



WHITEHORSE Quarterly Performance Report

October – December 2022





Acknowledgement of Traditional Owners

Whitehorse City Council acknowledges the Wurundjeri Woi Wurrung people of the Kulin Nation as the traditional owners of the land.

We pay our respects to their Elders past, present and emerging.

Our Quarterly Performance Report

The Quarterly Performance Report provides updates and transparency for our community. It reports on Council activities, performance and future direction in alignment with the Council Plan 2021-2025.

This report is sectioned in a structured and easy to follow manner. Each section covers major activities undertaken throughout the year, the progress towards our Capital Works and our financial performance.

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Our Highlights This Quarter

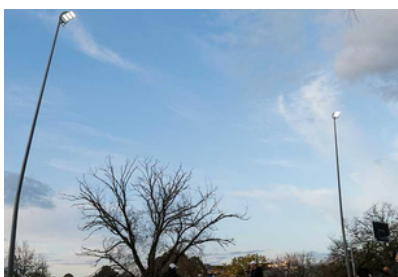
The Round

In Quarter 2, The Round was announced as the name for the redeveloped Whitehorse Performing Arts Centre. The opening of The Round is still on track for completion in the next financial year.



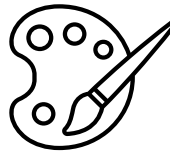
Lighting up local sport

RHL Sparks Reserve in Box Hill, Walker Park in Nunawading, Wembley Park in Box Hill South and the Box Hill Gardens multipurpose courts were upgraded with smart LED lighting solutions. These new lighting systems are more sustainable and energy efficient than the older style of lights.



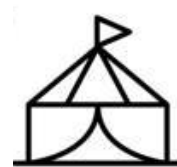
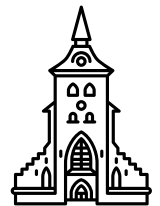
81 young local creatives

exhibited their artworks at the inaugural Youth Art Competition and Exhibition. Youth ConneXions at Box Hill Community Art Centre held this event.



21 applications

were allocated for the 2022/2023 round of the Heritage Assistance Fund



Approximately **148,000** community members attended council festivals and events

16 Days of Activisim

Council partnered with Vermont South Neighbourhood House to deliver a 'respect' knitting group to 'yarn bomb' or decorate the wire garden fence in Brentford Square. Community members learned to crochet flowers while talking about respect and what it means to them.



Our Highlights This Quarter



Whitehorse Carols Concert

This quarter saw the Whitehorse Carols Concert held at Tunstall Park. This major event had about 10,000 community members attending. The Concert showcased local food and performances, and kids were able to enjoy free rides and a visit from Santa.



8,276 pieces
of feedback
received via
YourSay
Whitehorse



1400+ community members

participated in the 2022 Whitehorse Seniors Festival held throughout October. There were 14 external organisations and 5 Council departments who collaborated to provide a large variety of activities.

1,641 new members

joined Whitehorse Libraries in Quarter 2. This is a 56% increase from the previous year.



2,250 submissions

received for the community engagement for the Open Space Strategy 2022-2037

Children's Week

The 2022 theme is 'All Children have the right to a standard of living that supports their wellbeing and healthy development'. Britannia Mall hosted a face painter, magician, hip hop dance classes run by local dance school, Street Dance Studios and craft workshops run by Mitcham Neighbourhood House.



The 2023/24 Budget and Council Plan review

Community engagement was undertaken for the Council Plan review and the 2023/24 Budget. Throughout October, Council held 12 vox pop sessions and 2 drop-in sessions across multiple locations with 488 community members participating.



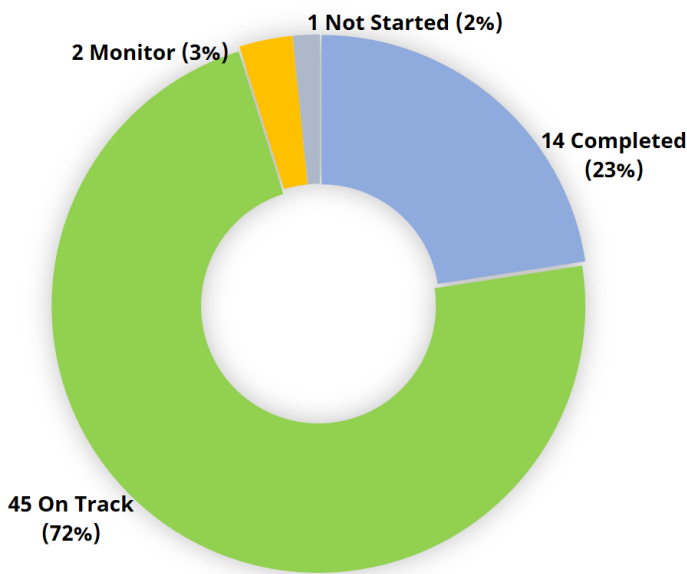
Performance against the Council Plan 2021-2025

This section provides a quarterly update against major initiatives, initiatives and services, which aligns to the strategic directions of the Council Plan 2021-2025.

Our Council Plan 2021–2025 outlines the eight (8) strategic directions with related objectives and strategies for Council to work towards over the next four years to achieve the Whitehorse 2040 Community Vision.



Initiatives Status



Initiatives – Are significant projects or actions identified in the Council Plan 2021-2025, and the adopted 2022/23 Budget, and will directly contribute to the achievement of Council’s short and longer term objectives.

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

This quarter saw 62 initiatives reported:

Completed:	14
On Track:	45
Monitor (at risk of/ or is falling behind):	2
Deferred (on hold until further notice):	0
Not Started:	1

1

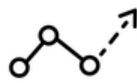
Strategic Indicators: Innovation, Transformation and Creativity

Our Strategic Indicators measures our performance against the Council Plan 2021–2025

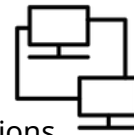


On Track

Progress of new
Enterprise
Resource Planning
(ERP) project



Increase in
integrated
ERP applications



Service Excellence
Program developed
by 2022/2023



Financial savings of
\$700k in Year 1
through the
Transformation
program

146,528

Participants in Council
run programs



Community Satisfaction Survey results

*Annual figure reported in the Annual Report (Index score)



74

Arts centres and libraries



Measure under review or not commenced

Maximise return on investment
of The Round (Year 4 of the
Council Plan)

Manual processes converted
to online workflows

Employee
Engagement Survey

Develop a proposal for an open
data program for integration into
the Information Management
Strategy

1

Strategic Direction: Innovation, Transformation and Creativity



Initiative	Digital & Business Technology	ON TRACK
Implementation of the Enterprise Resource Planning Project	<p>Quarter 2 saw data migrations activity picking up in pace. The system configuration and build activities are largely complete with technical integration work conducted to ensure data transmission between existing Council systems and externally hosted systems.</p> <p>Comprehensive test planning enabled the successful execution of 500+ test scenarios across an intensive 4 week period. Strong Project Management, robust governance processes and solid team commitment continue to support the successful progress of the project.</p>	
Undertake Continuous Improvement Program	<p>Transformation</p> <p>In Quarter 2, the Continuous Improvement Program has delivered \$299,324 financial benefits with 2,306 hours saved. The year to date has totalled \$742,242 financial benefits with 4,355 hours saved.</p> <p>The customer experience was improved with 18,908 digital transactions and 895 days of improved customer response. The year to date saw a total 40,140 digital transactions received and 3,213 days of improved response for customers.</p>	ON TRACK
Undertake Organisational Service Planning Review	<p>Transformation</p> <p>The Services for Older People Review was completed in October 2022 and implementation is on track. Aqualink, Customer Service and Experience, Statutory Planning, and People, Culture and Payroll are due for completion in early 2023. Preparation is underway for Community Safety, Enforcement and Environmental Health, and Transport and Engineering services to commence in Quarter 3.</p>	ON TRACK

1 Strategic Direction: Innovation, Transformation and Creativity



Initiative	Continuous Improvement	ON TRACK
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Implementation of the Transformational Strategy

In Quarter 2, the first quarterly report against the Transformation Strategy was presented to the organisation.

Council's leadership team participated in a half day change leadership training and coaching session held at the Box Hill Town Hall.

The Gender Equality Action Plan and the Risk Management Framework projects will commence reporting through to the Transformation Steering Committee starting Quarter 3.

Information Technology	ON TRACK
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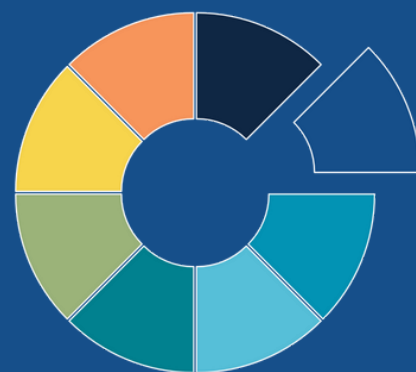
Implement IT Foundational Plan

The IT Foundational Plan delivery saw the successful migration of the IT Service Desk management tool to the cloud. This will improve functionality, business continuity and staff request fulfilment. Council completed a review and developed a roadmap to ensure network capacity and capability in accommodating organisation expansion into cloud services.

2

Strategic Indicators:

A thriving local economy: business, employment, education and skill development



Our Strategic Indicators measures our performance against the Council Plan 2021–2025

On Track



Programs that encourage trade and access to businesses

An increase in outdoor trading permits in our commercial and retail precincts



21%

of Council procurement from local businesses

The Business Resilience Program was implemented in **1** Retail Precinct



44 Think Local Buy Local communication initiatives

18 Partnership events held with surrounding Councils

23 Business networks supported to implement innovative solutions

33% of registered businesses supported through advertising and other engagements

+0.2%

Gap between the Greater Melbourne and Whitehorse unemployment rates



2

Programs delivered with local tertiary institutions



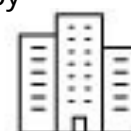
28

Meetings with Tertiary Education representatives



34

Programs developed by government and communicated to the business community



2

Strategic Direction:
A thriving local economy: business,
employment, education and skill
development



Initiative

Investment and Economic Development (I&ED)

ON TRACK

Whitehorse Activity Hubs (plan for post-pandemic support to revitalise Whitehorse economy and promote municipality)

The Whitehorse Excellence in Business Awards gala dinner celebrated nominated businesses and category winners. Council partnered up with Nedrasca Disability Services to create four 'Celebrating Nature' public art banners in Box Hill Mall. Children's Week event involved face painting, a magician, hip hop dance classes by a local dance school and craft workshops at the Britannia Mall. Council partnered with Vermont South Neighbourhood House to deliver a 'respect' knitting group as part of the 16 Days of Activism Campaign.

Community Safety

ON TRACK

Local Law and parking service provision that is designed to support and assist businesses

Community Safety continued programmed parking patrols to promote and encourage turnover of trade. This is designed to ensure consistent parking opportunities in line with the Parking Management Strategy.

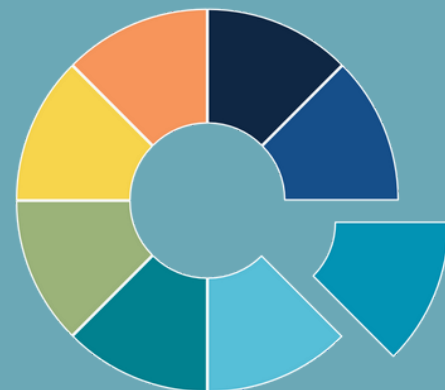
Community Safety

ON TRACK

Council will promote and work with businesses to encourage more outdoor trade

Support was given for applications or renewals of their outdoor trading permits including requests for semi-permanent outdoor space, including marquis and decking.

3 Strategic Indicators: Diverse and Inclusive Community



Our Strategic Indicators measures our performance against the Council Plan 2021–2025

On Track



Partnerships with CALD community organisations



Faith and cultural celebrations and traditions are acknowledged



Facilitate Whitehorse Interfaith Network

60 Community Satisfaction Survey results for informing the community



*Annual figure reported in the Annual Report (Index score)



Web visits and enquiries via digital channels



Use of interpreters and translated material produced by Council



Information sessions delivered to new migrants



Participation in Eastern Affordable Housing Alliance and Regional Local Government Homelessness and Social Housing Charter Group



89 Registered users on YourSay Whitehorse are from a non-English speaking background and **75** users identify as a person with a disability.

148,000



Attendance numbers at Council-led festivals and events

5 Collaborative procurement contracts



3 New joint partnership projects undertaken



17 Programs that have volunteers



834



New citizens welcomed through Citizenship Ceremonies

5



Gender impact assessments undertaken



16,156
online transactions

Council held **1** event that celebrated our Wurundjeri Woi Wurrung heritage



Measure under review or not commenced

Social and affordable housing developed in partnership with developers

% of registered volunteers from a Culturally and Linguistically Diverse (CALD) background

Partnership meetings with community organisations

3 Strategic Direction: Diverse and Inclusive Community




Initiative	Leisure & Recreation Services	MONITOR
Development of the Strategic Partnerships Framework (Indoor Sports Facilities)	The development of the Strategic Partnerships Framework saw minimal progress this quarter due to resource constraints. Feedback on the concept of the Framework was provided in the previous quarter and had been considered during Quarter 2.	
	Community Engagement & Development	ON TRACK
Development of the Affordable Housing Local Planning Policy	The Draft Affordable Housing Policy opened in December for community feedback via Your Say Whitehorse. It will continue through to Quarter 3.	

4 Strategic Indicators: Our Built Environment, Movement and Public Spaces




Our Strategic Indicators measures our performance against the Council Plan 2021–2025

97% 
Compliance with Council's Road Management Plan audits

2 
New Council buildings that meet environmentally sustainable design guidelines (ESD) as per Council's ESD Policy

2.76 
Utilisation of Aquatic Facilities (visits per head of population)

1 
Easy ride routes installed

Community Satisfaction Survey results

*Annual figure reported in the Annual Report (Index score)



54 
Building and Planning permits

74 Appearance of public places 

68 Sealed Local Roads 

On Track


Programs and initiatives delivered that facilitate social connections


Develop a calendar of, and conduct, volunteer and community education programs on the natural environment.

Measure under review or not commenced

Increase in liveability index

Transport Advocacy programs

70% of play spaces delivering contemporary play experiences

Integrated Open Space Services Survey results

4

Strategic Direction: Our Built Environment, Movement and Public Spaces



Initiative	Leisure & Recreation Services	ON TRACK
East Burwood Reserve Master Plan	A consultant was engaged for the East Burwood Reserve Master Plan and the first round of community engagement was completed. The project had some minor delays in Quarter 2 due to more thorough investigations and concepts being considered. Despite these minor delays, the project is still on track to be completed by the end of the financial year. The Draft Master Plan will be presented to Council in March for consideration.	
Sportsfield safety and provision review	The final report has been completed and is being considered by Parks and Natural Environment and Leisure and Recreation Services. The report will be presented to Council in Quarter 3.	
Development of Open Space Strategy 2022-2037 and review further opportunities for use of Open Space Reserve funds in delivering Open Space priorities	Officers continued to work with consultants to progress the review of the Whitehorse Open Space Strategy. There were 20 pop-up community engagement activities undertaken with 2,250 submissions received. Feedback will be collated to determine themes and incorporated into the Draft Open Space Strategy 2023.	

4

Strategic Direction: Our Built Environment, Movement and Public Spaces



Initiative	Major Projects	ON TRACK
Redevelopment of Sportlink	The redevelopment of Sportlink is nearing completion with the netball court roof erected and skylights and roof vents ready for installation. In Quarter 2, the 100kw solar panel system has been installed and lighting and fire services under the roof completed. The asphalt court surface is complete. The line marking, new car park asphaltting, remaining services, fascia surrounds, gates and fencing are to soon to be completed.	
The Round Development (previously known as the Whitehorse Performing Arts Centre)	The Round has progressed significantly in its physical form over the second quarter. The main structure for the Level 1 (south) roof plant platform has been completed. Having the roofing installed is a major milestone as it supports the contractor to progress with internal building fit out and minimises impact from the weather. The contractor has commenced the central and southern carpark areas.	
Redevelopment of Morack Golf Course	The redevelopment of Morack Golf Course is progressing well. In-ground services are complete and concrete on the main pavilion has been poured. Steel is currently being erected and mini golf works will commence shortly.	

4

Strategic Direction: Our Built Environment, Movement and Public Spaces



Initiative	City Services	ON TRACK
Energy efficient street lighting changeover	<p>The end of Quarter 2 observes 357 lights (56.2%) replaced with energy efficient LEDs. Once completed, the 645 new lights will reduce greenhouse gas emissions by an estimated 168 tonnes per annum.</p> <p>Quarter 3 foresees challenges with logistics, additional materials such as adaptors, the supply chain and contractor timing. The completion date of Stage 2 for the Decorative-style Street Lighting Upgrade Project has been extended to reflect anticipated delays.</p>	
Implement Sportsfield lighting improvement projects in line with the Sportsfield Lighting Policy	<p>Sportsfield lighting design and construction contracts have been awarded for Koonung Park and Forest Hill Reserve. The tender process for construction of Sportsfield lighting at Ballyshannassy Park has commenced.</p>	
Pavilion Renewal - Implement Pavilion Redevelopment Program in line with the Pavilion Development Policy	<p>As part of the Redevelopment Program, Quarter 2 saw the completion of construction works for the Pavilion project at Sparks Reserve (Soccer). The remainder of the Program, including Heatherdale Reserve, is progressing well.</p>	
Implement the Streetscape Improvement Program in line with existing structure and activity centre plans	<p>A contract has been awarded for the streetscape upgrade works at the Blackburn Village Shopping Centre and the program is progressing well.</p>	

4

Strategic Direction: Our Built Environment, Movement and Public Spaces



Initiative	Project Delivery & Assets	ON TRACK
Implement the Play Space Renewal Program in line with the Play Space Strategy	Play spaces have been completed at Cootamundra Walk, Warekila Reserve and Lucknow Reserve.	
	Construction contracts have been awarded for play spaces at Pickford Paddock (North), Scarborough Park, Branksome Grove and Collina Glen Reserve.	
	Design contracts have been awarded for play spaces at Elgar Park and Slater Reserve.	
	Project Delivery & Assets	ON TRACK
Review Play Space Strategy (Year 3)	Opportunities for the Play Space Review to link in with the current Open Space Strategy Review are being explored.	
	City Planning & Development	COMPLETED
Prepare Draft Developer Contributions Plan for consideration by Council	The Draft Development Contributions Plan has been completed and was endorsed by Council as a Draft for public consultation in August 2022. The Planning scheme amendment C241whse was subsequently authorised by the Minister for Planning (under delegation) and the amendment and Draft Development contributions Plan was exhibited concurrently in Quarter 2.	
	City Planning & Development	COMPLETED
Adopt updated Structure Plan and Urban Design Framework for Box Hill Metropolitan Activity Centre and implement planning controls	The Department of Environment, Land, Water and Planning refused Council's request for 'authorisation' to commence the planning scheme C228whse amendment. This was due the Suburban Rail Loop (SRL) project. As a result, strategic work on the plans won't be progressing and this initiative is complete.	

4

Strategic Direction: Our Built Environment, Movement and Public Spaces



Initiative	City Planning & Development	MONITOR
Update the Nunawading, Megamile East and Mitcham Structure Plan	Phase 1 is still in progress and there are delays with this project due to staff resourcing, consultant constraints, and impacts from COVID-19. The Issues and Opportunities report, which will be completed soon, will see the completion of Phase 1.	
Implementation of the Residential Corridors Built Form Study	City Planning & Development	COMPLETED
	The study is complete. Submissions to the planning scheme amendment will be reported to Council in Quarter 3.	
Participate in the development of guidelines by State government aimed at creating '20-minute neighbourhoods'	City Planning & Development	NOT STARTED
	Council is currently waiting on further guidance from Department of Environment, Land, Water and Planning regarding the 20-minute neighbourhoods.	
Natural and built environment education program	City Planning & Development	ON TRACK
	City Planning and Development have facilitated natural and built education programs in Quarter 2. This included seven Tree Education events with 148 participants. The Gardens for Wildlife saw an increase to 18 active volunteers and 14 garden visits.	
Implementation of Easy Ride routes	Engineering & Investment	ON TRACK
	Quarter 2 saw Easy Ride Routes (ERR) NS10 Wayfinding Signs installed and detailed design progressing on Surrey Park Shared Path. Implementation plan is currently being developed for new routes identified and confirmed to fill a missing area of the ERR network, as part of Easy Ride Routes NS4 and NS6A.	
	Line markings were completed in a missing section of EW4 in Heath St, Blackburn and at traffic management devices in Terrara Rd, Vermont South.	

4

Strategic Direction: Our Built Environment, Movement and Public Spaces



Initiative	Engineering & Investment	ON TRACK
Work co-operatively with Suburban Rail Loop to advocate for best implementation of State Planning regulations in Box Hill and Burwood	Council officers continued to provide comments and advocacy to the Suburban Rail Loop Authority. This included the planning for initial and early works, urban design, open space, heritage, tree planting and integrated water management.	
North East Link Advocacy	Council officers continued to advocate for improved outcomes, particularly relating to open space, vegetation, noise, air quality and support for residents impacted during the construction phase.	
LXRP Major Transport Project	Council continued to advocate to the State Government to maintain and enhance transport accessibility. Council was successful in lobbying the State Government to improve the design of the Pick-up and Drop-off zone off Mont Albert Road for the Level Crossing Removal Project. This enhancement will help the community to have better access into the proposed Eastern Concourse Station Entrance.	
Implementation of Box Hill Integrated Transport Strategy	Quarter 2 saw detailed designs being finalised for the Thurston/Oxford/Surrey/Brougham roundabout and designs continued for Station St/Oxford St and Station St/Ashted St. Council is currently seeking comments and in-principle support from the Department of Transport. The Prospect St designs were completed with plans of construction before 30 June 2023. The 10-Year Capital Works Plan for the Box Hill Integrated Transport Strategy are re-forecast as part of the development of a new 10-Year Capital Works Program.	

5

Strategic Indicators: Sustainable Climate and Environmental Care



Our Strategic Indicators measures our performance against the Council Plan 2021–2025



2,830

Street trees planted



1,925

Trees planted in streetscapes and parks



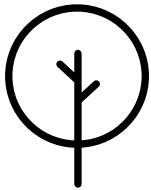
18,693

Plants indigenous to Whitehorse produced by Whitehorse Nursery



8,719

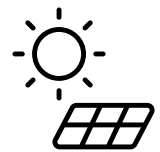
Plants planted



An increase of **500** trees planted on Council managed land

2

Solar installations across Council owned facilities



On Track



Council's reduction in carbon emissions



Meet targets under Energy Procurement Contract and Power Purchase Agreements



57%

Kerbside waste collection diverted from landfill

12

Sustainability community education and engagement activities provided



Community Satisfaction Survey results



64

Environmental Sustainability

74

Performance of Waste Management Services

*Annual figure reported in the Annual Report (Index Score)

5

Strategic Direction: Sustainable Climate and Environmental Care



Initiative	City Services	ON TRACK
Development of the Sustainability Strategy 2030	The draft Sustainability Strategy 2030: 'Taking Climate Action' and the first 4-year Action Plan 2023-2026 were released for public exhibition. Phase 2 strategy consultation including community engagement activities were completed. This included a community workshop, pop-up conversations across the municipality and an online survey. Work is now underway to finalise the Strategy and Action Plan. It is scheduled to be presented to Council in Quarter 4.	
Implementation of Council's 'Rubbish to Resource' Waste Management Strategy 2018-2028	Quarter 2 promoted and launched RecycleMate within the Whitehorse community. This is an app providing localised waste and recycling information. Planning and preparation was undertaken this quarter for the launch in Quarter 3 of HomeCycle, a reusable household goods collection. Council established a partnership with not-for-profit Responsible Cafes. Council joined a collaboration of 14 Victorian councils to implement an evidence-based reusable nappies program.	ON TRACK
Continue to work with South East metropolitan Councils on the advanced waste processing project	Work continued to progress the procurement process of an advanced waste processing facility. This process is part of Council being a shareholder of South East Metropolitan Advanced Waste Processing Pty Ltd. In total eight Councils are committed to the project.	ON TRACK
Undertake a waste service charge review	Council continued to work on the structure and details of the implementation of the new Waste Service Charge in 2023/24.	ON TRACK

5

Strategic Direction: Sustainable Climate and Environmental Care

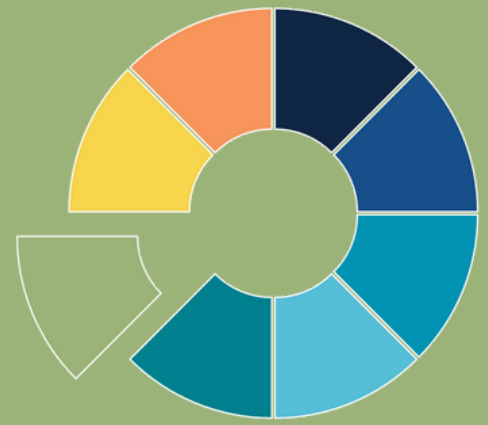


Initiative	Parks & Natural Environment	ON TRACK
Implementation of the Urban Forest Strategy	<p>Quarter 2 marked the completion of the Street Tree Planting Program for 2022. During this period, 2830 street trees were planted.</p> <p>More than 1,000 local indigenous plants were distributed to the participants in the education programs at the Spring Festival.</p> <p>Council has been involved with a number of regional forums relating to Urban Forest including Integrated Water Management forums and Gardiners Creek Catchment. Council is currently collaborating in tree trialling programs with Treenet and local nurseries.</p>	
Adoption of landscape planting guideline	<p>Parks & Natural Environment</p> <p>The Landscape Planting Plan was completed and approved. This operational plan will assist Council to undertake sustainable, resilient and diverse plantings in public open space that create habitats and improve aesthetics. The Planting Plan factors in public safety, site requirements, successful species, maintenance regimes and plant production.</p>	COMPLETED
Development of the Integrated Water Strategy and Action Plan	<p>Parks & Natural Environment</p> <p>The Whitehorse Integrated Water Management Strategy and associated Action Plan have been completed and endorsed by Council.</p>	COMPLETED
Develop a Transition Plan to a 4-bin kerbside waste and recycling system, in line with the State Government's Recycling Victoria Policy	<p>City Services</p> <p>In Quarter 2, Council continued preliminary and preparatory work to inform the Glass Service Transition Plan. Council's food and garden organics service and preliminary planning continue to be evaluated and monitored for the service rollout to eligible households.</p>	ON TRACK

6

Strategic Indicators: An Empowered, Collaborative Community

Our Strategic Indicators measures our performance against the Council Plan 2021–2025



12

Young people
registered
with YourSay
Whitehorse

Community Satisfaction Survey results

*Annual figure reported in the Annual Report (Index score)

76

Customer Service



67

Consultation &
Engagement

On Track

Youth
Representative
Committee



Council actively
seeks the opinions
via YourSay
Whitehorse



Council responds
to feedback and
suggestions in addition to
complaints or compliments



Council acknowledges
feedback received via
YourSay Whitehorse



Complaints
recorded and resolved
within the service standard



Measure under review or not commenced

Customer sentiment sampling indicates maintained or increased satisfaction on specific services

6

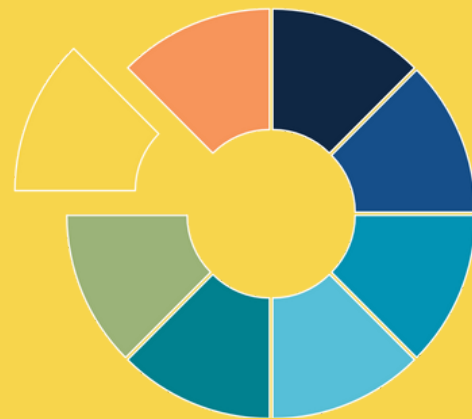
Strategic Direction: An Empowered, Collaborative Community



Initiative	Community Engagement & Development	COMPLETED
Development of the Whitehorse Community Engagement Handbook	The Whitehorse Community Engagement Handbook was completed in Quarter 2. The Handbook supports the implementation of Council's Community Engagement Policy and is intended to guide Council officers in the design, implementation and evaluation of community engagement plans to the required standard. This provides a level of transparency on how Council will engage with the local community.	
	Strategic Communications & Customer Service	ON TRACK
Implementation of Council's Feedback or Complaints Handling Policy	Council's Feedback or Complaints Handling Policy is continuing with its implementation. Current activities include analysis and reporting of data to identify improvements.	

7 Strategic Indicators: Health and Wellbeing

Our Strategic Indicators measures our performance against the Council Plan 2021–2025



53 health promotions implemented



18 Partnership programs and initiatives that promote health and wellbeing

56,349

Participants in programs that promote health and wellbeing

28 Event permits issued



2 'All Sports' newsletters distributed



1,107
Public health assessments undertaken

23

Place activations generated by Community groups

69

Place activations in retail precincts

On Track

Representation at the Municipal Emergency Management Planning Committee

Emergency Management events held and communications distributed



Community has access to information on how to prepare, respond and recover from emergency events



Participation in local sport

Advocacy campaigns



Measure under review or not commenced

Proportion of people who report feeling safe in the municipality

Percentage of people who report their health as very good or excellent

Community Satisfaction Survey results

*Annual figure reported in the Annual Report (Index score)

68 Older person support services



Family support services **68**



Advocacy **57**

101% Infant enrolments in the Maternal and Child Health service

Annual Measure

Maternal Child Health Service participation



Participation of Aboriginal children in the Maternal Child Health service



Grants awarded



Volunteers in Whitehorse

7 Strategic Direction: Health and Wellbeing

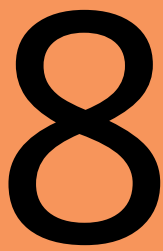


Initiative	Community Engagement & Development	ON TRACK
Development of the Municipal Public Health and Wellbeing Plan (MPHWP) 2025-2029	Council progressed the development of the Municipal Public Health and Wellbeing Plan 2025-2029 by hosting a Whitehorse Health and Wellbeing Collaborative Action Group meeting in Quarter 2. Planning for the 2025-2029 plan is continuing.	
	Community Engagement & Development	COMPLETED
Development of a Volunteering in Whitehorse Action Plan 2022-2023	The Volunteering in Whitehorse Action Plan 2022-2023 has been developed. The Plan describes the activities that Council has prioritised for the period July 2022-June 2023. It focuses on formal volunteering and aligns with the Whitehorse Community Vision 2040, the Whitehorse Council Plan 2021-2025 and the Whitehorse Health and Wellbeing Plan 2021-2025.	
	Community Engagement & Development	COMPLETED
Development of the Whitehorse Positive Ageing Plan 2022-2026	As a result of the Older Person service review, the Whitehorse Positive Ageing Plan will not be developed. A new Positive Ageing unit will be created and formally commence next financial year. The new unit will deliver a range of initiatives that support the aged care sector development, community engagement and advocacy.	
	Community Engagement & Development	COMPLETED
Development of the Whitehorse Diversity Action Plan 2022-2026	The Whitehorse Diversity Action Plan 2022-2026 has been developed in Quarter 2 and is now complete.	
	Community Engagement & Development	COMPLETED
Development of the Whitehorse Disability Action Plan 2022-2026	This quarter saw the Disability in Whitehorse Action Plan developed and provided in the internal Municipal Public Health and Wellbeing Report. The Disability Action Plan priority areas are access to services and programs, access to information, access to the built environment and access to employment, education and training.	

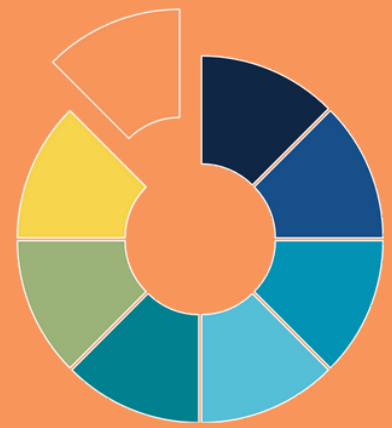
7 Strategic Direction: Health and Wellbeing



Initiative	Investment & Economic Development	ON TRACK
Activate Whitehorse place-making initiative	The Festive Precinct Activations commissioned five local artists to design chalk painted shop windows for businesses. Five choirs performed nine events in four different precincts (Box Hill, Mitcham, Brentford Square and Burwood Brickworks).	
	Health & Family Services	ON TRACK
Development of the Whitehorse Children, Young People and Families Plan 2022-2025	The Whitehorse Youth Plan has been merged with other strategic plans to create the Whitehorse Children, Young People and Families Plan 2022-2025. The Strategic plan for children, young people and their families together with the 4 foundation documents (demographic review, service mapping, community consultation and government policy review) has been drafted. It is expected to be released to the broader community later in the financial year.	
	Community Safety	ON TRACK
Work in partnership with government and health and emergency services to maintain and implement the City of Whitehorse Municipal Emergency Management Plan	The final draft of the Municipal Emergency Management Plan has been circulated to the Municipal Emergency Management Planning Committee (MEMPC) to be endorsed in Quarter 3. The Whitehorse City Council topographic web pages have been published and referenced in the plan. Council has conducted the High-rise Community Emergency Risk Assessment with Fire Rescue Victoria.	
	Community Safety	ON TRACK
Annual Emergency Management exercises conducted	<p>An emergency traffic management exercise at Sportlink was successfully completed.</p> <p>The annual Eastern Metropolitan Region emergency management exercise, Exercise East, was undertaken at Knox in Quarter 2. The scenario exercise was attended by emergency management staff from Boroondara, Monash, Maroondah, Manningham, Knox, Nillumbik, Yarra Ranges and Whitehorse Councils.</p>	



Strategic Indicators: Governance and Leadership



Our Strategic Indicators measures our performance against the Council Plan 2021–2025

50%



Leadership Capability Framework incorporated in performance reviews

100%

of leaders participating in the LEAD program



97% of safety topics completed

Annual Measure

Achieve “green” in Financial Indicators

WorkCover Employer Performance Rating

100% compliant with Governance Checklist

LGPRF financial indicators in line with budget

83%

Health & Safety incidents resolved within timeframe

55%



Low risk findings from audit reviews

92%

of completed Fraud & Corruption training

61 Community Satisfaction Survey for Council decisions

0

Legislative breaches

8%

of Council decisions made at meetings closed to the public

100%

Council agenda and minutes published

*Annual figure reported in the Annual Report (Index score)

On Track

Compliance with data security standards



Review Councillor briefing and report writing process

Audits demonstrate good practices and low risk findings

Compliance with Integrated Planning and Reporting Framework

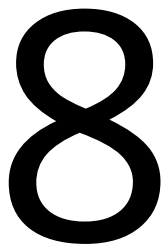


Measure under review or not commenced

Workforce demographic profile aligns with the community

Public participation at Council meetings

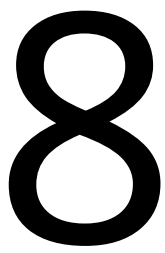
Organisation cultural inventory at year two to measure values and culture



Strategic Direction: Governance and Leadership



Initiative	People & Culture	ON TRACK
Implementation of Workforce Plan	<p>Planning for a workplace culture survey is underway with a view to implement in towards the end of the financial year. This supports the Workforce Plan action 3.1 — Defining optimal culture.</p> <p>A permanent Manager People and Culture was appointed and is starting in Quarter 3.</p>	
	Community Engagement & Development	ON TRACK
Implementation of the Gender Equity Action Plan 2021-2025	<p>A standardised Gender Impact Assessment template has been developed in consultation with the Gender Equality Working Group. An intranet page has been created to host information and resources on gender equality and the Gender Impact Assessment process. The Gender Equality Working Group is actively meeting quarterly to review the strategies and measures in the Action Plan.</p>	
	Community Engagement & Development	ON TRACK
Development of the Integrated Strategic Planning and Reporting Framework	<p>The Integrated Strategic Planning and Reporting Framework is continuing to progress well and has now transitioned across to the new Corporate Planning and Performance Unit who will lead its implementation. Relevant Council departments have completed integrated planning/engagement activities for the Council Plan review and the development of the 2023/24 Budget.</p>	
	Governance & Integrity	ON TRACK
Conduct audits and reviews on legislative requirements for compliance	<p>The Statutory Building Internal Audit Report and the Audit Memorandum were presented to the Audit and Risk Committee in Quarter 2.</p> <p>Additionally, scope documents were planned for upcoming audits which include Maternal and Child Health, Infrastructure Asset Management, Occupational Health and Safety - Employees and Contractors, and Project Management - The Round (previously known as the Whitehorse Performing Arts Centre).</p>	



Strategic Direction: Governance and Leadership



Initiative	Governance & Integrity	COMPLETED
Engage with Local Government Victoria and sector network groups on legislative reform or interpretation	The new Local Government Act has been implemented. There are no other legislative reforms identified for this financial year which will impact on the legislation that the Governance & Integrity team works with. Work continues with the sector on Policy and legislative interpretation.	
	Governance & Integrity	ON TRACK
Implementation of the Risk Management Framework	The Risk Management Framework and Policy documents were finalised in Quarter 2. The completion of these documents results in a significant part of the Risk Management Framework Action Plan. The Action Plan continues to progress and is on track.	
	Governance & Integrity	COMPLETED
Develop an Information Management Governance Strategy	The Information Governance Strategy has been incorporated into the technology roadmap and a separate strategy will not be developed. This initiative is now complete.	
	Governance & Integrity	COMPLETED
Investigate expanding live streaming of Council meetings	Council investigated expanding live streaming of Council meetings. At this stage, Council will continue to stream live via the website.	
	Finance	ON TRACK
Development of the Annual Budget in line with legislative requirements	Departments have commenced updating current year forecasts and are developing next year's operational budgets.	
	Finance	COMPLETED
Development of investment strategy	A review was undertaken and it was determined that an Investment Strategy would not be required. Any investment will form part of the Investment Policy which is currently being reviewed. This initiative is now complete.	

Service Performance Indicators

	Annual Report			Q2
	2019/20	2020/21	2021/22	2022/23
Aquatic Facilities				
AF2 Health inspections of aquatic facilities	1	2	2	1
AF6 Utilisation of Aquatic Facilities	6.00	3.08	4.70	3.77
AF7 Cost of aquatic facilities	\$1.47	\$6.17	\$3.65	\$1.56
Animal Management				
AM1 Time taken to action animal management requests	1.16	1.31	1.20	1.16
AM2 Animals reclaimed	61.39%	57.44%	51.76%	61.25%
AM5 Animals rehomed	15.51%	19.01%	20.94%	18.44%
AM6 Cost of animal management service	\$4.59	\$4.18	\$4.27	\$2.00
AM7 Animal management prosecutions	100%	100%	100%	100%
Food Safety				
FS1 Time taken to action food complaints	1.76	1.51	1.47	1.57
FS2 Food safety assessments	100%	100%	100%	100%
FS3 Cost of food safety service	\$552.54	\$562.27	\$565.74	\$271.78
FS4 Critical and major non-compliance outcome notifications	100%	100%	100%	100%
Governance				
G1 Council resolutions made at meetings closed to the public	11.90%	5.94%	3.15%	8.41%
G2 Satisfaction with community consultation and engagement	60	57	57	Annual
G3 Councillor attendance at Council meetings	100%	100%	100%	94.70%
G4 Cost of elected representation	\$46,373	\$41,805	\$43,577	\$27,815.09
G5 Satisfaction with council decisions	61	60	61	Annual
Libraries				
LB1 Physical library collection usage	5.26	4.18	5.10	3.0
LB2 Number of library collection items	73.94%	70.37%	69.83%	65.5%
LB4 Active library borrowers	13.61%	11.83%	10.70%	8.5%
LB5 Direct cost of library service	\$23.67	\$24.05	\$25.86	\$13.06






Service Performance Indicators

Maternal and Child Health				
MC2 Infant enrolments in MCH service	100%	101.06%	100.82%	100.60%
MC3 Cost of the MCH service	\$86.81	\$92.86	\$91.38	\$117.62
MC4 Participation in the MCH service	80.21%	78.22%	77.03%	Annual
MC5 Participation in MCH service by Aboriginal children	79.55%	86.54%	85.71%	Annual
MC6 Participation in 4-week Key Age and Stage Visit	94.39%	96.30%	98.63%	98.35%
Roads				
R1 Sealed local road requests	112.24	78.49	96.70	89.97
R2 Sealed local roads below the intervention level	98.59%	98.59%	98.59%	98.64%
R3 Cost of sealed local road reconstruction	\$151.50	\$211.37	\$204.71	\$644.27
R4 Cost of sealed local road resealing	\$23.95	\$28.82	\$24.89	Annual
R5 Satisfaction with sealed local roads	69	71	68	Annual
Statutory Planning				
SP1 Time taken to decide planning applications	62	53	57	65
SP2 Planning applications decided within required time frames	44.59%	59.73%	58.74%	67.64%
SP3 Cost of statutory planning service	\$2,048.10	\$2,175.56	\$2,248.74	\$2,248.74
SP4 Planning decisions upheld at VCAT	52.38%	47.06%	47.06%	60.71%
Waste Collection				
WC1 Kerbside bin collection requests	72.83	78.45	111.8	Annual
WC2 Kerbside collection bins missed	4.80	5.00	6.97	Annual
WC3 Cost of kerbside garbage bin collection service	\$102.09	\$106.27	\$120.87	\$59.33
WC4 Cost of kerbside recyclables bin collection service	\$30.48	\$30.03	\$33.96	\$18.22
WC5 Kerbside collection waste diverted from landfill	53.02%	52.32%	51.46	57.43%



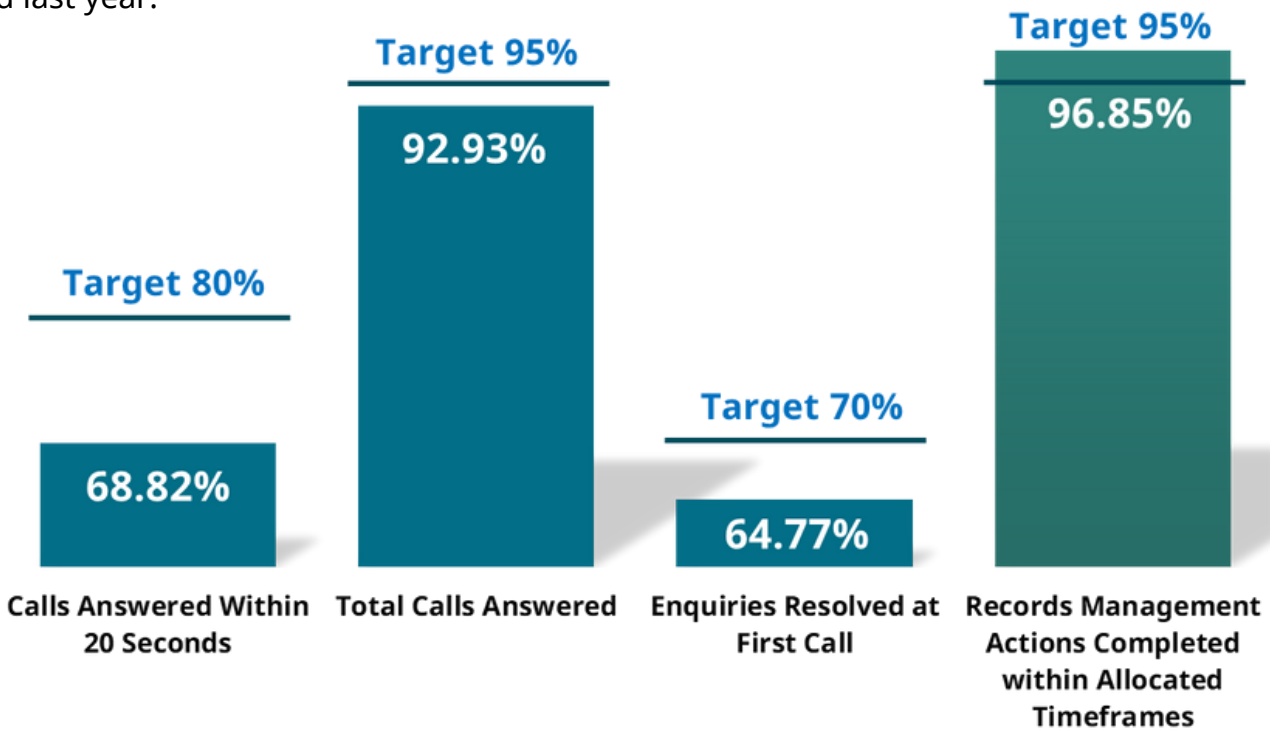
Whitehorse Cares Commitment

The introduction of Whitehorse's Cares Commitment will guide Council's actions and behaviours to live up to the CARES principles.

				
Communication	Accountability	Responsiveness	Empathy	Solution
We will listen to our customers' needs and explain what we will do and when.	We commit to take responsibility and follow through until matters are resolved.	We will acknowledge our customers, keep to timelines and update them regularly.	We will put ourselves in the customers' shoes and respond to their specific needs.	We work towards addressing the customers' needs and if we can't, explain why and offer alternatives.

Customer Service Performance: Quarter 2 22/23

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.

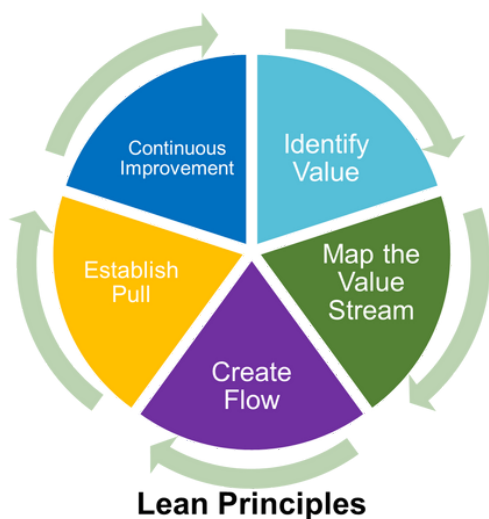




Continuous Improvement

The Continuous Improvement Program (CIP) aims to create a culture of continuous improvement with reportable benefits for our community.

Council provides a framework that improves processes, embeds new technologies, increases capacity and improves customer experience. A customised Continuous Improvement methodology is used to adapt to the diversity of services Council offers.



There are **34 Improvement Champions** at Whitehorse City Council who are trained using the Lean Principles. They contribute to ongoing business improvements and the CIP by:

- Identifying and improving processes
- Embedding new technologies into processes
- Increasing capacity through improvement in customer service and hours saved

Summary of Benefits Year-To-Date Jul 2022 - Dec 2022



Improving Customer Experience



3,213 Days of
Improved Customer
Responses



5,913
Apply & Pay
Online Transactions



23,984
Rate Notices
Email subscriptions



10,243
Snap/Send/Solve
requests received



Making Processes Easier and Faster



4,355
Hours Saved



Increased
capacity



Adds to Financial Benefits



\$742,242

Dollar Benefits
from improved
processes

Continuous Improvement Projects: Quarter 2 2022/23 Status

44 Current Projects

37 Prior Completed Under Monitoring



Undertaken by
Improvement
Champion



Improving
Customer
Experience



Making
Processes Easier
and Faster



Adding to
Financial
Benefits

26 In Progress

20

15

18

13

13 On Hold

12

7

12

5

**5 Completed
Q2 2022/23**

3

2

2

3

*Some projects are linked with multiple streams

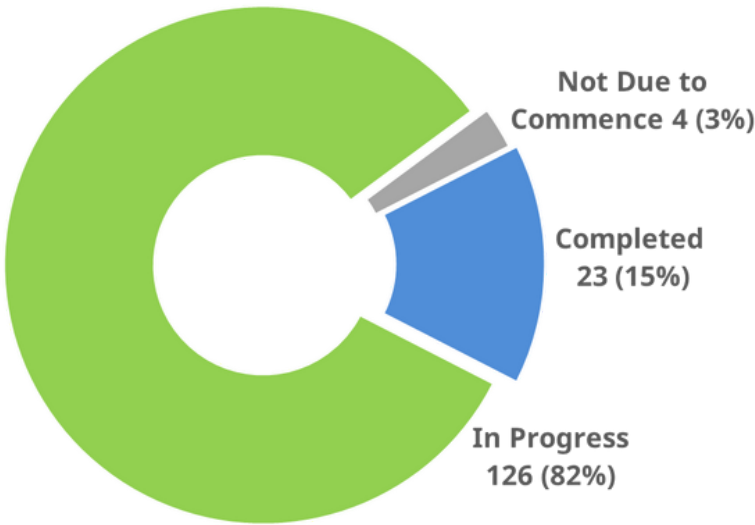


Capital Works

The 2022/23 Capital Works Program includes 153 projects and programs to be delivered over the financial year with an adopted budget of \$97.62m. As at 31 December 2022, both the total available capital funding and the forecast capital expenditure for 2022/23 has been adjusted to \$114.17m following the inclusion of 2021/22 carry-forward projects (\$18.89m) and increased grants and contributions (\$4.19m). This is partly offset by reductions due to funds identified to be carried forward to 2023/24 (\$5.91m), an estimated \$500k reduction in vehicle sales, and funding transferred to the operating budget (\$120k).

Capital Works Program Project Status Snapshot

153 Projects and Programs



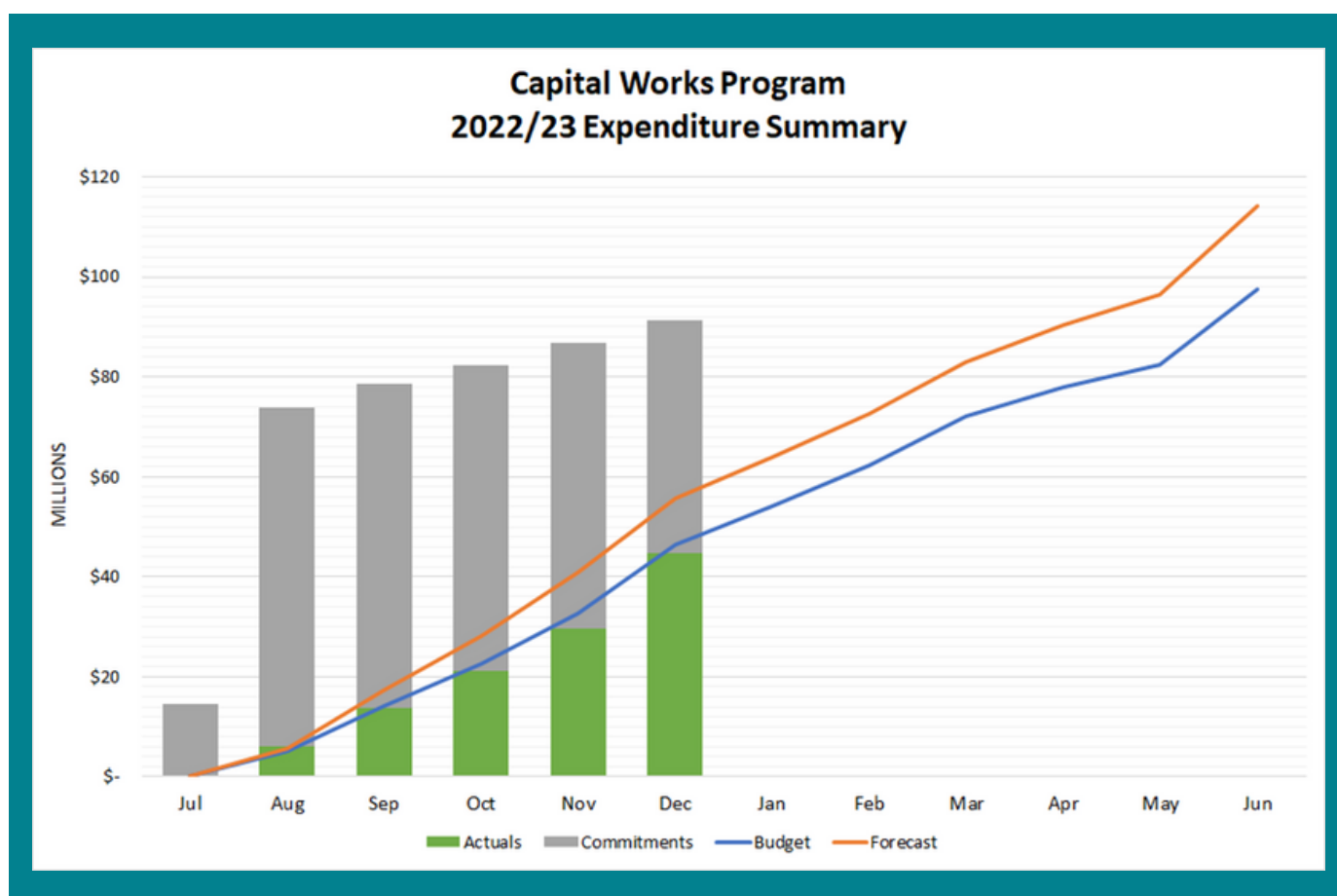
Capital Works Program Expenditure Snapshot as at 31 December 2022

\$114.17m
Full Year Expenditure Forecast



Capital Expenditure

As at 31 December 2022, year-to-date (YTD) expenditure was \$44.60m, which was \$11.08m behind the forecast expenditure of \$55.68m. This variance is primarily due to cash flow timing differences and unallocated contingency on The Round (the Whitehorse Performing Arts Centre) redevelopment (\$8.52m of the \$11.08m variance) and Heatherdale Reserve pavilion upgrade (\$950k). Supply chain delays, contractor availability and the wetter than average spring weather have also impacted project delivery timing for a number of projects. There was \$91.37m in project commitments at the end of the second quarter, as shown by the December column on the graph below.



The blue line indicates the forecast cumulative budget expenditure, totalling \$97.62m (adopted budget). The orange line indicates the revised (forecast) cumulative expenditure, which includes \$18.89m carryover funding from 2021/22, \$3.57m from additional grants and other adjustments, and is reduced by \$5.91m of unspent funding that has been identified for carry-forward into 2022/23, resulting in a revised expected end of year forecast figure of \$114.17m.

Capital Expenditure by Asset Category

ASSET CATEGORY	YTD ACTUAL 000's	YTD BUDGET 000's	YTD VARIANCE 000's	ANNUAL BUDGET 000's	NEW ANNUAL FORECAST 000's	THIS PERIOD FORECAST CHANGE 000's	NOTES
PROPERTY							
Land	-	-	-	3,000	3,000	-	
Buildings	32,236	35,685	3,449	58,952	72,271	(2,028)	1
Buildings Improvements	2,247	2,483	236	5,841	4,743	(173)	2
TOTAL PROPERTY	34,483	38,168	3,685	67,792	80,014	(2,201)	
PLANT & EQUIPMENT							
Plant, Machinery and Equipment	1,292	526	(767)	4,560	4,069	(1,245)	3
Fixtures, Fittings and Furniture	157	181	24	604	779	(14)	
Computers and Telecommunications	864	761	(103)	2,876	3,198	37	4
TOTAL PLANT & EQUIPMENT	2,314	1,468	(846)	8,040	8,046	(1,222)	
INFRASTRUCTURE							
Roads	1,145	1,004	(141)	5,348	6,543	495	5
Bridges	-	25	25	50	-	-	
Footpaths and <u>Cycleways</u>	1,577	1,285	(292)	3,651	4,758	5	6
Drainage	684	924	240	3,674	1,726	(460)	7
Recreational, Leisure and Community Facilities	2,825	2,000	(825)	3,598	7,727	163	8
Parks, Open Space and Streetscapes	1,481	1,415	(66)	5,026	4,526	(99)	
Off Street Car Parks	87	170	83	440	829	28	
TOTAL INFRASTRUCTURE	7,798	6,822	(976)	21,787	26,110	133	
TOTAL	44,595	46,458	1,863	97,619	114,170	(3,290)	

Capital Expenditure by Asset Category (cont.)

Notes:

(1)

Buildings expenditure was \$3.45m below YTD budget mainly relating to cash flow timing differences on The Round redevelopment (\$5.49M) and unallocated contingency on the Heatherdale Reserve Pavilion redevelopment (\$643k). Other projects tracking behind budget include the Vermont South Club extension (\$785k), Mahoneys Reserve Pavilion upgrade (\$160k), and East Burwood Pavilion upgrade detailed design (\$101k). These variances were partly offset by \$2.00m of cost escalations on the Sportlink Multipurpose Facility redevelopment, which are funded by reductions on other projects, and \$1.13m of carried forward expenditure on construction of the new Sparks Reserve West Pavilion. Other projects ahead of YTD budget are the Yarran Dheran Information Centre upgrade (\$339k) and Morack Golf Club redevelopment (\$223k).

The full year forecast was reduced by \$2.03m at 31 December, primarily reflecting the proposed carry-forward of unspent funding from 2022/23 to 2023/24 for delayed projects including the Mahoneys Reserve pavilion upgrade (\$1.08m), Blackburn Cycling Club upgrade (\$350k), and Vermont South Club extension (\$250k). There was also a \$300k release of unallocated contingency funds on the Heatherdale Reserve pavilion upgrade.

(2)

Building Improvements expenditure was \$236k below YTD budget primarily reflecting lower than expected utilisation of the Project Advocacy Fund (\$191k) and the reallocation of funding for Box Hill Town Hall improvements to the Furniture and Equipment asset class (\$181k). This is partly offset by a \$150k timing difference in the Building Refurbishments and Component Renewal program relating to early works at the Box Hill Crescent Reserve Hall and Schwerkolt Cottage.

The full year forecast was reduced by \$173k at 31 December, primarily reflecting reductions in the Interim Climate Response and Pre-School Refurbishment programs (\$100k each) to help fund cost escalations in other approved projects in the Buildings asset class.

(3)

Plant, Machinery and Equipment expenditure exceeded YTD budget by a \$767k related to a timing difference mainly due to delivery of 13 passenger vehicles, 4 utility vehicles and 3 trucks that were ordered in the 2021/22 financial year but impacted by supply chain delays. Current year expenditure will be managed within budget.

The full year forecast was reduced by \$1.25m at 31 December, mainly reflecting a \$1.23m decrease in expenditure expected in the Vehicle Changeover Program due to a hold currently in place on the renewal of Council fleet vehicles while a new policy is under development.

(4)

Computers and Telecommunications expenditure was \$103k higher than YTD budget mainly due to earlier purchasing of laptops in the End User Devices Renewal Program.

Capital Expenditure by Asset Category (cont.)

(5)

Roads expenditure was \$141k higher than YTD budget mainly relating to an increase in kerb and channel renewal works (\$415k) funded by \$500k Local Roads and Community Infrastructure Phase 3 funding, and the carried forward road reconstruction works at Enterprise Way, Mitcham (\$239k). These variances were partly offset by a \$443k timing difference due to the reallocation of funding from the Local Roads Rehabilitation Renewal Program to fund cost escalations in other road reconstruction projects that are scheduled for completion during the second half of the financial year.

The full year forecast was increased by \$495k at 31 December, primarily reflecting the reallocation of funding from the Drainage asset class (\$460k) towards cost escalations on road reconstruction projects.

(6)

Footpaths and Cycleways expenditure was \$292k above YTD budget, predominantly representing a \$333k increase in footpath renewal works, which is being funded by Local Roads and Community Infrastructure Phase 3 funding.

(7)

Drainage expenditure was \$240k lower than YTD budget, largely reflecting lower than planned expenditure on drainage upgrades (\$117k) and storm water drainage renewal expenditure (\$55k) due to the reallocation of funding to help offset cost escalations on projects in other asset classes.

The full year forecast was reduced by \$460k at 31 December, mainly due to the reallocation of funding towards the Roads asset class to help fund drainage works to be completed on road reconstruction projects.

(8)

Recreation, Leisure and Community Facilities expenditure was \$825k above YTD budget, primarily relating to the carried forward new Eley Park Sports Court (\$521k), cost escalations on the Morton East sports field ground renewal (\$309k), the Bennettswood Floodlighting upgrade (\$300k), which was budgeted in the previous year, and the LXRFP funded Surrey Park Baseball Field Lighting project (\$123k). These were partly offset by a timing difference on the Ballyshannassy Sports Field Lighting project (\$477k) due to delayed commencement of the detailed design.

The full year forecast was increased by \$163k at 31 December, predominantly relating to receipt of a \$200k state government grant for the installation of lighting at the Blackburn Cycling Club velodrome in East Burwood.

Quarter 2 Capital Works Program Highlights

COMPLETED

New Eley Park Multi-Purpose Court

Blackburn Eley Park's new multi-purpose sports court was completed. The completed project cost \$595k over three financial years and was partly funded by Sport and Recreation Department, Victoria. The project incorporates a basketball half court and Hot Shots tennis court as requested from the community.

Scope of works:

- Construction of a new multi-purpose court including a basketball half court/netball half court, rebound wall, tennis half court and a Hot Shots tennis court with a permanent net,
- Multi-coloured acrylic court surface featuring additional creative markings,
- Colourful motifs decorating the rebound wall,
- A drinking fountain, rubbish bin, bench seating, and ball catching fence, and
- Two accessible parking spaces and an accessible path.



COMPLETED

Hagenauer Reserve Terracing

An upgrade of spectator terracing at Hagenauer Reserve athletics track was completed in December addressing safety concerns and deteriorating condition. Works were completed for a total cost of \$51k and included renewal of existing surface with asphalt seal, re-point of bluestone edging, installation of a retaining wall to reduce materials eroding from the embankment onto terracing and the track, and installation of synthetic grass.



Quarter 2 Capital Works Program Highlights

COMPLETED

Blackburn Lake Sanctuary Boardwalk and Viewing Platform

The existing timber boardwalk and viewing platform at Blackburn Lake has recently been replaced with new durable low maintenance materials that accommodate the rise and fall in water levels throughout the year. The new structure is located just off Central Rd, south-east of the playground. Works commenced in early 2022 and were completed in December for a total project cost of \$416k across two financial years.

Before:



After:



COMPLETED

Yarran Dheran Reserve Information Centre Upgrade

An upgrade of the Yarran Dheran Reserve Information Centre achieved practical completion in mid-December. The project design was developed in consultation with the Yarran Dheran Reserve Advisory Committee and results in accessibility and functionality improvements to better meet the needs of users of the facility. The project construction budget was \$800k.

Scope of works:

- New main entry area, automatic door and bag storage
- Refurbished main hall and new artefact displays
- Refurbished store rooms and new kitchen
- Refurbished public toilets, including new universal toilet and baby change table
- Environmentally Sustainable Design elements including a rain water tank, double glazing, power efficient lighting



Quarter 2 Capital Works Program Highlights

COMPLETED

Bushy Creek Path

An upgrade of the Bushy Creek Trail was completed in December. It extended the shared user path up to the crossing of Woodhouse Grove, near Mitta Street in Box Hill North. The project was completed over two financial years with a budget of \$200k and was funded by the Federal Government Local Roads and Community Infrastructure Phase 2 funding.

Before:



After:



COMPLETED

Cootamundra Walk (South-East) Play Space Upgrade

The upgrade of the Cootamundra Walk South-East play space in Blackburn was completed during December for a total cost of \$180k. The new play space include:

- A combination unit with roof for shade
- Swings
- Climbing cube
- Spinner

The previous play equipment was donated to the Rotary Overseas Relocated Playgrounds program, and will be provided for use by children in disadvantaged communities overseas



Quarter 2 Capital Works Program Highlights

COMPLETED

Enterprise Way, Mitcham Road Reconstruction

The reconstruction of Enterprise Way between Mitcham Road and Britannia Mall and pedestrian pavement and loading bay works have been completed in December. The infrastructure improvements have helped create a more active and welcoming public space. The total project construction budget was \$269k.

Scope of works included:

- Removal of the existing brick pavement and replacement with coloured concrete similar to the section of Enterprise Way within Britannia Mall,
- Installation of two sets of speed humps to help improve pedestrian safety,
- Widening of the existing pedestrian footpath along the rear of 475 to 483A-485 Whitehorse Road, with removal of the existing brick paving and reconstruction in coloured exposed aggregate concrete, and
- Changes to the loading bay required as a result of the footpath widening works.

Before:



After:



ON TRACK

Heatherdale Reserve Pavilion Upgrade

Construction works for the Heatherdale Reserve pavilion redevelopment were nearing completion at the end of Quarter 2 and practical completion is expected in February 2023 after being delayed due to wet weather conditions. The actual cost of the project is below the project budget of \$6.23m, with latest estimate indicating a total cost of approximately \$5.13m. Unspent funds have been reallocated to help offset cost escalations on other approved projects. The Federal Government has provided \$2m and the Victorian Government has provided \$200k funding towards the redevelopment.

Scope of works:

- demolition of the existing pavilion
- multi-purpose room
- multiple change rooms
- kitchen and amenities
- supporting facilities for sporting and community use



Quarter 2 Capital Works Program Highlights

COMPLETED

Surrey Dive Landscaping Upgrade

Surrey Dive is a pond that captures water runoff from the nearby Surrey Park and Aqualink Box Hill carpark. Heavy rainfall over the last 3 years has contributed to the build-up of silt on path from the embankment cut, and erosion of the Pond perimeter from flooding has accelerated the deterioration of the Dive precinct. This makes it hazardous for park users.

A landscaping upgrade was completed during Quarter 2 for a cost of \$65k and included:

- removal of silt from path and re-sheeting of castella path,
- installation of beaching mudstone rock/ ballast to pond and embankment,
- concrete boat ramp installation/ stabilisation of clubhouse platform,
- garden-bed preparation and stabilisation of plantings,
- diversion of carpark water runoff to reduce velocity of water, and
- relocation of turtle eggs (by Ecologist) that were found in a stockpile of project materials during construction.

The installation of beaching rock, installation of plantings and diversion of water has increased the stabilisation of the area and reduce the amount of damage during constant rain events.

Before:



After:





Financial Report

For the period ending 31 December 2022

Financial Analysis

Executive Summary

The year-to-date financial result at 31 December 2022 was a surplus of \$72.65m, \$0.92k favourable to adopted budget. Income was \$2.67m lower than budget mainly reflecting lower than budgeted statutory fees and fines (\$2.06m) and user fees (\$1.26m), higher losses on assets disposal (\$1.06m), partially offset by increased capital grants (\$1.04m) and interest income (\$0.67m). Expenditure was \$3.59m below adopted budget primarily relating to lower employee costs (\$2.49m), materials and services expenditure (\$1.74m), partly offset by higher depreciation (\$0.92m).

Council revised the 2022/23 annual forecast in August to include the reduction of ERP project progress payments in 2022/23 due to timing (\$1.20m recognised in 2021/22) and the carry-forward of unspent funds from 2021/22 into 2022/23 (net impact \$839k). The full year forecast was presenting a surplus of \$7.10m, \$359k increase compared to the \$6.74m adopted budget.

The full year forecast for 2022/23 is currently undergoing a major review as part of the 2023/24 budget development process. The January forecast review will be presented as part of the January Financial Report. Some forecast changes have been noted throughout this report and will be included in the January forecast.

In accordance with Section 97(3) of the Local Government Act 2020, the second quarterly report of a financial year must include a statement by the Chief Executive Officer as to whether a revised budget is, or may be, required.

The Chief Executive Officer is of the view that a revised budget is not required for the financial reporting period 31 December 2022. No variations have been made to the declared rates and/or charges and no loan borrowings are proposed for 2022/23. The Financial position of Council is sound with a working capital ratio of 4.42 as at 31 December 2022.

Year-To-Date Result

As outlined in the above Executive Summary, the actual year-to-date result at 31 December 2022 was a surplus of \$72.65m, \$0.92m favourable to budget. The significant variances were:

(1) Statutory Fees and Fines

were \$2.06m below budget predominantly relating to lower than expected level of parking infringements (\$1.86m), mainly due to shortages in resourcing and emerging from COVID-19. In addition, parking After-Hours contract will not be awarded until 1 July 2023 due to a tendering issue. Delays in installation of in-ground sensors due to difficulty of obtaining sensor parts has also adversely impacted on the number of infringements being issued. It is anticipated resourcing challenges will be addressed by February and all 2,938 in-ground sensors will be operating by the end of January 2023. As a result, a total of \$6m in infringements income is anticipated for 2023 and will be reflected in the January forecast. The January Forecast is expected to be \$2.5m less than budget.

(2) User fees

were \$1.26m unfavourable to budget mainly relating to the following variances:

Leisure and Recreation was \$665k lower than budget, primarily driven by lower membership income from Aqualink Box Hill (\$268k) and Nunawading (\$62k), Morack Golf Course fees (\$289k) as a result of transition of fees taken by the new operator from 1 October under the new licence, and other smaller variances across a number of account lines;

Property and Leasing was \$461k under budget mainly due to lower carpark fees from Watt Street (\$129k) and Harrow Street (\$261k) due to a combination of lower volumes and reduced demand post COVID-19. Fees will be reviewed and updated as part of the January Forecast review;

Arts and Cultural Services were \$454k lower than budget, largely relating to lower theatre ticket sales from The Round (previously called Whitehorse Performing Arts Centre) (\$264k) due to the reduced number of pre-Season shows and reduced sales at the alternative venue, lower adult course fees from Box Hill Community Arts Centre and hall hire fees from Box Hill Town hall (\$56k) due to the slow returning of regular clients post COVID-19 impact; and

Health and Family Services were \$226k lower than budget, predominantly relating to the child care centre fees (\$204k).

These were partly offset by:

Recycling and Waste Centre was \$437k more than budget as a result of higher casual customer (residential) fees (\$575k), partly offset by lower account customer (commercial) fees (\$138k) as a result of COVID-19 impact; and

Community Safety was \$312k above budget, mainly reflecting increased meter and bay hire charges (\$208k) in relation to a construction development for Epworth Hospital, and timing differences in Local Laws infringements (\$97k) and animal registration fees (\$68k).

Year-To-Date Result (cont.)

(3) Grants – operating

were \$458k higher than budget, primarily reflecting a carry-forward of the Home and Community Care Program for Younger People 2021/22 grants (\$196k), increased 2022/23 school crossing funding (\$117k) and child care assistance (\$153k).

(4) Grants – capital

were \$1.04m above budget, mainly reflecting:

Late instalments of Local Roads and Community Infrastructure (LRCI) Phase 2 grants (\$839k) for works completed last year in relation to renewal programs for road bridges, footpaths, road reconstruction, and kerb and channel;

LRCI Phase 3 first instalment received for works to be completed in current year (\$671k) for renewal programs for footpaths and kerb and channel. This was not included in the budget which was approved in late July; and

Carry-forward grants received for new Sport Court at Eley Park (\$142k) and Warekila Play Space project (\$120k).

These were partly offset by:

Lower than budgeted phasing in relation to Sportlink Redevelopment program (\$828k) due to timing.

(5) Contributions – monetary

was \$267k below budget primarily relating to lower public open space contributions (\$350k). The January forecast, currently underway, anticipates a reduction of \$500k to \$5m for the year.

(6) Interest on investments

was \$670k higher than budget due to increased interest rates on investments compared to the budgeted rate.

(7) Net loss on disposal of assets

was \$1.06m unfavourable, primarily due to the demolition of identified buildings at Morack Golf course in September 2022, resulting in assets disposed with a written down value of \$1.07m. This was not included in the adopted budget.

(8) Employee costs

were \$2.49m favourable compared to Year-To-Date budget primarily due to lower than budgeted salaries (\$3.28m, including New Budget Initiatives (NBI) salaries) as a result of vacancies across the organisation and delays in recruitment largely due to the labour market shortages. The most significant variances reflect in the departments of City Planning and Development (\$519k), Health and Family Services (\$480k), Project Delivery and Assets (\$361k), Leisure and Recreation (\$300k), Community Safety (\$284k), City Services (\$254k), Digital and Business Technology (\$246k), Home and Community Services (\$177k) and Arts and Cultural Services (\$175k). These were partly offset by increased salary costs in Major Transport Projects (\$195k) as a result of additional unbudgeted positions as required by the projects, which will be fully covered by the State Government project funding. The lower than budget variance has been partially offset by agency staff salaries of \$708k being higher than Year-To-Date budget as a result of backfilling vacant positions.

Year-To-Date Result (cont.)

(9) Materials and services

were \$1.74m less than budget reflecting variances across many departments with the most significant being:

Information Technology expenditure was \$1.46m less than budget primarily associated with the IT Security program (\$905k) due to project delays in agency payments and an initial delay in vendor availability, and IT Strategy (\$596k) due to delays in commencing the project as a result of contractor availability and resourcing;

Digital and Business Technology expenditure was \$1.42m below budget mainly as a result of a timing difference (partly recognised in 21/22 \$1.2m) on ERP milestone payments;

Community Safety was \$693k below budget mainly driven by lower Fines Victoria lodgement fees (\$300k) as a result of less parking infringements generated, delays in the installation of in-ground sensors (\$160k), and reduced contracts & services costs (\$129k);

Project Delivery and Assets were \$488k below budget primarily relating to Facilities Maintenance (\$267k) due to timing differences in painting and timber floor costs (\$110k), CCTV & security maintenance costs (\$74k), and a number of smaller variances. Building Projects were \$132k behind year-to-date budget, including Silver Grove Small Building Demolition (\$65k) and Mirabooka Reserve change room facilities hire (\$65k) primarily due to timing; and

Arts and Cultural Services were \$285k less than budget, largely reflecting in The Round (\$122k) including the theatre programme expenses (\$65k) and promotions (\$42k), and Events costs due to timing against planned budget phasing (\$52k).

The above favourable variances were partly offset by:

Parks and Natural Environment were \$1.3m over budget, predominantly relating to Arbor program (\$1.21m) as a result of higher tree pruning activities driven by increased rainfall in the first half of the year and additional tree projects;

Recycling and Waste Centre was \$593k over budget predominantly due to increased tipping fees (\$499k) as a result of more waste disposal at landfill over November and December. It is anticipating the level will drop back in February and March. As a result, there will not be significant change in January Forecast. Fuel and oil costs were \$71k more than budget due to petrol price increase.

Year-To-Date Result (cont.)

(10) Depreciation

was \$922k over budget, primarily as a result of the revaluation of asset classes including building, drainage and open space assets (revalued for the first time) at the end of June 2022. The January forecast is expected to increase by \$1.54m to \$35.46m for this year

Projected year-end result

Council adopted the 2022/23 Budget at its Ordinary Meeting held on 27 June 2022, projecting a surplus of \$6.74m for the year.

Council revised the annual forecast in August to include the reduction of Enterprise Resource Planning (ERP) project progress payments in 2022/23 due to timing (\$1.20m accrued and recognised in 2021/22) and the carry-forward of unspent funds from 2021/22 into 2022/23 (net impact \$839k). The full year forecast was presenting a surplus of \$7.10m, \$359k increase compared to the \$6.74m adopted budget.

The full year forecast for 2022/23 is currently undergoing a major review as part of the 2023/24 Budget development, with the results expected to be presented in the January Financial Report.

Cash Position

Total cash and investments (including other financial assets) totalled \$200.56m at the end of December 2022, representing a \$46.74m decrease since the start of the year.

Debtors

Council has collected \$44.73m or 36.15% of 2022/23 rate debtors as at 31 December 2022. Sundry debtors (net of doubtful debt provisions) outstanding at 31 December 2022 total \$3.00m, including \$279k outstanding over 90 days.

Income Statement

For the period ending 31 December 2022

	Year-to-Date					Full Year		
	Actual	Budget	Variance	Variance	Note	Budget	Forecast at August	Variance FCT vs BUD
	\$'000	\$'000	\$'000	%		\$'000	\$'000	\$'000
Income								
Rates	130,206	130,364	(158)	(0%)		130,538	130,538	0
Statutory fees and fines	4,679	6,741	(2,062)	(31%)	1	13,300	13,300	0
User fees	23,637	24,898	(1,261)	(5%)	2	44,466	44,466	0
Grants - operating	9,557	9,099	458	5%	3	17,922	18,068	146
Grants - capital	3,172	2,130	1,042	49%	4	4,390	5,768	1,378
Contributions - monetary	2,621	2,888	(267)	(9%)	5	5,670	5,670	0
Interest on investments	1,391	721	670	93%	6	1,523	1,523	0
Other income	2,137	2,169	(32)	(1%)		4,595	4,595	0
Net gain / (loss) on disposal of assets	(699)	364	(1,063)	(292%)	7	382	382	0
Total income	176,701	179,374	(2,673)	(1%)		222,786	224,310	1,524
Expenditure								
Employee costs	42,469	44,960	2,491	6%	8	90,014	90,014	0
Materials and services	38,118	39,854	1,736	4%	9	82,540	83,705	(1,165)
Depreciation	17,553	16,631	(922)	(6%)	10	33,914	33,914	0
Finance costs - leases	17	70	53	76%		131	131	0
Other expenses	5,898	6,128	230	4%		9,450	9,450	0
Total expenditure	104,055	107,643	3,588	3%		216,049	217,214	(1,165)
Net surplus / (deficit)	72,646	71,731	915	1%		6,737	7,096	359

Balance Sheet

For the period ending 31 December 2022

	2022/23 31-Dec-22 \$'000	2021/22 30-Jun-22 \$'000
ASSETS		
Current assets		
Cash and cash equivalents	17,479	21,620
Trade and other receivables	112,622	16,824
Other financial assets	183,085	225,681
Other assets	250	1,613
Total current assets	313,437	265,738
Non-current assets		
Trade and other receivables	377	425
Investments in associates	6,167	6,167
Property, infrastructure, plant & equipment	4,176,171	4,150,516
Intangible assets	712	792
Total non-current assets	4,183,427	4,157,900
Total assets	4,496,863	4,423,638
LIABILITIES		
Current liabilities		
Trade and other payables	38,346	39,201
Trust funds and deposits	14,040	13,169
Provisions	18,128	17,327
Lease liabilities	350	437
Total current liabilities	70,863	70,134
Non-current liabilities		
Provisions	1,684	1,684
Other liabilities	2,422	2,422
Lease liabilities	972	1,116
Total non-current liabilities	5,078	5,222
Total liabilities	75,941	75,356
Net assets	4,420,922	4,348,282
EQUITY		
Accumulated surplus	1,571,889	1,499,241
Reserves	2,849,033	2,849,041
Total equity	4,420,922	4,348,282

Cash Flow Statement

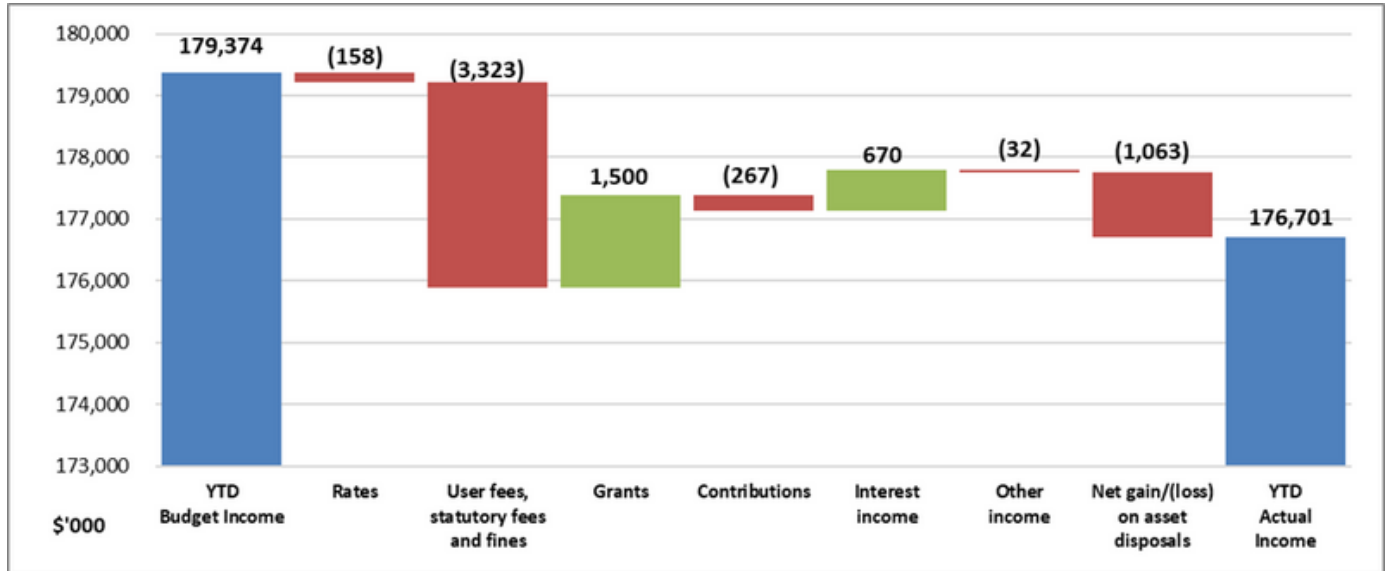
For the period ending 31 December 2022

	2022/23 31-Dec-22 Inflows/ (Outflows) \$'000	2021/22 31-Dec-21 Inflows/ (Outflows) \$'000
Cash Flows from Operating Activities:		
Rates	48,352	48,399
Statutory fees and fines	4,679	3,630
User fees	21,426	20,060
Grants - operating	9,106	12,322
Grants - capital	4,660	(22)
Contributions - monetary	2,621	2,295
Interest received	1,391	527
Other receipts	2,137	1,567
Fire Services Property Levy collected	3,815	7,341
Employee costs	(43,019)	(39,928)
Materials and services	(48,728)	(39,957)
Other payments	(5,896)	(5,292)
Fire Services Property Levy paid	(3,134)	(6,816)
Net cash from operating activities	(2,590)	4,126
Cash Flows from Investing Activities:		
Payment for property, infrastructure, plant and equipment	(44,595)	(16,578)
Proceeds from sale of property, infrastructure, plant and equipment	761	284
Proceeds/(payments) for investments	42,596	58
Repayment of loans and advances from community organisations	(65)	(57)
Net cash used in investing activities	(1,303)	(16,293)
Cash Flows from Financing Activities		
Repayment of lease liabilities	(231)	(151)
Interest paid - lease liabilities	(17)	(17)
Net cash used in financing activities	(248)	(168)
Net Increase/(decrease) in cash and cash equivalents	(4,141)	(12,335)
Cash and cash equivalents at 1 July	21,620	21,363
Cash and cash equivalents as at end of period	17,479	9,028

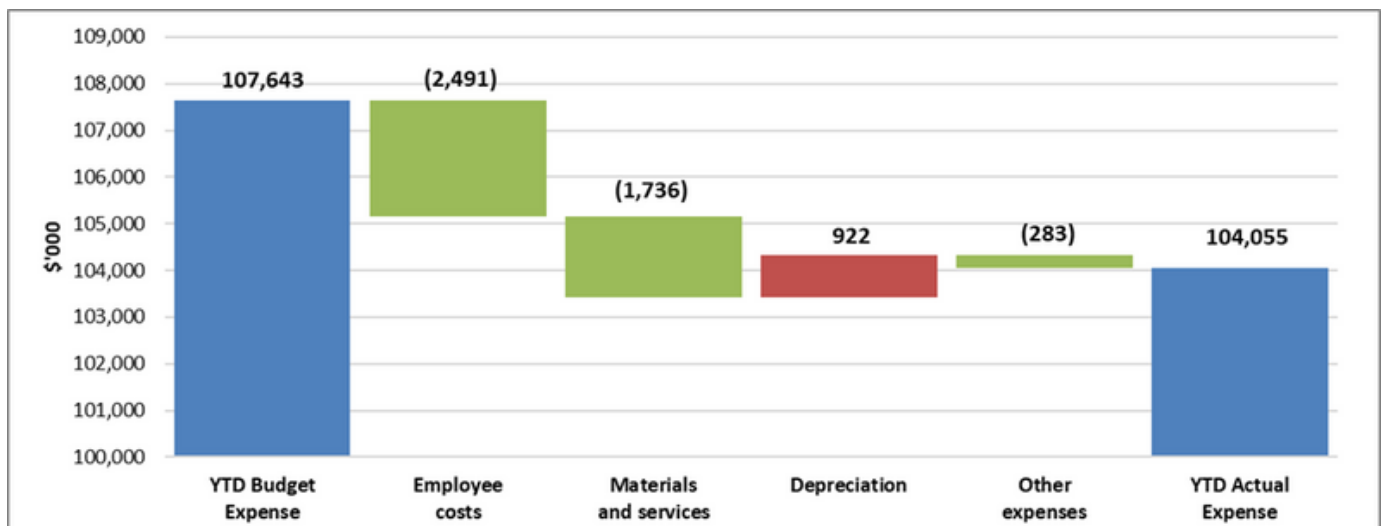
Operating Income and Expenditure

For the period ending 31 December 2022

Graph 1.1: Year-To-Date Operating Income Variance



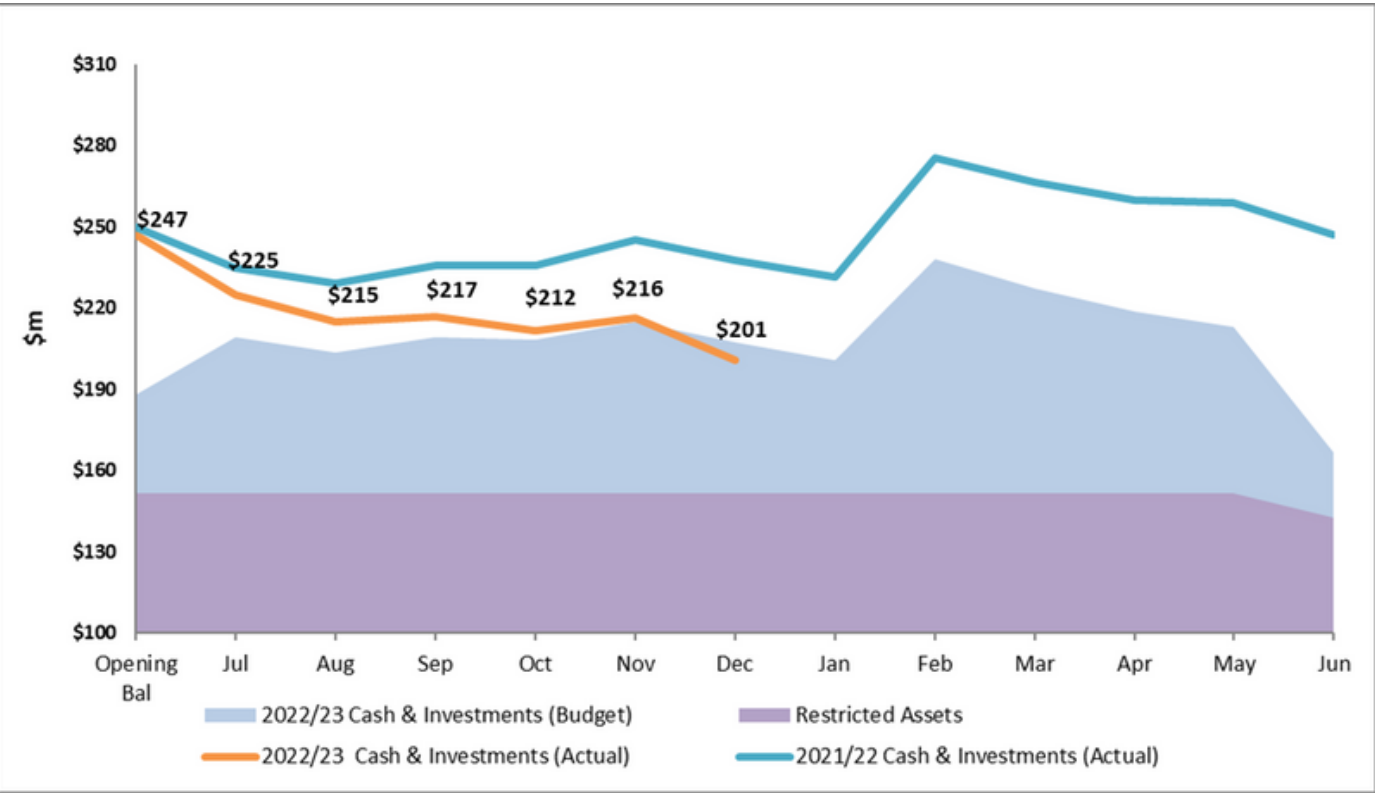
Graph 1.2: Year-to-Date Operating Expenditure Variance



Cash and Investments

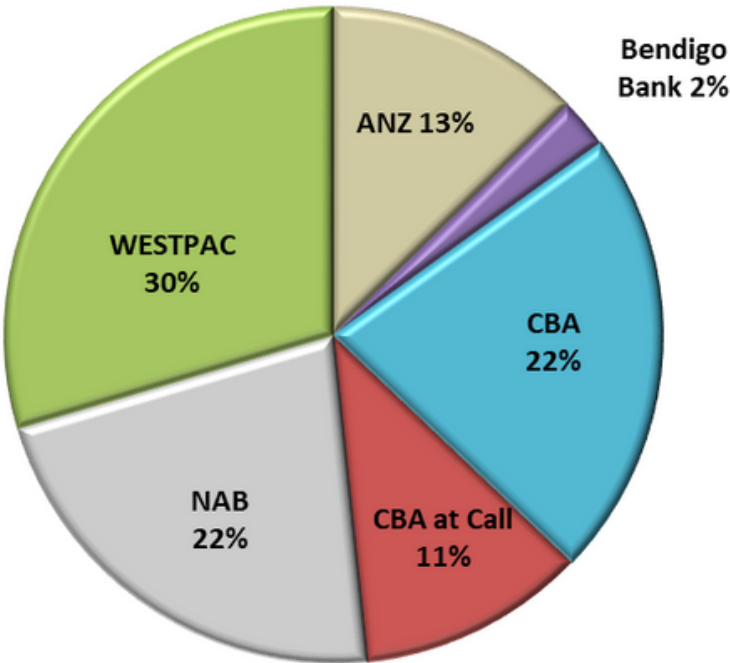
For the period ending 31 December 2022

Graph 2.1: Cash Flow Comparison



Note: Restricted Funds include 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 Community Development Reserve, Waste Management Reserve, Art Collection Reserve, and the Energy fund reserve.

Graph 3.1: Investment by Institution



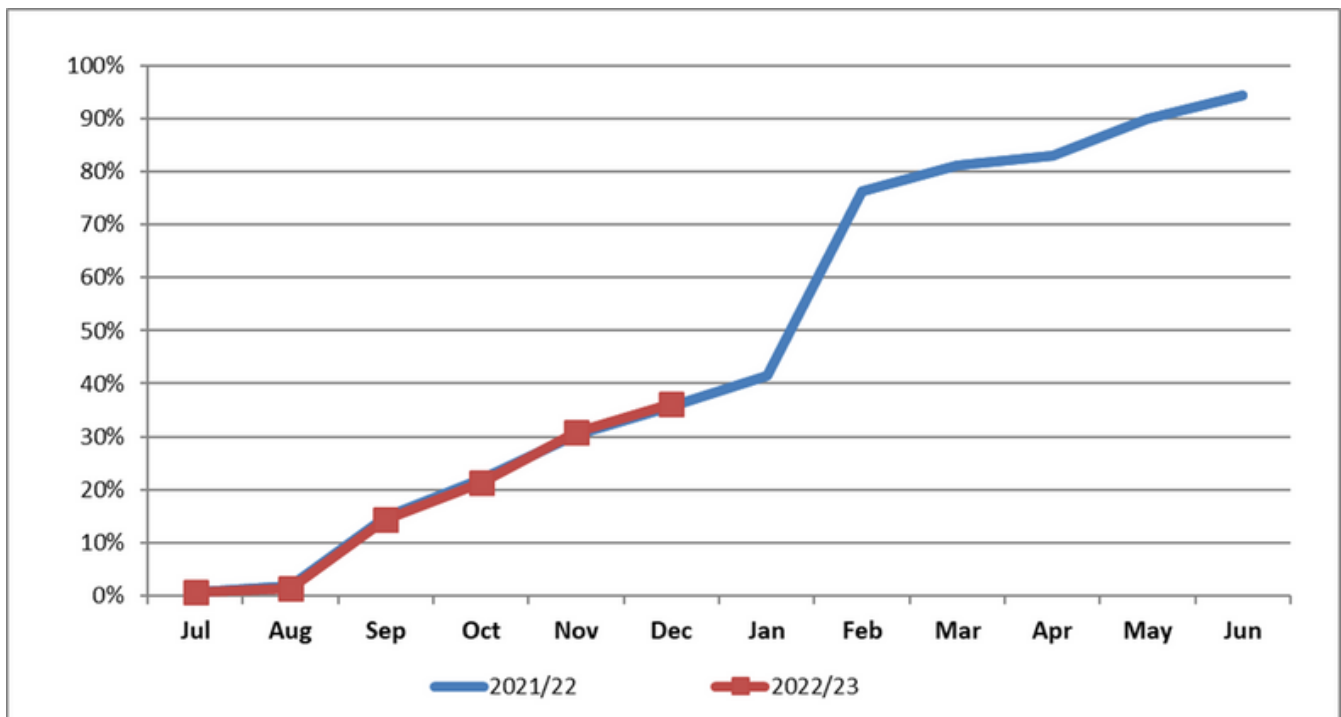
Rate Debtors

For the period ending 31 December 2022

Table 4.1: Current Rate Debtors

	31-Dec-22 \$'000	31-Dec-21 \$'000	31/11/2022 \$'000
YTD Current Rates Collected (\$)	44,730	45,173	37,743
Current Rates Collected (%)	36.15%	35.72%	30.79%

Graph 4.2: Percentage of Current Rates Collected



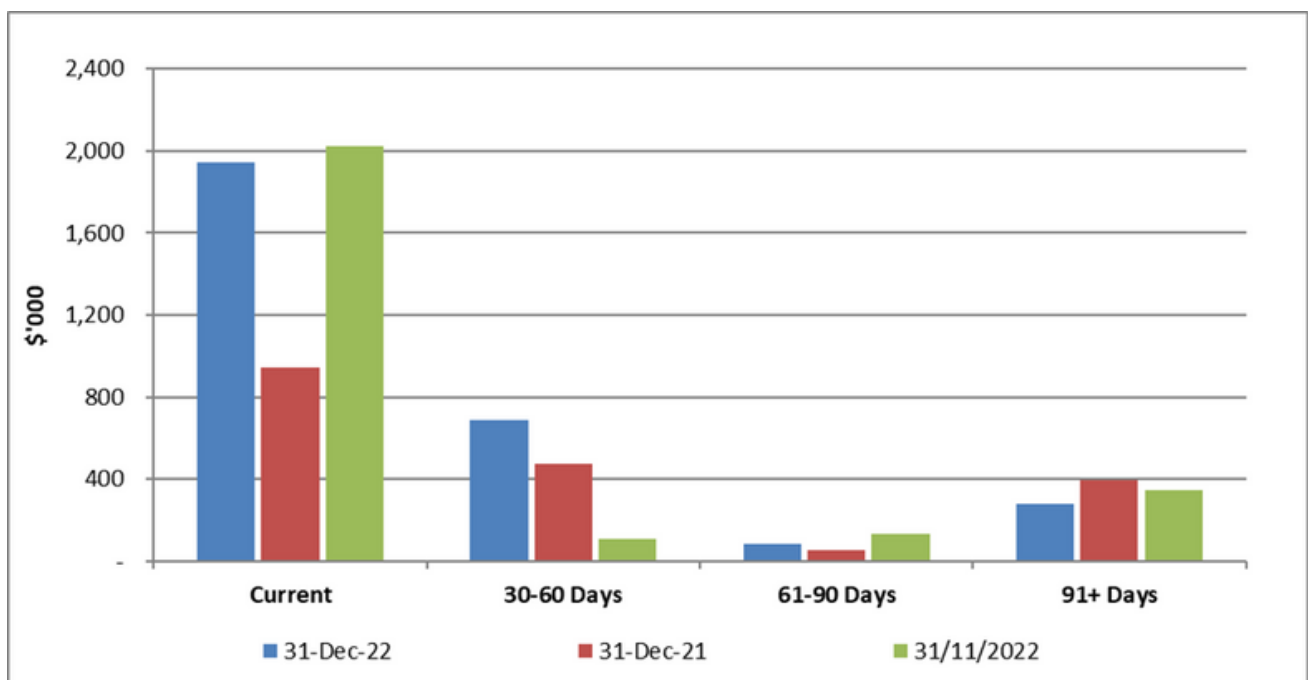
Sundry Debtors

For the period ending 31 December 2022

Table 4.3: General and Sundry Debtors

	31-Dec-22	31-Dec-21	31/11/2022
	\$'000	\$'000	\$'000
Current	1,946	943	2,022
30-60 Days	690	472	107
61-90 Days	82	53	132
91+ Days	279	394	347
Total Owing	2,998	1,862	2,608
Total over 60 days	362	447	479
% over 60 days	12.1%	24.0%	18.4%
Total over 90 days	279	394	347
% over 90 days	9.3%	21.2%	13.3%

Graph 4.4: General and Sundry Debtors – Aged Comparison



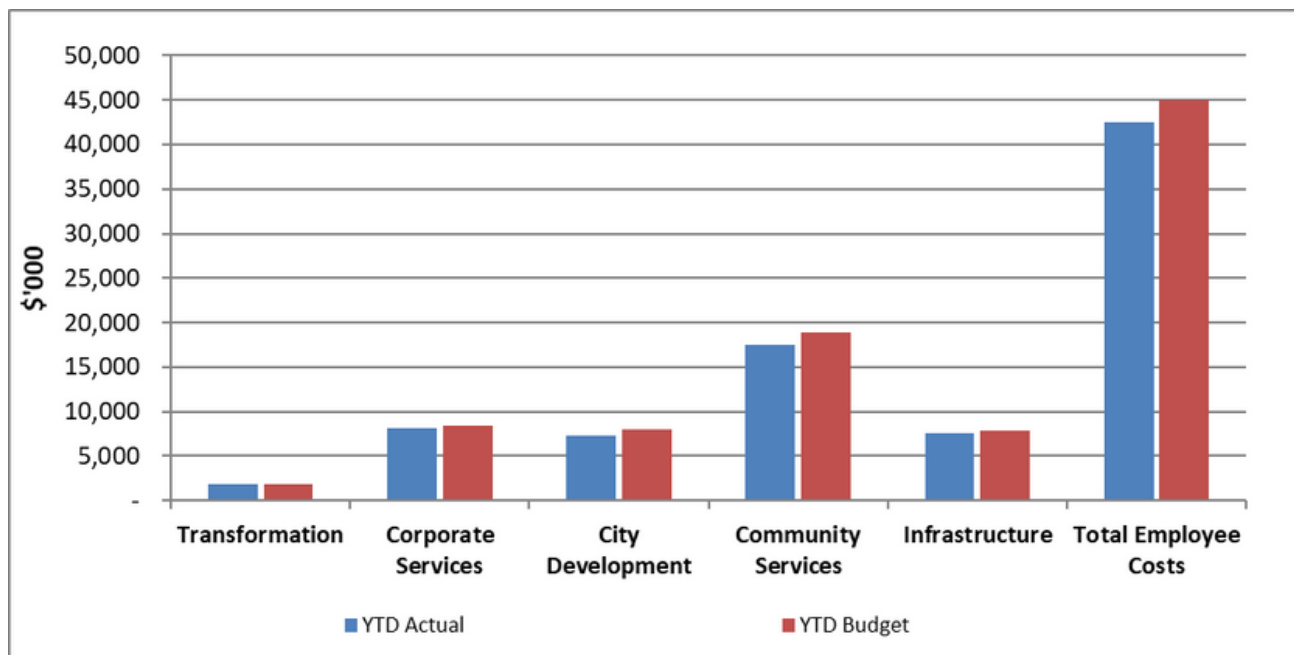
Employee Costs

For the period ending 31 December 2022

Table 5.1: Employee Costs by Division

Division	YTD Actual	YTD Budget	YTD Variance	2022/23 Budget
Transformation	1,844	1,873	29	3,513
Corporate Services	8,165	8,390	225	16,363
City Development	7,353	8,022	669	16,087
Community Services	17,518	18,876	1,358	38,171
Infrastructure	7,590	7,800	210	15,880
Total Employee Costs	42,470	44,960	2,490	90,014

Graph 5.2: Employee Costs – Actual to Budget Comparison





ACKNOWLEDGEMENT OF COUNTRY

Whitehorse City Council acknowledges the Wurundjeri Woi-wurrung people of the Kulin Nation as the traditional owners of the land. We pay our respects to their Elders past, present and emerging.

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