic Services	Includes customer service provision at Council's three service centres and governance services; fostering international relations; and cleaning and maintaining the municipal offices.	<p>Victorian Electoral Commission (VEC) released their report in October 2019 after conducting a Whitehorse electoral representation review (ERR) in July 2019. Preparation for Mayoral Election meeting undertaken, inclusive of Mayoral Induction plan.</p> <p>Support was provided for four Council and three Special Committee meetings, Freedom of Information awareness sessions were conducted for staff. Consultation was undertaken for street and laneway naming.</p> <p>Customer Service</p> <p>Council's Customer Service team assisted in excess of 12,000 customers at Service Centre counters and, in addition, processed almost 10,000 in person cashiering transactions. An additional 59,339 payment transactions were made through alternate payment options such as post, internet, BPAY and Australia Post. During the period Oct-Dec 2019 Customer Service answered almost 34,000 customer calls, an increase of approximately 2.5% on the same period the previous year. Grade of service continues to be strong with 87 per cent of callers connected to a customer service officer within 20 seconds and less than 2 per cent of callers electing to abandon.</p>
Strategic Marketing and Communications	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.	<p>Activities saw the production of five Asian Multimedia ads, 19 Leader advertisements, 16 Media releases, six On hold messages, 22 Speeches, 83 publications designed and 1707 WH News e-subscribers.</p> <p>We reached 406,000 people through Council's corporate Facebook page and have 2,111 followers on Council's LinkedIn account.</p>
People and Culture	Provides human resource management services including staff recruitment, corporate training and development, industrial relations and volunteer advisory services.	<p>Capability and Development delivered one Leadership Forum with 114 people in attendance.</p> <p>HR Business Partnering has developed a HR Business Partnering Model and staff recruited. Review of Employee Assistance Program (EAP) services completed and contract extension awarded. Program for Employee Surveying approved. Support for Senior Officer recruitments provided.</p> <p>Workforce Planning supported the implementation of the new Strategic Marketing and Communications organisational change completed.</p>
Risk, Health and Safety	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.	Following a review of the Risk Management Framework, a new Risk Management Strategy has been developed for the next 3 years. The review will improve oversight of risk and enable open conversation about risk aiming to improve councils overall risk maturity.

Service	Service Description	Quarterly Service Highlights
Finance and Corporate Performance	Manages Council's corporate planning and reporting, continuous improvement, financial management, payroll, and procurement, tendering and contract administration.	<p>Annual Report 2018/19 was provided to the Minister and subsequently adopted by Council 21 October 2019.</p> <p>Completed and submitted 2019/20 Victoria Grants Commission return.</p> <p>The Contracts Management internal audit report, Memorandum of audit planning scope document for the upcoming Business Continuity Planning and Delegations internal audit were presented at the November 2019 Audit Advisory Committee meeting.</p>
Corporate Information	Manages and maintains Council's corporate record system and information across the organisation.	<p>Transferred over 17,000 boxes to Council's offsite storage provider, Grace, as part of the Archives Transfer Project.</p> <p>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.</p>
Information Technology	Manages and maintains Council's computer systems and networks.	<p>Successfully recruited a Service Desk Analyst within the IT team with a focus on delivering IT customer service to Council staff.</p> <p>Further improved security and reduced the opportunity for cyber-attacks on Whitehorse City Council IT infrastructure and applications by improving the network security.</p> <p>Completed upgrades to Council's main telephony system to ensure that the solution remains up to date and supported by the vendor; and the desktop and laptop fleet from Windows 7 to Windows 10 in line with maintaining support with the vendor and ensuring security of the devices.</p> <p>Continued to support the organisations IT applications support and business requirements including implementation of new systems including AquaLinks Perfect Gym solution.</p>
Property	Manages Council properties, conducts property valuations, and maintains the Geographic Information System.	A new version of Whitehorse Maps is now available via Council's website and now supports use on multiple browsers and devices.
Rates	Undertakes rate revenues and Fire Services Property Levy collection.	Delivered the second rate instalment notices to approximately 33,000 ratepayers who have opted to pay by instalments. Lodged first pension reimbursement claim to the Department of Health and Human Services for pension rebates granted seeing \$608,254 reimbursed to Council.
Box Hill multi-deck carparks	Provides multi-level car parking facilities in Watts Street and Harrow Street, Box Hill.	Final signage for Harrow Street Car Park has been installed.
Emergency Management and Business Continuity	Implements Council's responsibilities as detailed in the <i>Emergency Management Act 1986</i> , the <i>Municipal Emergency Management Plan</i> and <i>Business Continuity Policy</i> .	<p>Emergency Management</p> <p>Review and update of the Municipal Emergency Management Plan and participation in Exercise East and the Box Hill Central Exercise. We also conducted a successful high rise emergency management relief and recovery exercise.</p> <p>There was one incident requiring Council assistance for this quarter which involved a unit fire in Nunawading</p> <p>Business Continuity</p>

Service	Service Description	Quarterly Service Highlights
		<p>Review and update of the Whitehorse City Council Business Continuity Plan, Crisis Management Plan and Departmental Recovery Plans completed with review and update of staff contact lists. We undertook successful testing of the Box Hill Town Hall and Civic Centre backup generators.</p> <p>There were five incidents for this quarter including three power outages.</p>
Digital Transformation	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.

Council Plan Measures of Success

Measure of Success	Half Year	Trend
Goal 4.1: Good governance and resource management Goal 4.2: A high performing and engaged workforce Goal 4.3: A Council that communicates effectively, engaging with our community to enable the delivery of services and facilities that meet the needs of our diverse community		
The number of business improvement initiatives undertaken and benefits achieved	9	↑
Participation attendance rates in leadership programs	114	↑
Attendance rates for corporate training program	74	↑
Staff satisfaction survey results	Annual Measure	
Customer service levels of activity across all channels and response rates	83.60%	↓
Community satisfaction with Customer Service	Annual Measure	
Number of communication channels and reach used to promote/inform services, facilities and initiatives	35	↑
Number of participants engaged in community engagement activities in the development of policies, strategies and major projects	331	↓
Community satisfaction with advocacy	Annual Measure	
Number of annual advocacy campaigns	Annual Measure	





Service Performance

Service Performance Measure	2018/19 ACTUAL	2019/20 TARGET	2018/19 Half Year	2019/20 Half Year
Governance				
Council decisions made at meetings closed to the public	4.39%		3.64%	12.71%
Satisfaction with community consultation and engagement	57/100		-	-
Councillor attendance at council meetings	100%		100%	100%
Cost of elected representation	\$61,397.20		\$31,052.10	\$27,887.42
Satisfaction with council decisions (audited)	60/100	59	-	-

* No 2018/19 actual result available due to indicator changes as per amendments to Local Government (Planning and Reporting) Regulations 2014.

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
Review Vision of Box Hill Metropolitan Activity Centre	Preparation for an independent planning panel for a planning scheme amendment to implement the outcome of the Box Hill Visioning Project.	Planning and Building	In Progress	A Draft Structure Plan and Urban Design Framework for Box Hill have been completed. A peer review of the draft documents has been undertaken and an updated draft is being reviewed by officers. Work has also commenced on draft planning controls for Box Hill for a future planning scheme amendment (subject to Council consideration).	 ON TRACK
Nunawading / Megamile West and Mitcham Structure Plan Review	Progress the Structure Plan review	Planning and Building	Behind Schedule	Currently seeking quotes from a panel of consultants with quotes due back early 2020.	 MONITOR
Review of Economic Development Strategy	Review and update Council's Economic Development Strategy	Investment and Economic Development	In Progress	Workshops amongst members of the Investment and Economic Development team was held on 17 Oct 2019, 31 October 2019 and 18 November 2019 to further develop the draft. Particular focus was the development of a unit mission, revision of five strategic project areas, document design and layout.	 ON TRACK
Place making, arts and culture strategy	Encourage space activation and place-making in Box Hill and other central activity areas	Arts and Cultural Services	In Progress	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.	 ON TRACK

Quarterly Service Highlights

Service	Description	Quarterly Service Highlights
Investment and Economic Development	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 and 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>Burwood Height Shopping Centre – Special Rate Renewal All statutory processes completed on the 27 December 2019 with no applications for review received by VCAT.</p> <p>Brentford Square – Special Rate Renewal November 2019 saw the first consultation with the trader association to commence the renewal process.</p> <p>Shop Play and Connect – Mitcham Mall Activation Renowned Victorian artist Jimmi Buscombe bought his own brand of festive cheer to Mitcham's Britannia Mall in December as he created a 3D festive art work featuring the flora and fauna of Whitehorse. There were performances by the Mall's Street Dance Studios who gave away discount vouchers from a wide range of businesses in the Mitcham Shopping Centre precinct. There were also children pop-up play stations throughout the mall during December.</p> <ul style="list-style-type: none"> • 7 businesses contributing over 150 busking vouchers • 8 businesses participating in 'This is Us' showcase <p>Christmas Activation – Mont Albert Village Approximately 95% of businesses participated in a program to have their shopfront painted in a festive theme.</p> <p>Women on the Go 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. Second intake was opened in November 2019 to run another program in early 2020.</p> <p>"Down to Business" - Council's Business Newsletter was distributed in hard copy to over 4000 businesses across Whitehorse and in digital format through the WBiz Website – November 2019 This was the final hard copy edition to be produced, future communication to be via an e-newsletter.</p> <p>Snap Send Solve - The first time the Festive Window Competition was rolled out via the Snap Send Solve platform. 109 entries was received.</p> <p>Loving your Location - Launched the refreshed Think Local Program, offering business operators to tell us why they love operating in their precinct. Facebook campaign commenced in November 2019.</p> <p>Digital Solutions Program - In collaboration with Knox, Manningham, Maroondah, Monash and Yarra Ranges Council's continued the Digital Solutions Program during October - December 2019. A low cost digital advisory services for small to medium businesses that includes workshops, monitoring and an information portals and webinars.</p>

Council Plan Measures of Success





Measure of Success	Half Year	Trend
Goal 5.1 Work in partnership to support a strong, active local economic environment that attracts investment and provides economic opportunities for businesses and employment for people.		
Business community satisfaction rating through biennial service survey	Annual Measure	
Number of partnerships with neighbourhood houses to promote Learn Local Programs that support home based businesses, business start-ups and local multicultural businesses and communities	-	-
Participation rates at business workshops, seminars and events	53	-
Visitation numbers to business website: 'WBiz'	4,072	-
Number of businesses supported to prepare for changes in technology including the National Broadband Network (NBN) rollout through workshop attendances	43	-
Number of partnerships with stakeholders to develop training programs for young people to expand their skills	-	-
Number of investment and development facilitation enquiries	6	-
Number of initiatives that support partnership opportunities with tertiary education institutions to have stronger linkages with local business	3	-
Number of investment and business growth enquiries	-	-
Number of engagements with Melbourne's eastern stakeholders	10	-
Number of engagements with local stakeholders	20	-
Number of retail precincts and businesses promoted on WBiz Website	9	-
Number of businesses participating and/or sponsoring at events and festivals	179	-

Service Performance

Service Performance Measure	2018/19 ACTUAL	2019/20 TARGET	2018/19 Half Year	2019/20 Half Year
NIL				

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%	88.62%	 ON TRACK
Percentage of total calls answered	95%	96.02%	 ON TRACK
Enquiries resolved at first call	70%	66.37%	 MONITOR
Records management actions completed within allocated timeframes* (Records Manager)	95%	97.99%	 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.

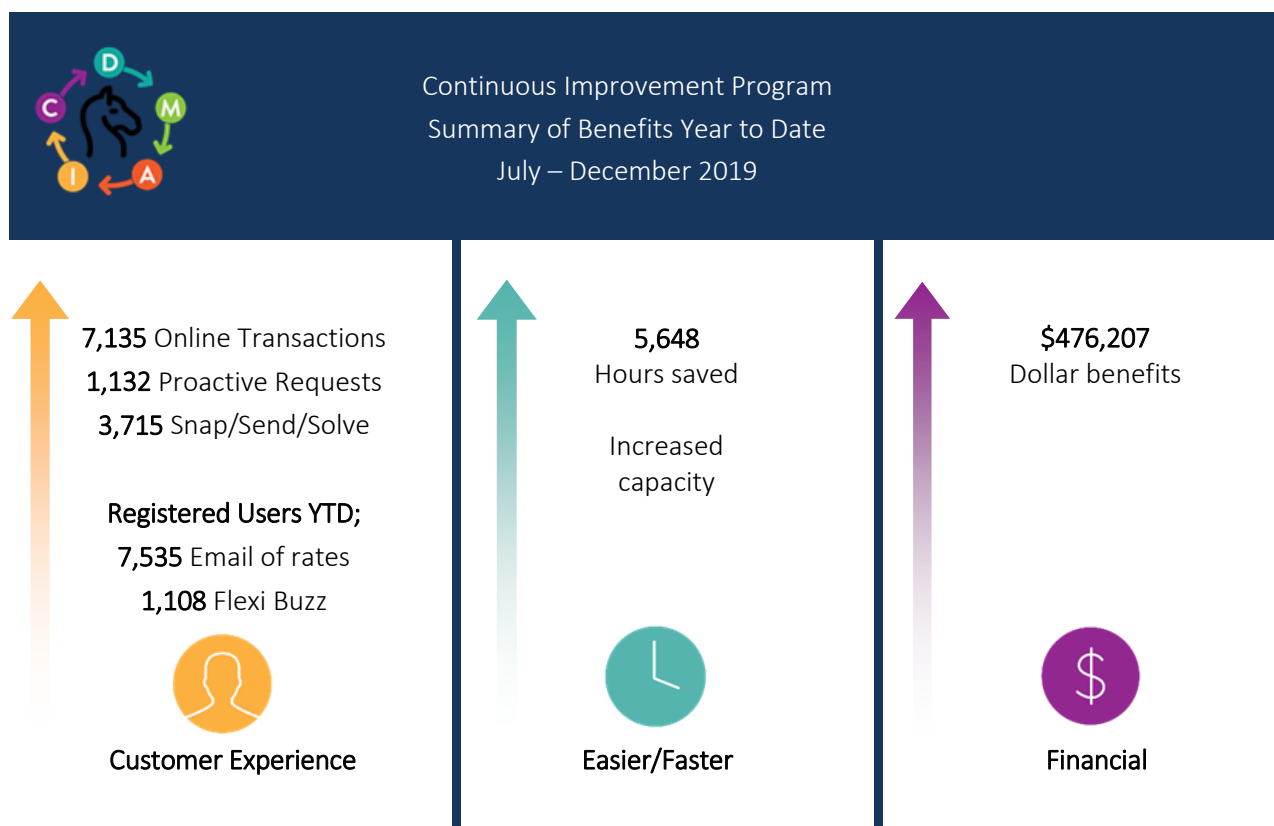
Section 3 – Continuous Improvement

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	21
Projects completed in 2019/20 and reporting benefits	8
Prior years' completed projects being monitored with reported benefits	24

21 PROJECTS IN PROGRESS 2019/20

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

8 COMPLETED PROJECTS 2019/20 – BENEFITS REPORTED

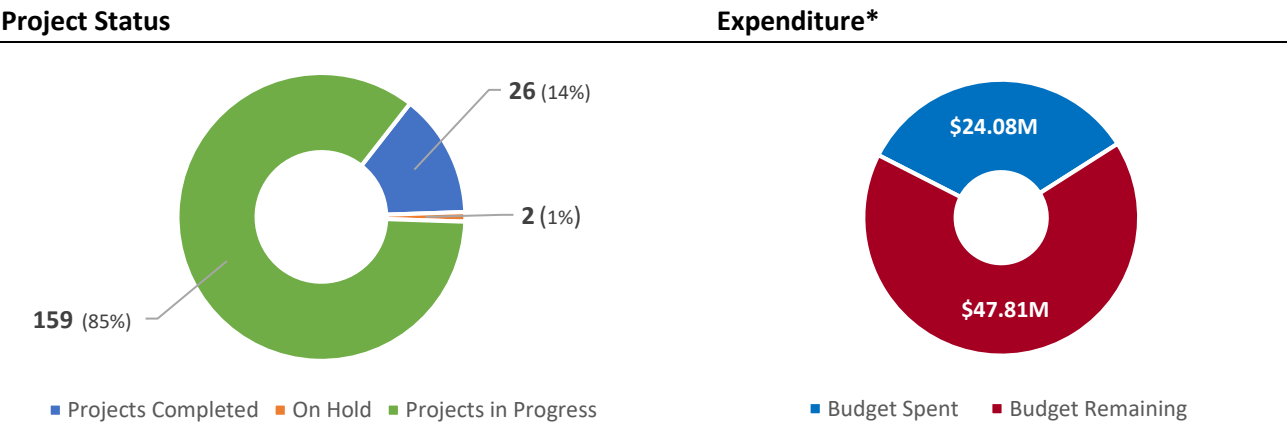
1. Credit Cards 🟢 💰
2. Annual Client Service Review WHACS ★ 🟡 🟢
3. Snap Send Solve Integration to Pathway - Stage 2 ★ 🟡 🟢 **Digital**
4. Parking Permits Online ★ 🟡 🟢
5. WHACS Consumer Service Intake Process ★ 🟡 🟢
6. Online Infringements ★ 🟡
7. Store Stock Inventory Process Review ★ 🟢
8. Accounts Payable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

★ 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.



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

Program highlights include:

- Abbey Walk Footbridge** was refurbished over Dandenong Creek, Vermont. The project included:
- Bridge strengthening works
 - Re-adjustment of the tension elements on the cable stayed bridge
 - Replacement of decking and balustrades





Sportlink Air Conditioning was installed in early December. Four evaporative coolers were installed to cool the four indoor multi-purpose courts during the warmer months. The units are designed to turn on once the inside court temperature reaches 25 degrees. They have been put to test with some 40+ degree days. Staff, participants and spectators have been pleased with the difference they have made.

Park lighting has been installed in several locations across Whitehorse. As part of a specified **Solar Lighting at Gawler Chain** project, six lights were installed in the park. These stand alone lights store solar power during the day, and overnight they will be fully lit until a specified hour. For the rest of the evening lighting will dim to 20% and movement sensors will increase to full lighting for passing pedestrians. Five other lights of this kind have been installed in smaller parks as part of the Park Lighting Renewal Program.

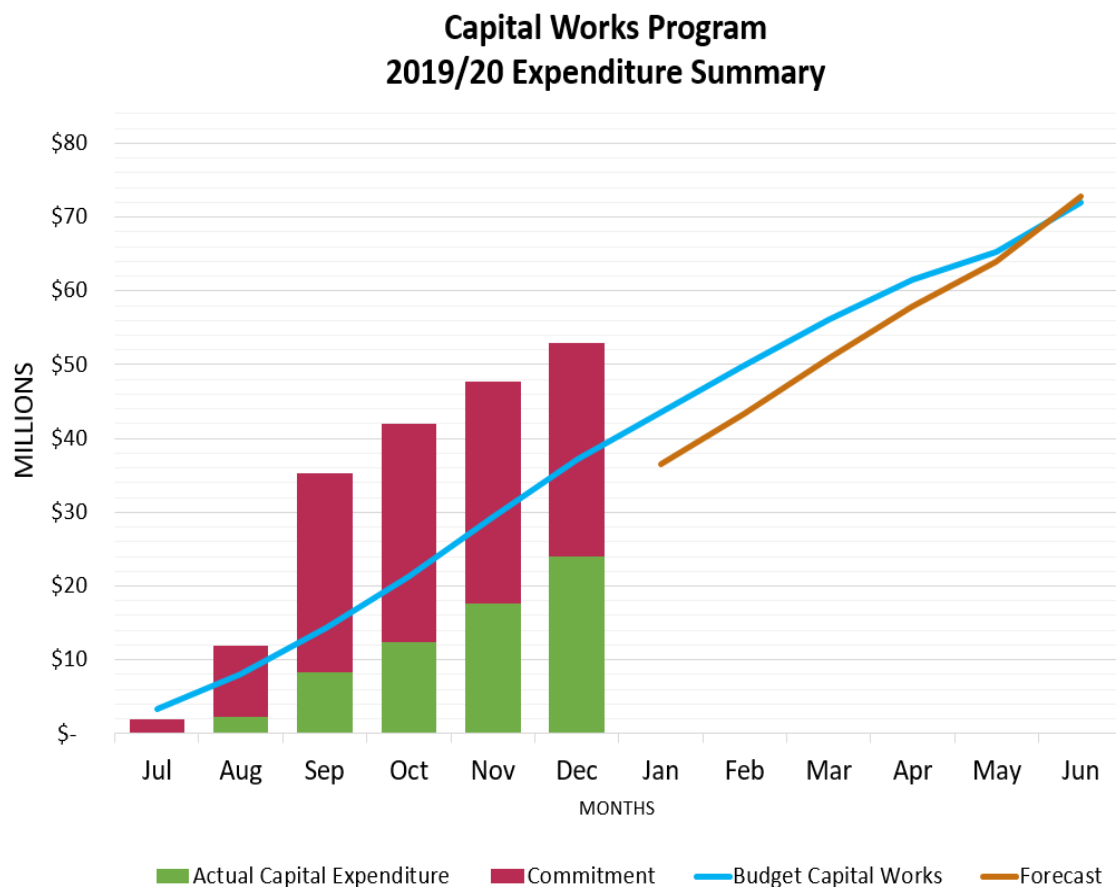


Eley Park Community Centre Kitchen Project was completed early November. The refurbishment includes the main kitchen and pantry area. All benchtops are now stainless steel and there is increased usable space to be enjoyed by several community groups. The kitchen includes the existing cooking facilities and there is an additional adjustable stove top for increased accessibility.

Capital Expenditure

As at 31 December 2019, year to date capital expenditure is \$24.08m, this is 33% of the 2019/20 Adopted Budget.

Capital projects are continuing to progress with \$29m worth of Outstanding Orders (Purchase Orders) committed for works.



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	100	1	99		100	1
Drainage	855	1,414	(559)		1,835	1,824
Footpaths and Cycleways	1,358	1,276	82		2,938	3,073
Off Street Car Parks	669	456	213		1,484	1,248
Parks, Open Space and Streetscapes	1,546	923	623		5,453	5,474
Recreational, Leisure and Community Facilities	1,549	1,443	106		3,880	4,070
Roads	1,528	1,144	384		5,057	5,137
Waste Management	288	155	133		343	358
INFRASTRUCTURE	7,893	6,811	1,082		21,090	21,184
Computers and Telecommunications	688	319	369		1,533	1,654
Fixtures, Fittings and Furniture	516	251	265		702	651
Plant, Machinery and Equipment	1,219	1,501	(282)		3,250	3,295
PLANT & EQUIPMENT	2,423	2,072	351		5,485	5,600
Buildings Improvement	3,138	1,983	1,154		6,686	6,197
Buildings	23,710	12,826	10,884		37,508	38,631
Land	-	391	(391)		1,130	1,130
PROPERTY	26,848	15,200	11,648		45,324	45,958
TOTAL	37,164	24,082	13,081		71,899	72,743

Section 5 – Financial Report

Executive Summary

The year to date financial result at 31 December was a surplus of \$81.52m which was \$3.41m favourable to budget. This primarily relates to income which was \$2.86m favourable, which mainly relates to grants – operating (\$2.15m) and statutory fees and fines (\$618k).

The year-end result is forecast to be a surplus of \$25.06m, \$32k unfavourable to budget.

Year-to-date Result

As outlined in the Executive Summary above, the year to date result at 31 December reflects a favourable variance of \$3.41m. The significant variances to budget were:

- (1) **Statutory fees and fines** were \$618k favourable to budget primarily reflecting:
 - increases in parking infringements (\$450k) and animal infringements (\$99k) 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, and
 - building fees, which were \$200k favourable to budget mainly due to some large report and consent fees relating to a Box Hill tower development,
 - partly offset by a \$162k decrease in planning permit application fees.
- (2) **Grants – operating** were \$2.15m favourable to budget largely reflecting a \$1.70 million timing difference due to early payment of Quarter 3 Commonwealth Home Support Programme funding by the Commonwealth Department of Health, which was budgeted for January. Other significant variances included:
 - a \$239k increase in funding for Home and Community Services, \$153k of which reflects additional funding for Home Care Packages due to increased demand,
 - an \$81k increase in the school crossing subsidy for 2019/20, and
 - a \$65k increase in funding for Council's children's services centres mainly reflecting increased kinder funding.
- (3) **Grants – Capital** were \$389k unfavourable to budget mainly reflecting unfavourable timing differences on grants expected for Morton Park Reserve (\$250k) and Walker Park (\$200k) pavilion redevelopment projects, partly offset by \$90k of additional Roads to Recovery funding.
- (4) **Contributions – monetary** were \$67k unfavourable to budget primarily reflecting a delay in the Linum Laurel Boongarry contributions being raised (\$670k), partly offset by a \$601k favourable variance in public open space contributions.
- (5) **Contributions – non monetary** were \$160k favourable to budget relating to the recognition of Crown land in Vermont which Council now controls.
- (6) **Other income** was \$313k favourable to budget mainly reflecting \$174k cleared from the balance sheet accounts, additional legal cost recoveries (\$87k), mainly relating to rates debt recovery, and a \$43k increase in swim school income.

- (7) **Employee costs** were \$607k favourable to budget mainly relating to the following significant variances:
- salaries were \$321k favourable to budget mainly reflecting vacant positions and unfilled new initiative positions. This variance is spread across a number of departments, most significantly ParksWide (\$197k), City Management (\$163k), and Finance and Corporate Performance (\$107k), and is partly offset by a \$280k unfavourable variance In Engineering and Environmental Services,
 - training and development costs were \$213k favourable to budget, which is mostly considered to be a timing difference with training planned for later in the year, and
 - Council's 2019/20 Workcover premium was \$99k favourable to budget.
- (8) **Materials and services** were \$875k favourable to budget overall and included the following significant variances:
- Leisure and Recreation Services were \$386k favourable to budget reflecting a mix of timing differences and reductions in cost across several accounts including utilities (\$113k), contracts and services (\$63k), materials and supplies (\$43k), the investigation into pavilion usage project (\$35k), and merchandise (\$29k),
 - Digital and Business Technology was \$343k favourable to budget mainly due to later than anticipated software/hosting and support costs (\$204k) and customer single view project costs (\$147k),
 - Compliance was \$183k favourable to budget mainly reflecting lower than anticipated court referral costs for infringements (\$104k), and timing differences on maintenance (\$30k), materials and supplies (\$25k), and pound costs (\$25k),
 - Arts and Cultural Services were \$140k favourable to budget as it finalises planning for complete program delivery in quarters 3 and 4,
 - ParksWide was \$331k unfavourable to budget mainly reflecting an earlier start in weed eradication (\$125k), contract tree pruning (\$78k), and specialist tree works (\$43k), and an increase in contractor-backfill (\$42k) costs,
 - Engineering and Environmental Services were \$198k unfavourable to budget mainly reflecting a \$472k increase in North East Link costs year to date, partly offset by favourable variances in hard and green waste collection (\$85k), new budget initiatives (\$99k), and recycling service (\$47k) costs,
 - Home and Community Services was \$134k unfavourable to budget primarily reflecting a \$131k increase in Home Care Package costs due to increased demand for services, and which is offset by additional income, and
 - Community Development was \$124k unfavourable to budget mainly reflecting timing differences across several accounts including \$57k for the family violence prevention project, and on annual payments for demographic forecasts (\$32k) and Smartygrants (\$20k),
- (9) **Depreciation** was \$525k unfavourable to budget due to increases in the value of building and drainage assets resulting from the asset revaluations adopted in June 2019.
- (10) **Other expenses** were \$420k unfavourable to budget mainly reflecting a \$591k 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). This is partly offset by a \$72k favourable timing difference in community grants and other smaller differences.

Projected Year-end Result

The projected year-end result for 2019/20 was reviewed at 30 November and a surplus of \$25.06m is predicted, \$1.01m higher than the previous forecast but \$32k unfavourable to the adopted budget. The next reported forecast change will be in the January 2020 financial report.

Cash Position

Total cash and investments (including other financial assets) totalled \$223.45m at the end of December representing an \$18.87m 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 \$41.45m or 35.1% of 2019/20 rate debtors as at 31 December 2019.

Other debtors (net of doubtful debt provisions) outstanding at 31 December amounted to \$1.94m of which \$120k has been outstanding for more than 90 days.

Income Statement for the period ending 31 December 2019

	Year-to-Date				Full Year				
	Actual \$'000	Budget \$'000	Variance \$'000	Notes	Nov Forecast \$'000	Sep Forecast \$'000	Budget \$'000	Variance FCT v BUD \$'000	Variance FCT v Sep FCT \$'000
Income									
Rates	119,742	119,695	47		120,024	120,024	120,024	-	-
Statutory fees and fines	5,390	4,772	618	1	10,325	10,047	9,352	973	278
User fees	22,154	22,197	(43)		40,817	40,878	40,816	1	(61)
Grants - operating	11,699	9,548	2,151	2	18,844	18,742	18,468	376	102
Grants - capital	311	700	(389)	3	1,684	1,431	1,431	253	253
Contributions - monetary	3,722	3,789	(67)	4	7,035	7,035	7,035	-	-
Contributions - non-monetary	160	-	160	5	160	-	-	160	160
Interest income	2,562	2,417	145		4,257	4,257	4,507	(250)	-
Other income	1,844	1,531	313	6	3,627	3,656	3,226	401	(29)
Net gain / (loss) on disposal of assets	419	490	(71)		155	155	120	35	-
Total income	168,003	165,139	2,864		206,928	206,225	204,979	1,949	703
Expenditure									
Employee costs	38,168	38,775	607	7	80,575	80,436	80,357	(218)	(139)
Materials and services	29,169	30,044	875	8	65,828	66,263	65,612	(216)	435
Depreciation	13,404	12,879	(525)	9	27,098	27,098	26,098	(1,000)	-
Interest expense	101	106	5		101	106	106	5	5
Other expenses	5,645	5,225	(420)	10	8,263	8,267	7,711	(552)	4
Total expenditure	86,487	87,029	542		181,865	182,170	179,884	(1,981)	305
Net surplus / (deficit)	81,516	78,110	3,406		25,063	24,055	25,095	(32)	1,008

Balance Sheet as at 31 December 2019

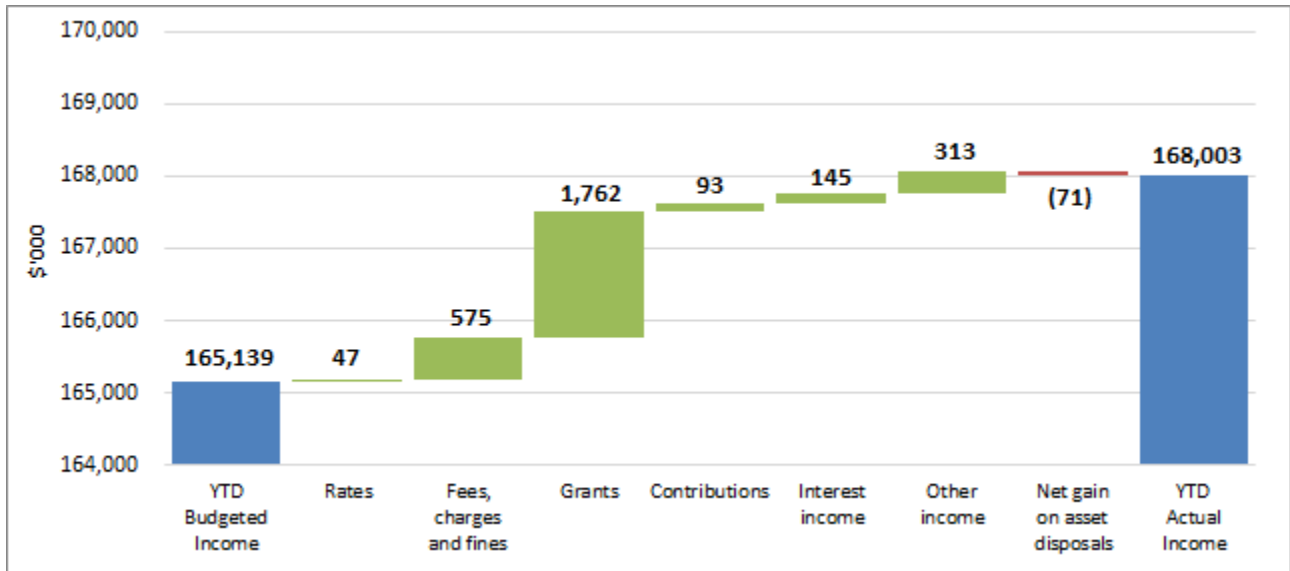
	2019/20 31-Dec-19 \$'000	2018/19 30-Jun-19 \$'000
ASSETS		
Current assets		
Cash and cash equivalents	18,548	22,468
Trade and other receivables	98,961	13,567
Other financial assets	204,902	219,849
Other assets	178	1,215
Non-current assets held for sale	-	1,800
Total current assets	322,589	258,899
Non-current assets		
Trade and other receivables	38	39
Investments in associates	5,848	5,848
Property, infrastructure, plant & equipment	3,350,750	3,339,851
Intangible assets	898	1,046
Total non-current assets	3,357,534	3,346,784
Total assets	3,680,123	3,605,683
LIABILITIES		
Current liabilities		
Trade and other payables	19,011	20,447
Trust funds and deposits	10,031	10,964
Provisions	16,485	16,451
Interest bearing loans and borrowings	37	5,047
Total current liabilities	45,564	52,909
Non-current liabilities		
Provisions	1,532	1,532
Interest bearing loans and borrowings	220	-
Other liabilities	1,034	1,034
Total non-current liabilities	2,786	2,566
Total liabilities	48,350	55,475
Net assets	3,631,773	3,550,208
EQUITY		
Accumulated surplus	1,566,047	1,484,533
Reserves	2,065,725	2,065,675
Total equity	3,631,773	3,550,208

Cash Flow Statement for the period ending 31 December 2019

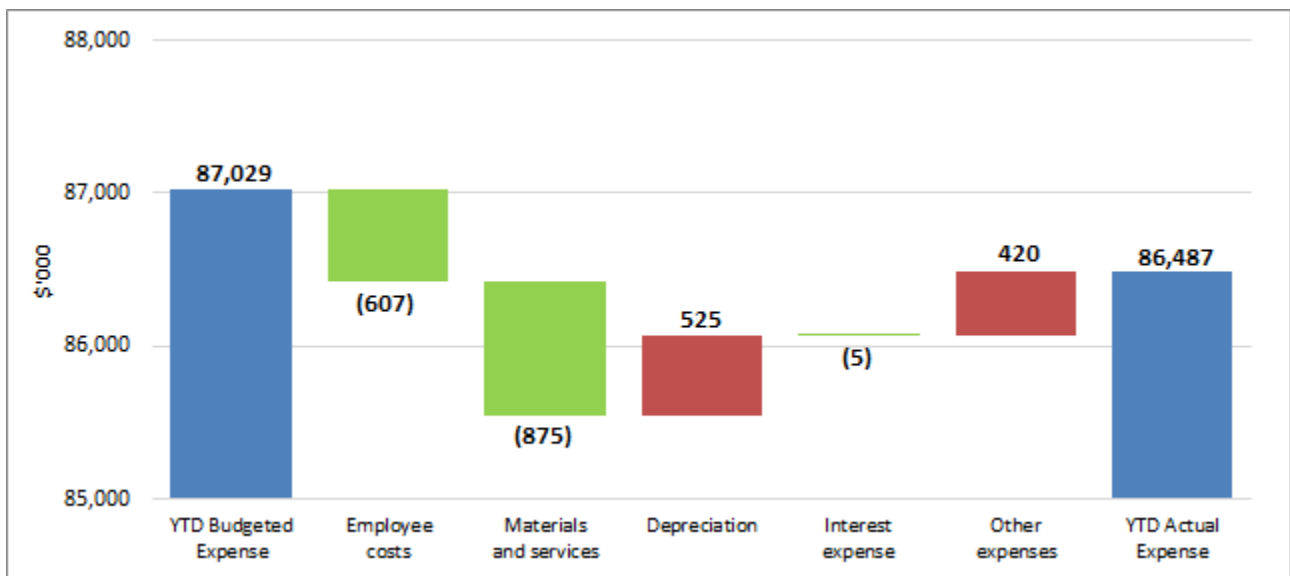
	2019/20 31-Dec-19 Inflows/ (Outflows) \$'000	2018/19 31-Dec-18 Inflows/ (Outflows) \$'000
Cash Flows from Operating Activities:		
Rates	43,110	41,607
Statutory fees and fines	5,390	4,723
User fees	23,899	22,156
Grants - operating	11,699	10,814
Grants - capital	311	-
Contributions - monetary	3,722	3,164
Interest received	2,562	2,722
Other receipts	1,844	1,905
Fire Services Property Levy collected	6,109	3,272
Employee benefits	(39,895)	(37,461)
Materials and services	(39,351)	(34,821)
Other payments	(5,645)	(4,808)
Fire Services Property Levy paid	(5,970)	(3,135)
Net cash from operating activities	7,785	10,138
Cash Flows from Investing Activities:		
Payment for property, infrastructure, plant and equipment	(24,082)	(12,324)
Proceeds from sale of property, infrastructure, plant and equipment	2,596	52,483
(Purchases)/sales of financial assets	14,947	(46,523)
Repayment of loans and advances from community organisations	(35)	(56)
Net cash used in investing activities	(6,574)	(6,420)
Cash Flows from Financing Activities		
Repayment of interest bearing loans and borrowings	(5,030)	(25)
Interest paid	(101)	(106)
Net cash used in financing activities	(5,131)	(131)
Net Increase/(decrease) in cash and cash equivalents	(3,920)	3,587
Cash and cash equivalents at 1 July	22,468	10,999
Cash and cash equivalents as at end of period	18,548	14,586

Operating Income and Expenditure

Graph 1.1: Year-to-date Operating Income Variance

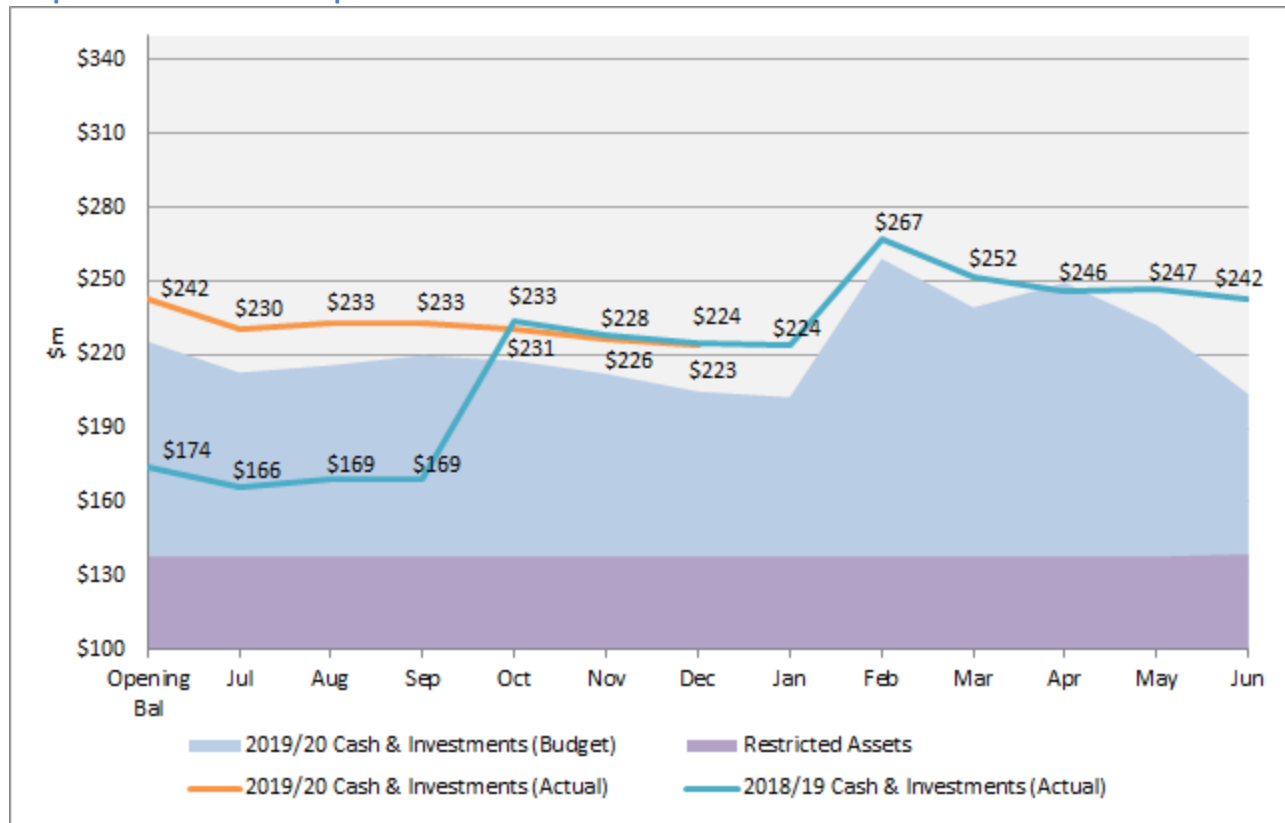


Graph 1.2: Year to Date Operating Expenditure Variance



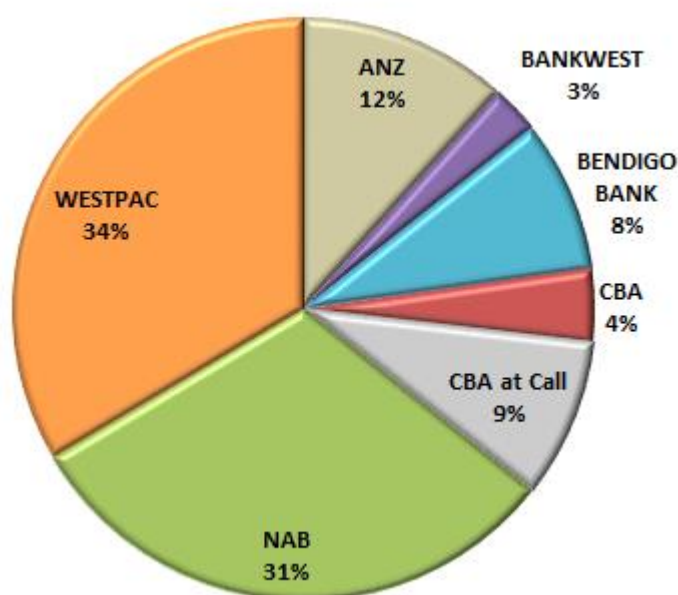
Cash and Investments

Graph 2.1: Cash Flow Comparison

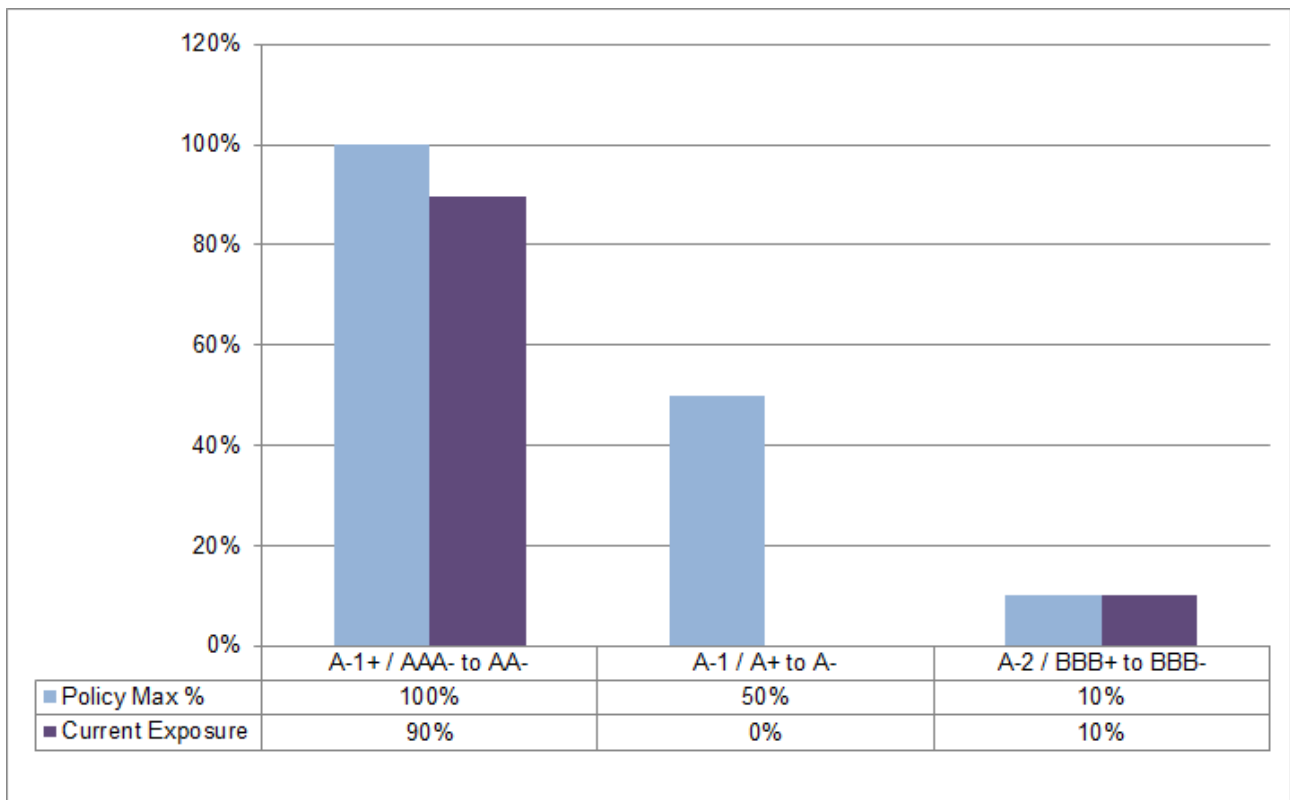


Note: Restricted Funds includes cash that is subject to external restrictions such as trust funds and deposits, Public Open Space Reserve and the Car Parking Reserve. It also includes funds allocated for specific future purposes such as the Aged and Disability Reserve, Community Development Reserve,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

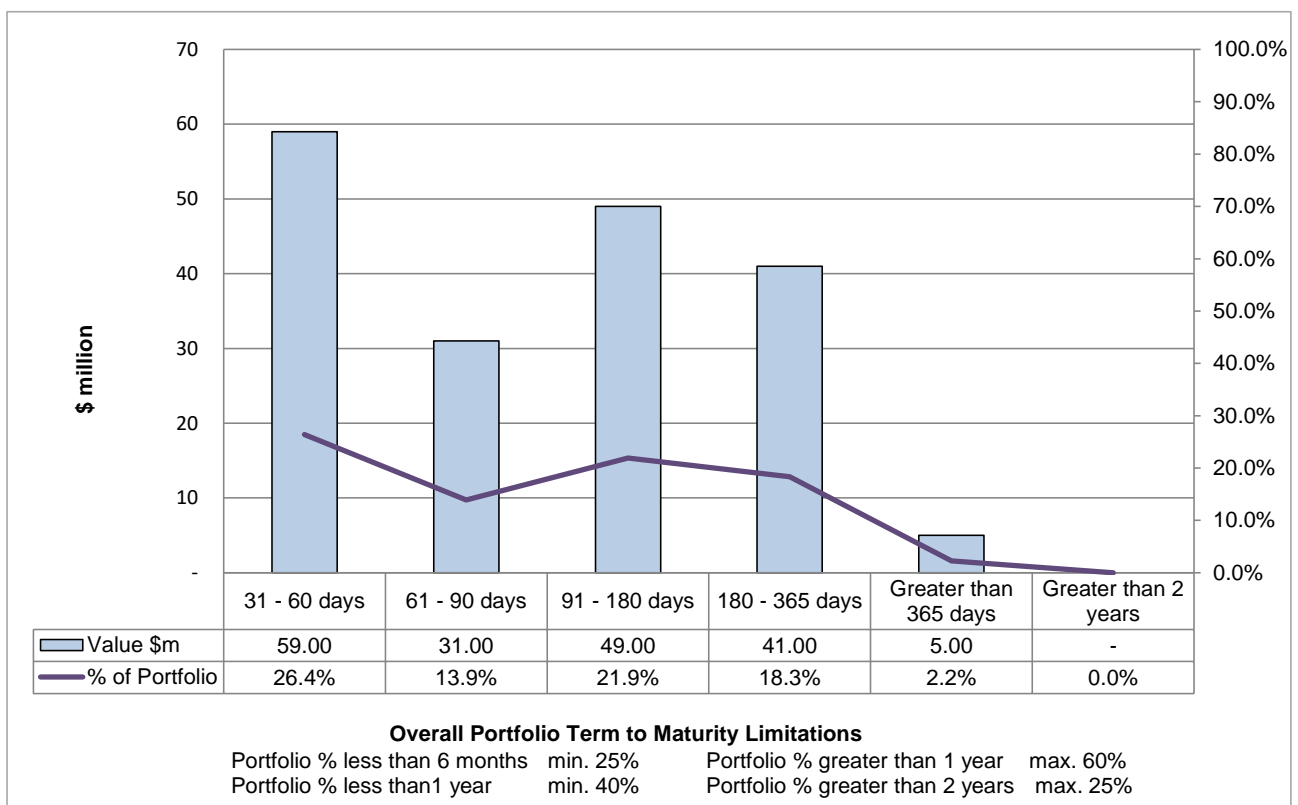
Graph 2.2: Investment by Institution



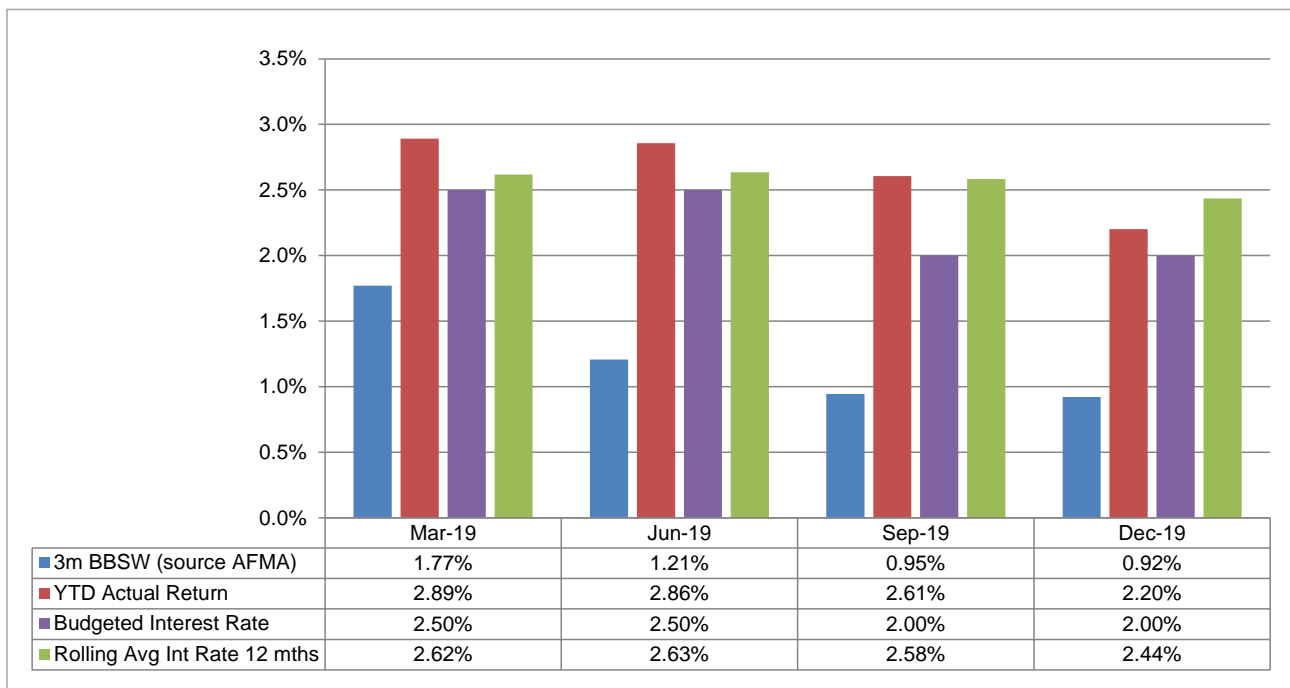
Graph 2.3: Cash and Investment Credit Ratings



Graph 2.4: Cash and Investment Portfolio Term to Maturity



Graph 2.5: Investment Benchmark Indicator



Rate and Other Debtors

Table 3.1: Current Rates Collected

	31-Dec-19 \$'000	31-Dec-18 \$'000	30-Nov-19 \$'000
YTD Current Rates Collected	41,149	39,731	32,299
% Current Rates Collected	35.1%	35.1%	27.7%

Graph 3.1: Percentage of Current Rates Collected

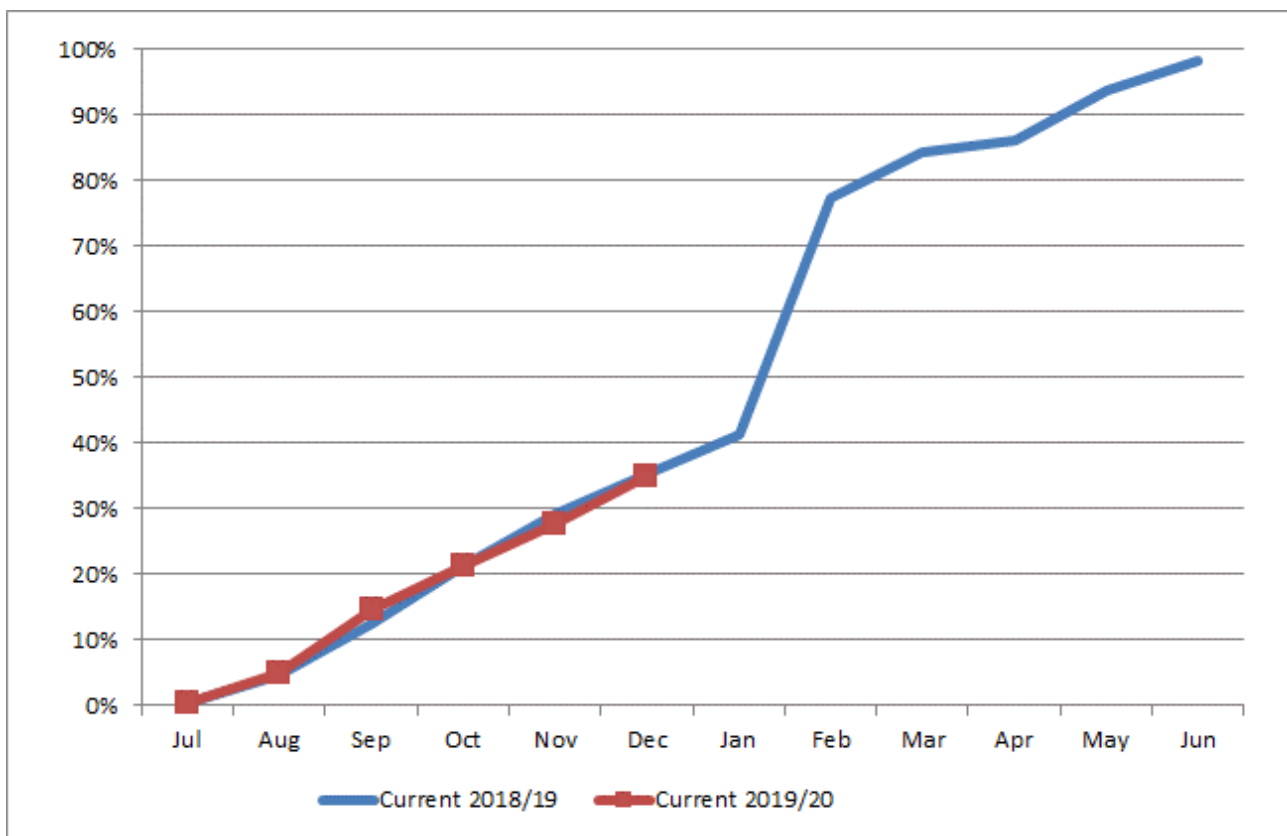
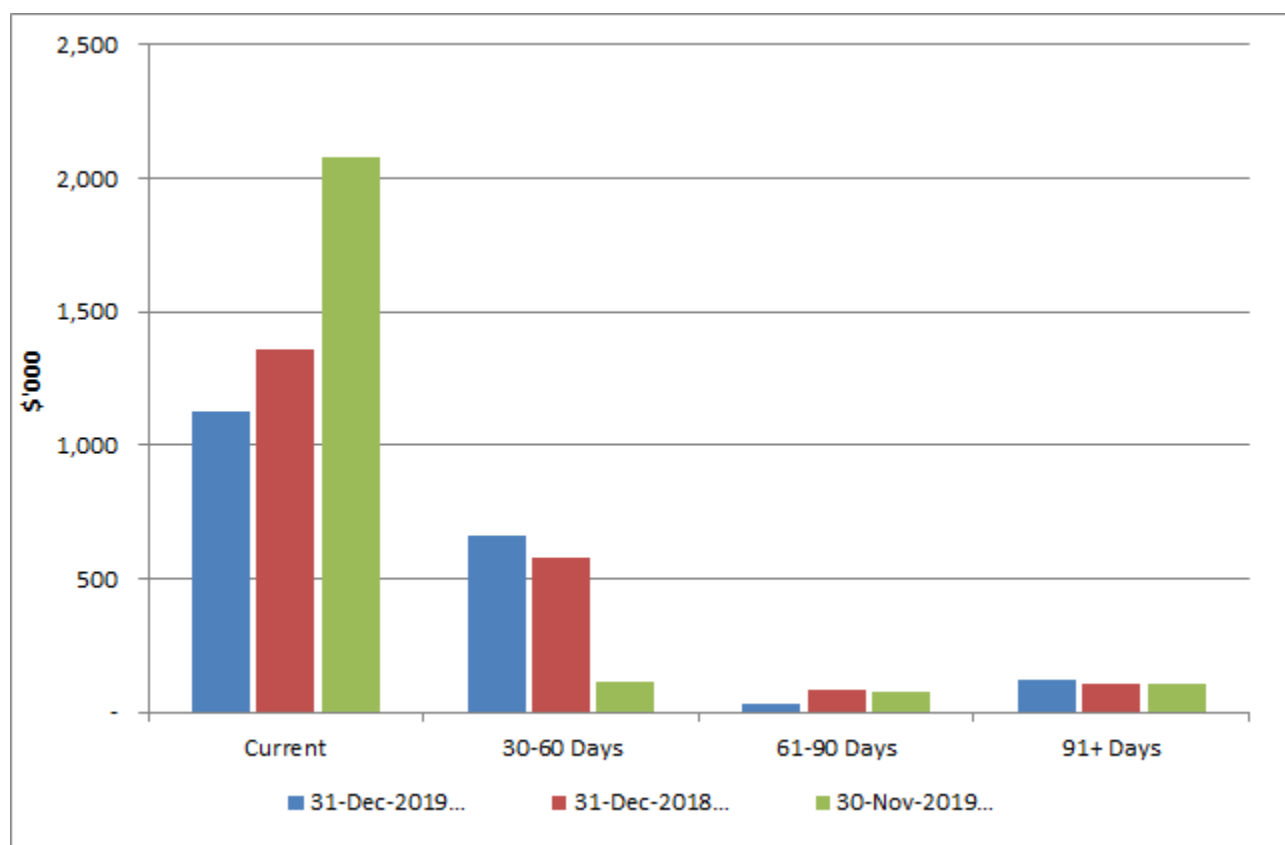


Table 3.2: General and Sundry Debtors

	31-Dec-19 \$'000	31-Dec-18 \$'000	30-Nov-19 \$'000
Current	1,130	1,359	2,078
30-60 Days	660	577	113
61-90 Days	35	86	79
91+ Days	120	109	110
Total Owing	1,944	2,131	2,380
Total over 60 days	155	195	189
% over 60 days	8.0%	9.1%	7.9%
Total over 90 days	120	109	110
% over 90 days	6.1%	5.1%	4.6%

Graph 3.2: General and Sundry Debtors – Aged Comparison

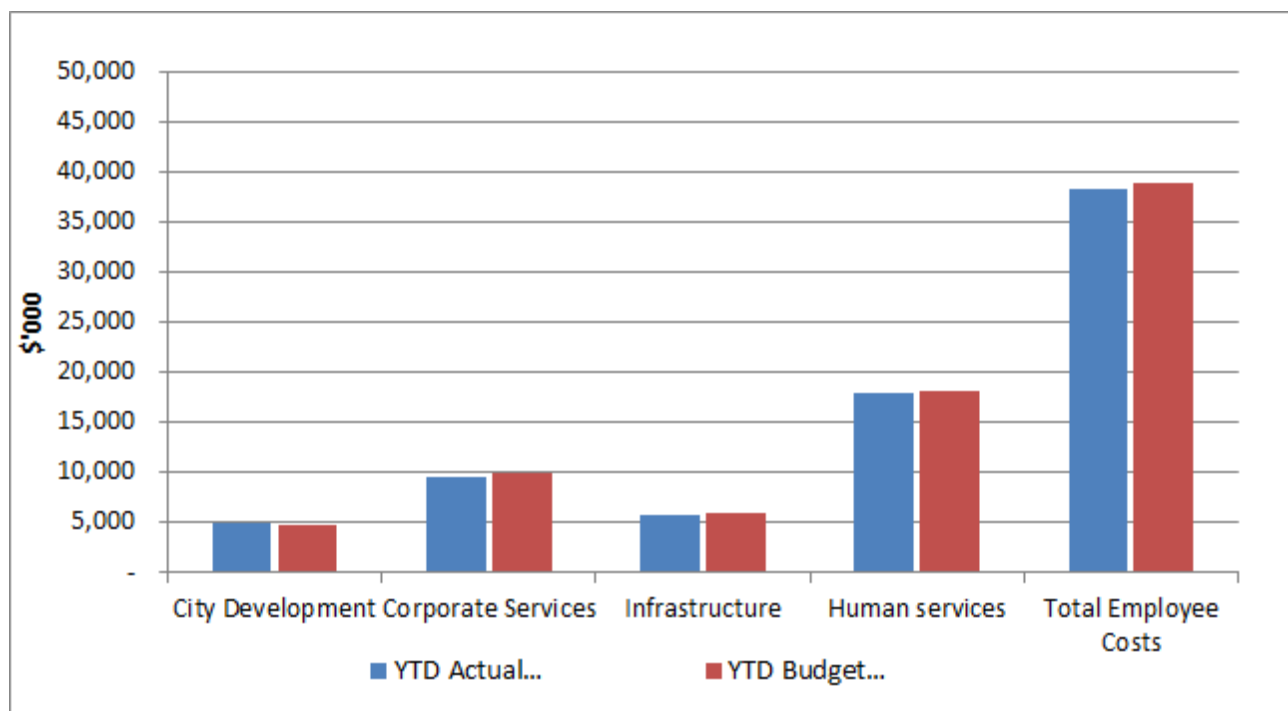


Employee Costs

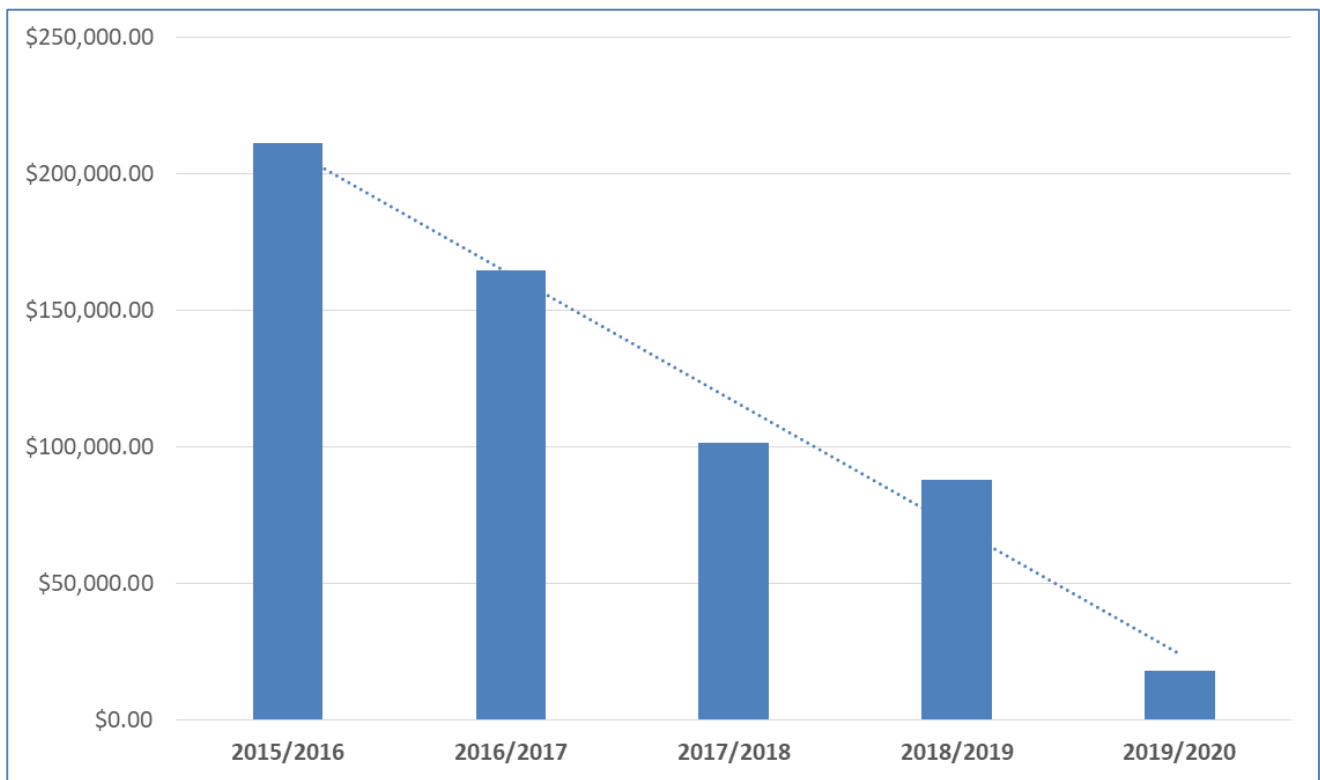
Table 4.1: Employee Costs by Division

Division	YTD Actual \$'000	YTD Budget \$'000	YTD Variance \$'000
City Development	4,910	4,764	(145)
Corporate Services	9,630	9,988	358
Infrastructure	5,780	6,002	222
Human services	17,849	18,022	173
Total Employee Costs	38,168	38,775	607

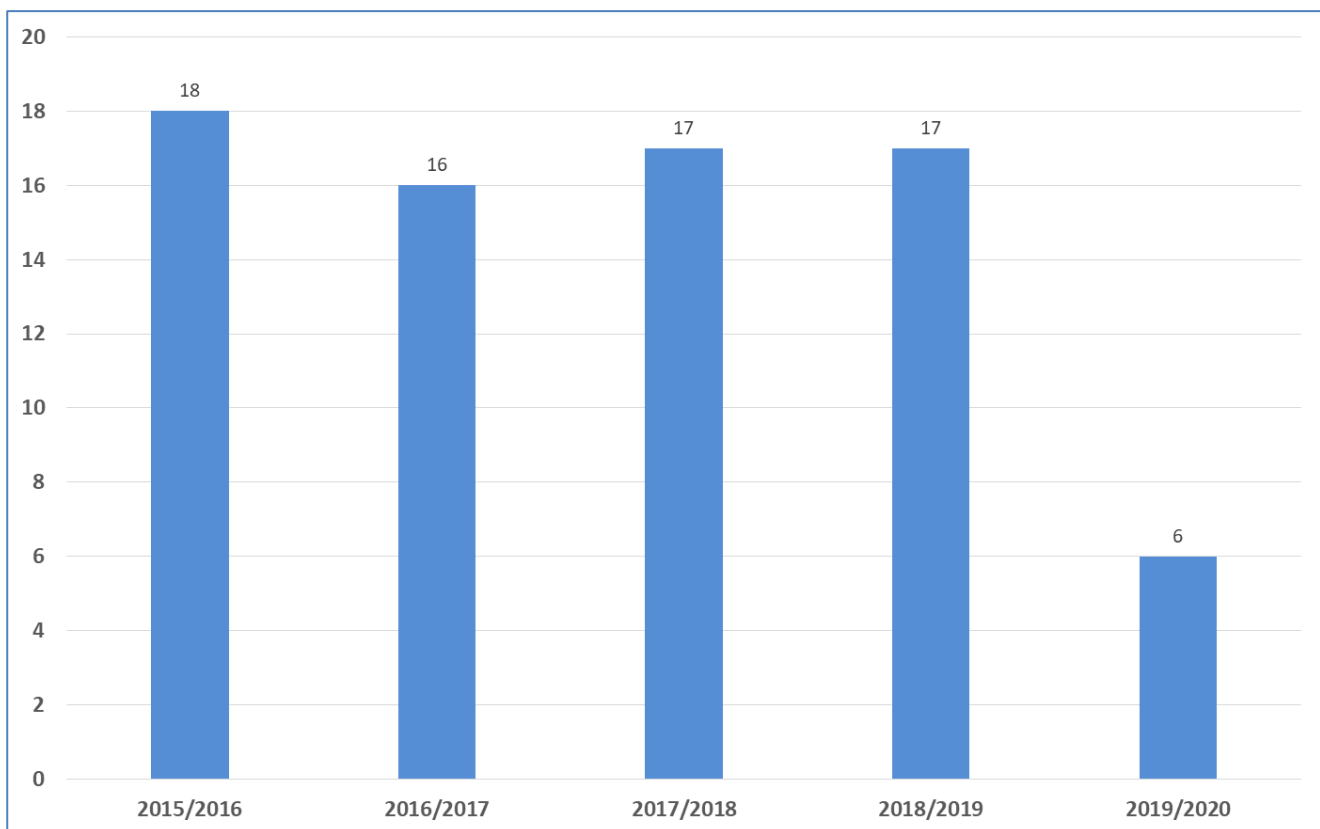
Graph 4.1: Employee Costs – Actual to Budget Comparison



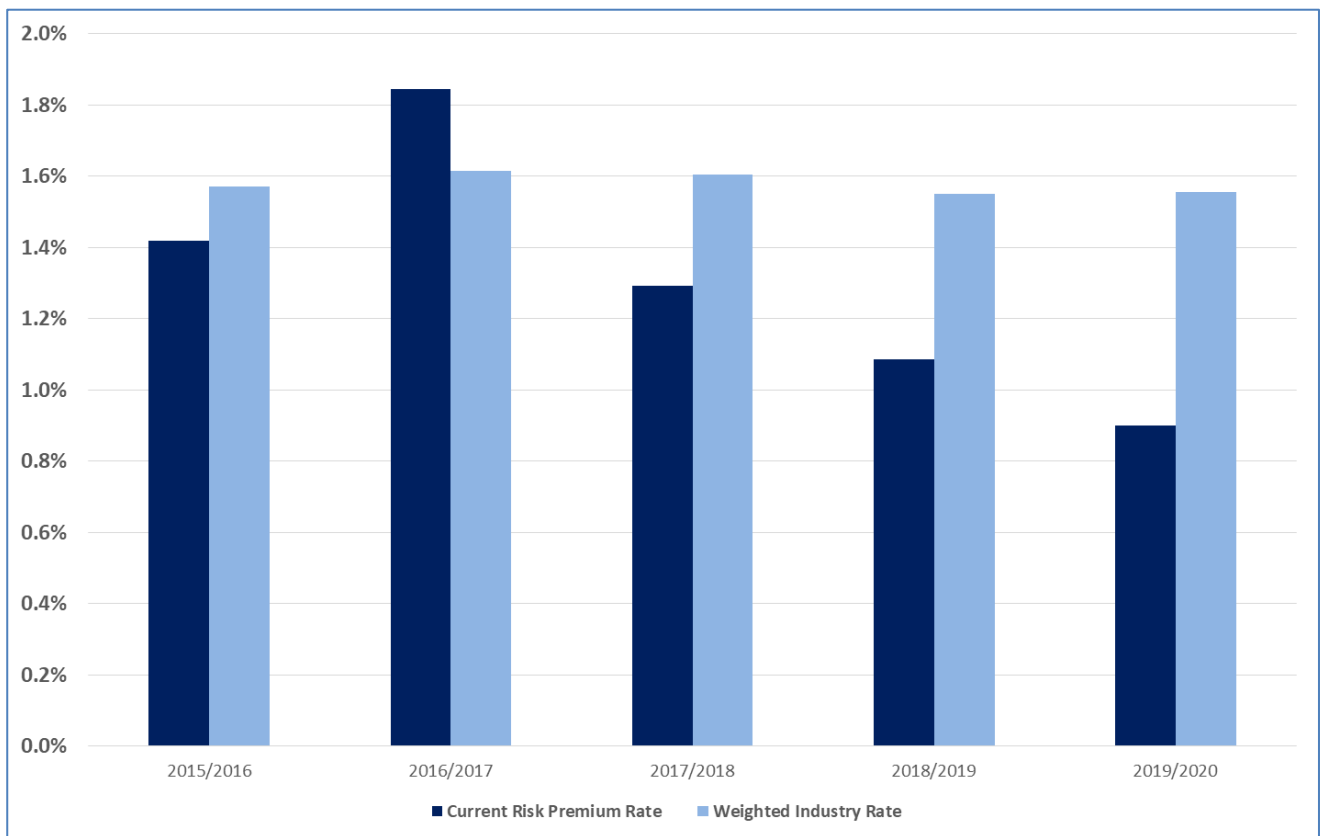
Graph 4.3: Workers Compensation Claim Costs



Graph 4.4: Employee Costs – Workers Compensation Claims



Graph 4.2: Premium Rate Vs Industry



Financial Performance Measures	2017/18 Half Year	2018/19 Half Year	2019/20 Half Year	2019-20 Forecast
Efficiency				
Average rate per property assessment	\$1,486.84	\$1,513.77	\$1,527.99	\$1,508.39
Expenses per property assessment	\$1,053.42	\$1,087.44	\$1,153.16	\$2,366.88
Liquidity				
Current assets compared to current liabilities	629.19%	775.77%	707.96%	491.70%
Unrestricted cash compared to current liabilities	282.09%	439.70%	376.11%	342.98%
Obligations				
Asset renewal compared to depreciation	81.01%	71.52%	142.03%	207.60%
Loans and borrowings compared to rates	4.79%	4.39%	0.21%	0.00%
Loans and borrowings repayments compared to rates	0.32%	0.11%	4.29%	4.27%
Non-current liabilities compared to own source revenue	5.93%	4.08%	1.83%	1.43%
Operating Position				
Adjusted underlying surplus (or deficit)	51.26%	58.77%	48.45%	11.33%
Stability				
Rates compared to adjusted underlying revenue	70.74%	58.95%	71.32%	59.01%
Rates compared to property values	0.17%	0.15%	0.17%	0.17%

Financial Sustainability Indicators	2017-18 Half Year	2018/19 Half Year	2019/20 Half Year	2019-20 Forecast
Expenses per head of municipal population	\$457.92	\$465.59	\$490.86	-
Infrastructure per head of municipal population	\$5,032.13	\$4,909.32	\$5,198.08	-
Population density per length of road	263.63	272.39	276.60	-
Own-source revenue per head of municipal population	\$841.94	\$1,048.67	\$863.31	-
Recurrent grants per head of municipal population	\$61.28	\$61.86	\$67.53	-
Relative Socio-Economic Disadvantage	N/A	N/A	N/A	-
Resignations and terminations compared to average staff	6.92%	4.71%	4.77%	15.02%

Section 6 – Audit Advisory Committee Minutes

This section contains the Audit Advisory Committee minutes for the second quarter of the financial year being 1 October to 31 December 2019.

There was one Audit Advisory Committee meeting held this quarter on 18 November 2019. Minutes had not been adopted at time of this report publication.