



CITY OF WHITEHORSE

Quarterly Performance Report

JANUARY – MARCH 2020



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Introduction – Chief Executive Officer’s Overview

I am pleased to present the Quarterly Performance Report for the third quarter ending 31 March 2020.

For this third quarter of the 2019/20 financial year we have progressed many activities from all areas of Council, including commencing our response to the COVID-19 pandemic.

Council began responding to the emerging coronavirus risk in late January, providing advice and support to the community. The Investment and Economic Development team provided support to traders experiencing slow trade, and the Home and Community care team began providing regular written advice to clients, staff and volunteers. Some program areas began experiencing significantly reduced demand from late January, including Aqualink and our Early Learning centres. Council refined risk mitigation and hygiene processes, and began business continuity preparations and readiness to activate the Pandemic Action Plan.

All regular Council activities and planned works continued as usual while the response to the coronavirus began. The State Government declared a State of Emergency on Monday 16 March to manage the COVID-19 pandemic, giving the Chief Health Officer power to make enforceable directions. Mass gatherings of more than 500 were restricted first, which led to the cancellation of the Global Fiesta. By Monday 23 March, the ‘Stay at Home Direction’ required closure of a significant number of Council facilities. Since then, Council has managed significant workforce upheaval and commenced planning for relief and support packages. Council has rapidly adapted to new ways of working and delivering services to the community, and actively begun work to support community and economic recovery.

Throughout the uncertainty of the COVID-19 pandemic, we continue to deliver essential services and priorities for our community.

Some of the highlights from the third quarter include:

- **Whitehorse Home and Community Services** – Following the COVID-19 pandemic, the team responded to a significant increase in phone calls (29%) from consumers requesting information and support. They further responded to an increase in requests for support from clients for meals on wheels and support with shopping.
- **Play Space Renewal Program** – Play space upgrades were completed at Fulton Woorall, Furnes Park, Yaminga, Charlton, Ashmole, Naughton Patch and Vermont Recreation Reserve (Stage 2).
- **Swimming Pool and Spa Safety** – Building services team set up and started online registration of swimming pools and spas in line with the regulatory requirements for *Building Amendment (Swimming Pool) Regulations 2019*.
- **Municipal Wide Tree Study** – At its meeting on 16 March 2020, Council resolved to adopt Amendment C219 with minor changes. Amendment C219 has been sent to the Minister for Planning for approval.
- **Local Government Act 2020** - The *Local Government Act 2020* received Royal Assent on 24 March 2020. The Act has a staged implementation commencing 6 April 2020 through to 1 July 2021.

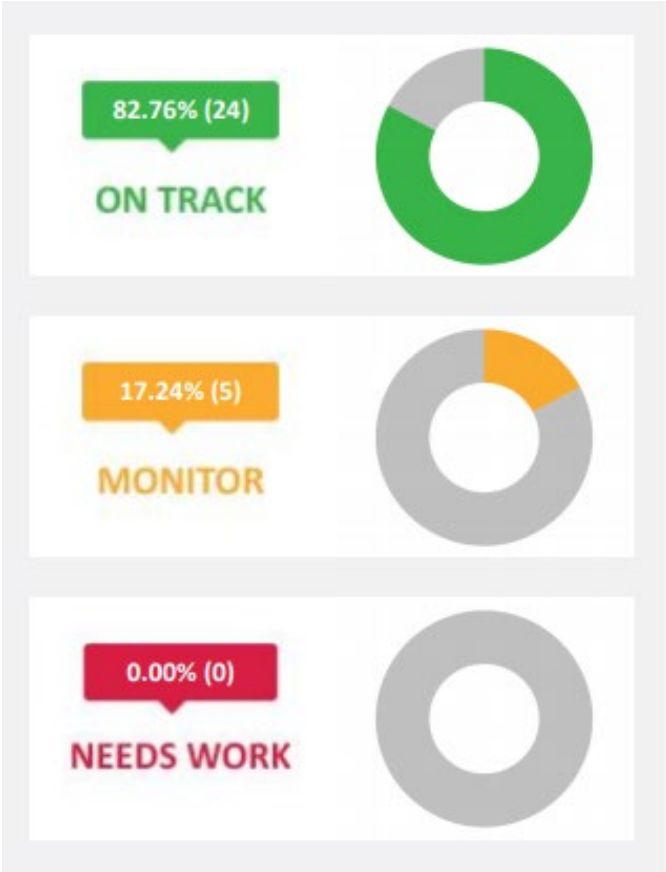
The activities above, as well as many other activities in this report, align directly with the strategic directions and goals (strategic objectives) of the *Council Plan 2017-21*. These are some of the activities that improve the municipality and contribute to the community's vision of the City of Whitehorse 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 1 – Performance against *Council Plan 2017-21*.

Simon McMillan
Chief Executive Officer

Performance against Major Initiatives and Initiatives in the *Adopted Budget 2019/20*
 January to March 2020

ACTION STATUS



ACTION PROGRESS AGAINST TARGETS



29	Actions reported on
24	At least 90% of action target achieved (3 actions complete)
5	Between 70% and 90% of action target achieved
0	Less than 70% of action target achieved
0	Not Started

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

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

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

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

Each strategic direction section is structured as follows:

- **Initiatives** – identified in the Annual Plan, which is part of the *Adopted Budget 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	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	In Progress	Sub-base, kerbs and channels installed. Preparing for centre median strip landscaping works. Electrical lighting poles installed. Southern carpark excavation in progress. Preparing to install retaining walls. Concreting of footings for retaining walls in pedestrian access way from northern carpark to main entry in progress. Construction delays experienced. Main building works expected to be completed in June with community access in September 2020.	 <small>MONITOR</small>
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	In Progress	Design development for the demolition phase and open double storey car park has been completed. Council are liaising with United Energy for establishment of a new kiosk substation in the park for the new Performing Arts Centre. Wider community consultation is occurring through February – April 2020. Expect demolition to commence in September 2020 and car park construction to commence in January 2021.	 <small>ON TRACK</small>
Elgar Park Masterplan Implementation	Improvements to the Elgar Park southern ovals in accordance with the Elgar Park Masterplan	ParksWide	Complete	Works completed. Ten weeks maintenance works to follow to allow for ovals to establish. Both ovals to be reopened by May 2020.	
Strathdon House	Redevelopment of the Strathdon homestead and precinct	Major Projects	In Progress	Tender documentation from architects is due to be completed end of May, followed by tender process in July.	 <small>ON TRACK</small>
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	In Progress	Project tender specification finalised. Tender to be advertised in late April to appoint project consultants.	 <small>ON TRACK</small>

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.	<ul style="list-style-type: none"> - School holiday program was popular again throughout the summer. The Summer Reading Club wrapped up with a party at Nunawading Library where 64 children and 37 parents attended. - Sandra Pankhurst: The Trauma Cleaner, presented a talk at Nunawading Library to an audience of over 60 people on 6 February. - Makerspace programs continued to be popular, with sessions on drone flying and robotics continuing to be booked out. - All Whitehorse Manningham Libraries closed to the public as of 5pm Saturday 21 March and will remain closed until further notice. Prior to this date a range of restrictions were applied in response to the COVID-19 pandemic. The numbers of people in the buildings were controlled to less than 100 and social distancing measures enforced. - Online service provisions have been increased throughout the month of March to assist the community to cope with living in isolation – the number of available eResources have been increased, storytimes have gone on line and the Easter School Holiday program was also delivered online. We continue to adapt our service to the COVID-19 environment.
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>The Burwood Project</p> <p>The Expression of Interest for the concept design architect was sent out to three companies. The panel has met and scored all quotes and has decided on a preferred applicant. The land exchange process is still continuing with the State Government.</p> <p>Neighbourhood Houses</p> <p>Currently Bennettswood Neighbourhood House and Mitcham Neighbourhood houses have decided to close all programs due to the COVID-19. Other houses are continuing to operate with minimised programs. Houses are implementing new programs to respond to changing environment. These include phone calls to check-in, shopping services and online programs. Three House managers have announced their resignation/retirement and have begun the recruitment process, including Mitcham, Vermont South and Clota Cottage.</p> <p>Community Engagement</p> <p>Work has commenced in the engagement space, to identify innovative and creative ways to engage, to assist Council service areas and the community to remain connected at this time. Initial planning phase of scoping the development of the Community Engagement Policy in response to the new <i>Local Government Act 2020</i>, has begun.</p> <p>Healthy ageing in the Eastern Metropolitan Region (EMR)</p> <ul style="list-style-type: none"> - In January 2018, Whitehorse Council and Yarra Ranges Council proposed a regional healthy ageing project around Ageism. Recent developments towards this include: - Development of a regional seven council ageism communication campaign - Council provided input into the 'Every Age Counts' national campaign. - The EMR campaign name and brief has been developed for use by all seven Councils. 'Tackling Ageism Together- EveryAGE Counts in Melbourne's East' #EndAgeism #TacklingAgeismTogether

Service	Description	Quarterly Service Highlights
		<p>Other activities:</p> <ul style="list-style-type: none"> - The Whitehorse Disability Advisory Committee met and contributed to the development of a submission for the next State Disability Plan. - Affordable housing and community infrastructure planning projects continued. - Council 'Dementia Friendly Communities' web page has been developed and is now live. This includes the video which providing a non-scripted viewpoint of the work from the community members' perspective. - Council officers facilitated a planning workshop for Q-East Network - Multi-Council network. As a result, the Network updated its strategic plan and Terms of Reference. The Whitehorse Men's Action Group assisted the Box Hill Rotary Club with their International Women's Day Breakfast event. - Participated in Eastern Elder Abuse Network Prevention Working Group workshop to develop a vision and purpose for the group. - First Whitehorse Recon meeting held for year on 13 February 2020. - An International Women's Day cocktail evening was held with great success. The event celebrated community leaders and the contribution women have made to the sector over the past 100 years. There were approximately 60 guests in attendance. - The 2020 Intergenerational Grants program is on hold due to COVID-19. The program will be advertised once it is safe for children to be interacting with older, more vulnerable members of the Whitehorse community.
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)</p> <p>The January school holiday program was well attended with an attendance of 286 over the one week program. The majority of classes booked out. The March/April School Holiday program was cancelled due to COVID-19. Courses and workshops for adults received excellent enrolments in the first half of Term 1. Attendances dropped as the COVID-19 pandemic took effect and all classes were cancelled from the 23 March.</p> <p>Artist In Residence James Carmichael presented a beautiful photography exhibition – Australasia Outdoor in the BHCAC Gallery. An exhibition was also staged to celebrate International Women's Week: "Out of The Box – This is Us" and was very well received.</p> <p>Heritage</p> <p>Schwerkolt Cottage and Museum Complex continued to enjoy good visitation and positive feedback from the community. Despite COVID-19, visitors continued to visit Schwerkolt Cottage with March statistics comparable to 2019 until its closure on the 23 March.</p> <p>Box Hill Town Hall</p> <p>International Women's Day was celebrated with two wonderful events at the Town Hall including Rotary's annual International Women's Day Breakfast. Money raised from this event was donated to the Love Your Sister Charity for Breast Cancer research and awareness.</p> <p>Box Hill Town Hall and Minor Halls experienced many COVID -19 venue hire cancellations leading up to the closure on the 23 March.</p>

Service	Description	Quarterly Service Highlights
		<p>Festivals</p> <ul style="list-style-type: none"> - Whitehorse Australia Day Concert was delivered on Sunday 26 January. Attendance was down to 8,000 people with many contributing factors including first reports of COVID-19. Money from the cancelled fireworks were donated to the State Bushfire Emergency Fund. - Swing Pop Boom – Town Hall Tunes was well received and attended by mainly senior citizens, with approximately 400 in attendance. Gina Hogan engaged well with the audience and was very well received. Much of the crowd visited the Artspace featuring Professor Ye's exhibition 'A 50 Year Journey'. - In accordance with federal and state government instruction for mass gatherings Global Fiesta, Shake at the Lake & Moonlight Movie Night were cancelled due to COVID-19. <p>Whitehorse Artspace (Art Collection & Programs)</p> <p>Gallery visitation was lower than expected for A 50 Year Journey: Professor Chijian Ye exhibition, due to COVID-19. It was however, enjoyed by small groups of Chinese-Australian visitors who valued the exhibition's mix of traditional and contemporary art and sculpture by a Chinese master. The next exhibition Ramble: Mary Tonkin exceeded expectations before it had to close on 23 March, in response to the COVID-19 Pandemic. A time-lapse of the exhibition changeover and a series of questions and answers from the exhibitor Mary Tonkin went online to assist with access to the arts.</p> <p>Whitehorse Centre</p> <p>A successful Season 2020 opening with sold out shows for Bobby Fox: The Irish Boy followed by solid sales for Songs & Times of Sam Cooke. The Midweek Matinee program also commenced with a sold out performance of The Songs of Shirley Bassey. The COVID-19 pandemic resulted in show cancellations in both programs, resulting in extensive patron refunds and reduced utilisation numbers for this quarter.</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>Leisure Facilities</p> <ul style="list-style-type: none"> - The January Chill Zone program ran from 6 to 24 January across both Aqualink Centre's. - The Evaporative Cooling capital works project was completed at Sportlink with the system now fully operational. The system activates once the internal temperature exceeds 25 degrees. The system has already proven its worth by not only enhancing patron comfort but also preventing stadium closures or booking cancellations over the warmer January period. - Water Safety Week was conducted at the Aqualink Centre's from Monday 10 February and Sunday 16 February. At Aqualink Box Hill 724 water safety quizzes were completed by parents and children who were receptive and pleased with the knowledge and interaction provided by Staff. At Aqualink Nunawading staff spoke with over 500 parents about supervision of children in aquatic environments. - Morack Public Golf Course recorded an impressive 5,635 rounds of golf in the month of February exceeding projections by 112 rounds. Over 377,000 balls were hit at the driving range in the same month. - Whitehorse Netball Association (WNA) held their annual Whitehorse Market Day at Sportlink on February 15. A range of stall holders including Netball Victoria, Lorna Jane and Safe Lace provided a range of fun activities and information to patrons. The day also included a speech from Samuel Johnson who operates Love Your Sister, a charity that has helped raise \$10M for cancer research. A total of 177 teams participated in the WNA Saturday competition throughout the day and players were supported by family and friends.

Service	Description	Quarterly Service Highlights
		<ul style="list-style-type: none"> - University of the Third Age (U3A) at Nunawading Community Centre recorded another membership milestone February with 2,020 registered – an 8% increase on the same time last year. - The staff teams at both Centre's were exceptional in their commitment to customer service during the difficult COVID-19 time prior to closure of the Aqualink centres. Staff were positive to members, and proactive in providing a safe environment for members. New hygiene practices were quickly implemented and updated as new information was released. The centre quickly adapted to the requirements of COVID-19, operating safely for as long as possible.
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>Australia Day Trophy</p> <p>On Australia Day each year, the Mayor of the City of Whitehorse presents a number of Awards to community members and groups including the Whitehorse Sport and Recreation Australia Day Trophy. The trophy is awarded to a sporting club, recreation club or community group based in the City of Whitehorse who exhibit strong community values and provide participation opportunities for the Whitehorse community.</p> <p>The 2020 winner was Whitehorse United Soccer Club. This is in recognition of the club's contribution to the Whitehorse community, providing variety of benefits to over 500 members aged from four to 40.</p> <p>Of particular note are the club's programs to increase participation opportunities for females and juniors and a commitment to providing coaching development opportunities for members.</p> <p>Winter Seasonal Allocations finalised</p> <p>Seasonal booking allocations (sports fields and pavilions) for the 2020 Winter Season were completed which involved scheduling requests from 36 Whitehorse clubs and allocating 50 sports fields and 29 pavilions.</p> <p>Due to the response to the COVID-19 Coronavirus outbreak all sports fields and pavilions have been closed so seasonal licences have not yet been issued to clubs however will be ready for when sporting codes are permitted to recommence their activities.</p> <p>Sustainable Use of Sporting Pavilions Project</p> <p>Work has progressed on this project to include:</p> <ul style="list-style-type: none"> - Benchmarking neighbouring local government authorities for approaches used to increase pavilion utilisation - Internal consultation with a variety of Council departments to understand the opportunities and challenges that any expanded community use model could provide - Community consultation through an online survey of both tenant sporting clubs/existing sporting pavilion users and of community members/groups, as well as face-to-face interviews with select existing sporting pavilion users
Recreation and Open Space Development	Provides planning and strategy development for open space and recreation facilities and infrastructure	<p>New Open Space at 21 Wattle Valley Road, Mitcham</p> <p>The Landscape Concept Plan was finalised and construction works have begun to develop a new open space linear park at 21 Wattle Valley Road, Mitcham. The open space will also provide an important link between Yarran Dheran Reserve and Antonio Park.</p>







Service	Description	Quarterly Service Highlights																								
Sports Fields	Responsible for the design, installation, maintenance and renewal of sports field infrastructure and project management of sports field capital projects.	Council continues to deliver its program of works at sports fields across the municipality including: <ul style="list-style-type: none">- New drainage and irrigation at Elgar Park Southern ovals, turfed using Santa Ana Couch- New retaining wall and reshaping of the existing path to redirect stormwater into drains at Billabong Park- New synthetic to three cricket pitches and new synthetic to the existing cricket training nets at Terrara Park- New coaches boxes to Morton Park East & West ovals- New AFL goals at Koonung Reserve west oval																								
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	<p>The following services were delivered over the period January-March 2020:</p> <table><tr><td>Service referrals received</td><td>882 services</td></tr><tr><td>Occupational Therapy</td><td>241 hours</td></tr><tr><td>Domestic Assistance</td><td>17,616 hour</td></tr><tr><td>Personal Care</td><td>5,424 hours</td></tr><tr><td>Respite Care</td><td>788 hours</td></tr><tr><td>Home Modifications & Home Maintenance</td><td>1,428 hours</td></tr><tr><td>Food Services</td><td>17,203 meals</td></tr><tr><td>Assistance with food preparation</td><td>642 hours</td></tr><tr><td>Social Support Groups</td><td>5,585 hours</td></tr><tr><td>Assisted Transport</td><td>787 hours</td></tr><tr><td>Transport (community)</td><td>6,238 trips</td></tr><tr><td>Escorted Activities (e.g shopping, appointments, etc.)</td><td>2,959 hours</td></tr></table> <ul style="list-style-type: none">- Provided training to over 120 support workers focused on safe use of equipment in client homes.- Consumer Feedback process for Home Support services has been reviewed to ensure continued provision of quality aged care services. Improvements implemented Streamlining the timeliness and response to vulnerable clients.- Regional Assessment Services achieved 99% KPI providing assessment services consumers, linking them with appropriate services to achieve their goals and aspirations for independent living- Over 80 participants of the Active Living Programs attended the Social Support Program Function event in February 2020 that provided an opportunity for social connections over a nutritious lunch and entertainment- Planning has commenced for a new Intergenerational Project activity in partnership with Lucknow Street Children Services Centre to provide social support group participants an opportunity to attend the Lucknow Centre and participate in group activities with children, facilitate skills development, active engagement, communication and shared storytelling	Service referrals received	882 services	Occupational Therapy	241 hours	Domestic Assistance	17,616 hour	Personal Care	5,424 hours	Respite Care	788 hours	Home Modifications & Home Maintenance	1,428 hours	Food Services	17,203 meals	Assistance with food preparation	642 hours	Social Support Groups	5,585 hours	Assisted Transport	787 hours	Transport (community)	6,238 trips	Escorted Activities (e.g shopping, appointments, etc.)	2,959 hours
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Service	Description	Quarterly Service Highlights
		<p>COVID-19 response</p> <p>A number of strategies have been implemented in response to the COVID-19 to support vulnerable community members and staff including:</p> <ul style="list-style-type: none"> - Responded to 29% increase in incoming phone calls from consumers requesting information and support while maintaining a high level of service answering 83% of calls in the first 20 seconds - Conducted screening of the current service users to identify risks caused by the COVID-19 pandemic and additional needs. Clients were referred for appropriate internal and/or external services as required. - 38% increase in outbound calls - Responded to increased requests for Meals-On-Wheels and support with shopping. Developed creative ways to support consumers who are unable to go out or in self-isolation assistance with shopping and meals - Provided information to staff and consumers related to the COVID-19 to support their wellbeing
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</p> <p>MCH continues to provide support for families during the COVID-19 pandemic. The service is providing face to face support for newborns and vulnerable families, and telephone consults for the older children. Families are very appreciative of the service we are providing in these very challenging times</p> <p>Early Childhood Services</p> <p>Whitehorse Early Learning Services have been heavily impacted by COVID-19 with utilisation rates dropping to 12.5%. The decision was made to consolidate four services into two services effective 14 April.</p> <p>Youth Services</p> <p>Recruitment of 2 volunteer youth committees – FreeZA and the Whitehorse Youth Representative Committee with induction and training having commenced with the young people on both committees.</p> <p>With the onset of COVID-19, Youth Services has successfully transitioned to supporting young people remotely via a number of strategies including ‘zoom’ and greater presence in the social media space .</p> <p>Submission of the School Focused Youth Service (SFYS) Annual Report to the Department of Education and Training.</p> <p>Community Programs</p> <p>Supported Playgroup program delivered in term one.</p> <p>FlexiBuzz was used to communicate with 1162 families.</p>

Service	Description	Quarterly Service Highlights
Environmental Health	Provides health education and protection services such as immunisations, food safety management, communicable disease surveillance, tobacco control and environmental protection.	<p>Environmental Health continue to meet Council's statutory requirements under the Food Act and Public Health & Wellbeing Act including:</p> <ul style="list-style-type: none"> - 270 (1,143 YTD) Mandatory Assessments/Inspections - 53 (96 YTD) Complaint Inspections - 54 (209 YTD) Routine Inspections - 47 (182 YTD) Non Compliance/Follow Up inspections - 21 (42 YTD) Formal Orders/Notices issued which includes PINs and Seizures <p>Assessments/inspections and immunisation programs were modified to respond to COVID-19 in terms of hygiene, social distancing and exclusion measures</p> <p>A total of 2,269 (6,767 YTD) vaccinations were administered to 980 (3,022 YTD) children for the quarter as part of Council's public childhood immunisation program</p> <p>A total of 2,409 (5,294 YTD) vaccinations were administered as part of Council's school immunisation program</p> <p>Staff flu vaccinations commenced early in response to COVID-19 pandemic with a total of 350 vaccinations being administered during this period</p>
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.	The Community Laws and Parking Teams attended Animal 3R's Training on 4 February. Animal 3R's training is family violence awareness training for staff that work with animals to understand the link between animal abuse and family violence. The Community Laws Team regularly respond and attend to calls regarding Dog Attack/Dogs at Large in the community and provide information and education around these issues.

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	Assets, Buildings & Capital Works	In Progress	Terrara Park Pavilion Redevelopment Concept Plan and Design documentation completed. Pre-planning arrangements have commenced with tender advertisement to occur in April 2020.	 ON TRACK
		Assets, Buildings & Capital Works	In Progress	Elgar Park South Pavilion Redevelopment Shop drawings review complete, awaiting arrival of steel on site. Expected to be completed in September 2020.	 ON TRACK
		Assets, Buildings & Capital Works	In Progress	Sparks Reserve West Pavilion Development In design development phase with tender for construction expected in July 2020.	 ON TRACK
		Major Projects	Behind Schedule	Morton Park Reserve Pavilion Works are running behind the original schedule. The landscaping works will be completed once the building works have been finalised, in order to comply with social distancing requirements. Expected completion in July 2020.	 MONITOR
		Major Projects	Behind Schedule	Walker Park Reserve Pavilion Builder has experienced some delay due to supplier shutdown caused by COVID-19 and limiting the number of trades onsite to complete works in line with social distancing rules. Landscaping works have been postponed, due to Contractor having to limit the number of workers onsite due to social distancing requirements. Expected completion in May 2020.	 MONITOR
Morack Golf Course	Commence development for Morack Golf Course Pavilion, Driving Range and Mini Golf Facility Construction	Major Projects	In Progress	Due to the updated cost analysis report process, the project completion has shifted from February 2021 to December 2021. Design development on schedule to commence in May 2020.	 ON TRACK

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	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	<p>Council has lodged an appeal with the Supreme Court of Victoria regarding the State Government decisions to give planning approval for the North East Link project. Council has continued its strong advocacy to the State Government for improved community outcomes relating to the North East Link (NEL) project, including:</p> <ul style="list-style-type: none"> - Discussions with 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 - 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	Draft Box Hill Integrated Transport Strategy (ITS) approved for public exhibition at the March Council Meeting. Commenced consultation and public exhibition on 18 March. The COVID-19 crisis is causing disruptions to the process. The third Stakeholder Reference Group Meeting has been cancelled at this stage, with the aim of rescheduling the meeting at a later date.	 ON TRACK
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	The first stage of the joint project with Melbourne Water has commenced, and external consultant appointed. Flood modelling project is progressing well, and is to be completed this financial year. The whole project is to be completed over three years.	 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 Planning</p> <p>Over 350 new applications were lodged this quarter, consistent to the previous quarter. The third quarter is typically a slower time of the year as the industry closes down between Christmas and mid-January. This compares to the metropolitan average of 200 applications for the same time period.</p> <p>This quarter has seen 360 decisions made, compared to 440 last quarter, and timeframes for decisions within the statutory timeframe reduce from 45% last quarter to 38%. This is a direct reflection of the Christmas and New Year period when many staff take the opportunity for annual leave whilst the industry is closed and quiet.</p> <p>The average gross and processing days for decisions are similar to that for the metropolitan average, which indicates the variety in applications received at Whitehorse.</p> <p>Ten consultation forums were held, another two were cancelled due to the COVID-19 pandemic. This highlights the importance placed on community engagement, but also contributes to truncated decision timeframes.</p> <p>Whitehorse continues to receive significantly more VicSmart applications, 128 this quarter compared to the metropolitan average of 44. Officers must give priority to VicSmart applications which does impact the ability to determine all applications within the desired statutory timeframe.</p> <p>Strategic Planning</p> <ul style="list-style-type: none"> - Adoption of Amendment C219 by Council for municipal wide tree protection controls - Draft Structure Plan and Draft Urban Design Framework Plan submitted for review by Council - Consultation on a review of the Commercial 1 Zone in the Tally Ho Major Activity Centre commenced in March - Consultants were appointed to Phase 1 of the Nunawading Megamile East and Mitcham Structure Plan Update and have progressed background work including preparation of technical reports. - Provided information to DELWP to progress authorisation decision for C220 Residential Corridors Study - Box Hill Urban Realm Treatment Guidelines initiated by Strategic Planning Unit reached conclusion - Contract for Council's Heritage Advisory Service tendered and awarded to Coleman Architects P/L; progress on review of Council's Heritage Framework Plan - Participation in VAGO Audit: Supporting Communities through Development and Infrastructure Contributions; Audit tabled in Parliament in March 2020
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>Continued working with other departments in delivering building permits and certification for a number of council building projects, regular clients and rate payers.</p> <p>Continued working with the Victorian Building Authority (VBA) to audit a number of buildings with combustible cladding and make fire safe.</p> <p>Swimming Pool and Spas Safety: Set up and started online registration of swimming pools and spas in line with the regulatory requirements for <i>Swimming Pools and Spa Safety Regulations 2019</i>.</p>






Service	Description	Quarterly Service Highlights
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> <ul style="list-style-type: none"> - Continued with future road reconstruction designs. - Continued with drainage rehab program. - Continued with road resurfacing program. - Completed majority of road reconstruction works for Newton Street, Surrey Hills. - Commenced Walker Avenue, Mitcham road reconstruction works. - Awarded tender for Newhaven Rd, Burwood East Reconstruction works. - Completed Station St / Thames St, Box Hill Streetscape Improvements. - Awarded Blackburn Shopping Centre Streetscape improvements. - Tendered Vermont Shopping Centre Streetscape Improvements - Stage 1. - Awarded Ephemeral Wetland at Kalang Park. - Completed seven (7) play space upgrades and tendered for two (2) additional play space upgrades. - Commenced Springvale Park and Bill Sewart Athletics Track sports field lighting improvement works. - Awarded Surrey Park (South East) lighting improvements. <p>Engineering Assets</p> <ul style="list-style-type: none"> - Financial modelling completed for assets required for review of the Stormwater Drainage Asset Management Plan and also for Roads Asset Management Plan. - There has been an increase in the number of Construction Management Plans (CMP's) applications relating to major developments across Whitehorse. - Inspections and assessments are underway for the historic Asset Protection Permits, Consent for Works in the Road Reserve and Drainage Easements. - Contract commenced for data collection for Traffic Treatments - Joint project underway with Melbourne Water for Stage 1 Flood Modelling for municipality - Contract commenced for Dial Before You Dig project, making drainage data available for public - Approval of plans and supervision of works for Brickworks site - Commenced revaluation process for Roads assets, and desktop reporting for Drainage assets - Assisting with various Continuous Improvements Projects relevant to Engineering Asset Team - Review and implementation of all our processes required for working from home <p>Transport</p> <ul style="list-style-type: none"> - Placed Council's speed observation trailers in 70 local streets to remind motorists to slow down - Hosted Skateboard School Holiday Program (16/01/2020) – Facilitated by Shredability - Hosted Bike Skills School Holiday Program (23/01/2020) – Facilitated by Let's Ride - Commenced part two of Whitehorse Active & Safe Schools Program with Orchard Grove Primary School - National Ride2School Day Friday 13 March – 16 Whitehorse Schools Participated (60% increase from 2019) - Child Restraint Checking Event (Sunday 22 March) was cancelled due to enforced social distancing measures as a result of the COVID-19 crisis – up to 80 checks were intended for the session. - Transport Marquee At Global Fiesta (Sunday 15 March) was cancelled due to enforced social distancing measures as a result of the COVID-19 crisis

Service	Description	Quarterly Service Highlights
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 essential services for the inspection, maintenance, repair and cleansing of Council's civil infrastructure assets, including roads, pathways, drainage and townships. The team has increased the disinfection and cleansing of public areas and responded to 505 dumped rubbish requests.
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.	The Fleet and Workshop team continued to provide vital services for the servicing and management of Council's fleet of plant and equipment.
Major Projects	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.	<p>Assets</p> <p>Progress is on track for implementation of initiatives identified for completion by 2019/20 in the Asset Management Strategy</p> <ul style="list-style-type: none"> - Finalisation of six Asset Management Plans. - Review of all IPS modules <p>Capital</p> <p>Activities are detailed in Section 4 – Capital Works Report.</p>
Building Projects	Responsible for managing the scoping, design and construction components of new Council buildings through effective project management in conjunction with our architectural and professional design partners.	<p>Building Projects</p> <p>This quarter Building Projects were engaged in a number of projects including:</p> <ul style="list-style-type: none"> - Sports Pavilions – Design, documentation (2) and construction (1) - Documentation for Kiosk Upgrade – Sparks Reserve Rugby - Commenced Play Space Redevelopment at Lucknow Children's Centre - Tender evaluation and contract award – Pakenham St Scout Hall Upgrade and extension
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 1324 work orders were completed including 37 capital, 647 reactive, and 640 programmed. Completed 111 Roof inspections and cleans.</p> <p>1390 Essential Safety Measure Inspections completed which consisted of:</p> <ul style="list-style-type: none"> - Portable Fire Equipment testing to 207 buildings - Access & Egress checking to 196 Buildings - Fixed Fire testing for 39 Buildings; and - Fire safety visits to 20 Buildings. <p>The following projects were completed:</p> <ul style="list-style-type: none"> - Box Hill Town Hall handrail was completed, new rails replicated existing (for heritage aesthetic purposes) while meeting compliance. - Gowanlea Unit Complex Water Supply to Fire services pipes replacement - Completed design for Aqualink fire detection system to be extended to all plant rooms - Standalone Mitsubishi ducted air conditioning split was installed in the Council Chambers at the Civic Centre - Sportlink evaporative installation – 4 x evaporative coolers were installed in the 4 court stadium providing temperature relief in summer - Nunawading Library asbestos ceiling remediation works are complete and we are now in the process of installing new ceiling tiles and patching up the many holes in the fixed plaster sections - Warrawong Community Space new flooring, new lighting, new painting, new aluminium doors and windows - Woodhouse Grove Kindergarten replacement of all non-compliant glass (both external and internal) - Box Hill South Family Centre – main kitchen fitout, new painting throughout; Box Hill South Preschool children's toilet fitout; new roof installed to the facility. - Vermont South Children Services Centre – Replacement of flooring throughout (except kitchen – to be done next financial year within kitchen fitout); new painting throughout; - Box Hill Senior Citizens and Meals on Wheels – Asbestos removal and new flooring and painting in Billiard room; Timber floor sand and repolish in bowls room; male toilet refurbishment; - Sportlink – External structural steel repaint.

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	Complete	An independent Panel Hearing for Amendment C219 was held from 2-6 December. The Panel's favourable advice to Council was received on 23 January 2020. At its meeting on 16 March 2020, Council resolved to adopt the amendment with minor changes. Amendment C219 has been sent to the Minister for Planning for approval.	
Play Space Renewal Program	Renewal and upgrade to various play spaces across the municipality	Engineering and Environmental Services	In Progress	Completed upgrades to play spaces including, Fulton Woorall, Furnes Park, Yaminga, Charlton, Ashmole, Naughton Patch and Vermont Recreation Reserve (Stage 2).	 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	The Pathway Inspections module was tested, documented and implemented to complete the bin audits. 50% of properties audited were found to require a change. 21% of these required a change to the fee charged. Many additional bins have been located resulting in a more accurate database. Due to COVID-19, audits have stopped. A Property Conditions Report has been prepared and distributed to addresses recording waste management arrangements at properties. This report is a strategy to move forward to ensure bin data is being collected and stored in a consistent manner, to allow for the transition into a new waste management system.	 MONITOR
eWaste Collection	Establishment of e-waste collection infrastructure at the Whitehorse Recycling and Waste Centre	City Works	Complete	e-Waste Collection 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 reviewed by Council's arborist and a report is being prepared for Council.	 ON TRACK

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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 763,117 kerbside garbage bin collections, resulting in 6,878 tonnes of garbage being taken to landfill.</p> <p>Completed 501,256 kerbside recycling bin collections, resulting in 3,965 tonnes of recyclables being processed for recycling.</p> <p>Completed 192,874 kerbside garden bin collections, resulting in 4,024 tonnes of garden organics being processed for compost.</p> <p>Collected 1,624 tonnes of hard waste and serviced 9,778 hard waste bookings from across the City.</p> <p>Completed an initial draft of waste and recycling specifications for Council's kerbside collection contracts that are due to expire in June 2020, and need to be re-tendered in 2020.</p> <p>In March 2020, Council adopted a report to endorse the range of kerbside waste and recycling services to be tendered for Council's new contracts to commence in mid-2021.</p> <p>Completed a study of Food Organics and Garden Organics (FOGO) services to assess options for introducing such a service as part of the next suite of kerbside collection contracts from July 2021.</p> <p>In March 2020, Council worked with contractors and received COVID-19 contingency plans for all kerbside waste and recycling services. Collection and processing services continue without any major disruption, but with heightened hygiene and social distancing strategies.</p> <p>Ongoing programs such as random recycling bin inspections and community visits to the Visy Recycling Materials Recovery Facility continued until Stage 3 COVID-19 restrictions were introduced.</p> <p>Council had commenced work along with Local Laws and Metropolitan Waste and Resource Recovery Group (MWRRG) to participate in a trial to reduce illegal dumping in identified 'hot spot' locations. Some particulars of the project are on-hold during COVID-19, however MWRRG have allowed Council to begin using some of the materials more broadly as illegal dumping behaviours have spiked across most Councils during isolation due to COVID-19.</p> <p>In March 2020, Council approved the development of an interim Climate Response Plan to accelerate action on mitigating and adapting to climate change impacts.</p> <p>A detailed program of community events, workshops and activities for the annual Sustainable Living Week in May was completed, unfortunately only to be cancelled due to COVID-19 restrictions. A smaller program of online workshops and presentations is being planned, to commence in June 2020.</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.	<p>The Whitehorse Recycling and Waste Centre continued to provide essential waste management services. The Centre performed 39,839 transactions during the quarter, compared to 36,515 for the same period last year. A total of 16,316 tonnes was received at the site for recycling, reuse and transfer to landfill. On 1 February 2020, the Centre commenced the Paintback service, which is a free service for dropping off of old paint and paint containers for recycling and reuse. The service has been very popular with 609 transactions in the first two months.</p>

Service	Description	Quarterly Service Highlights
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.	Specialist (site specific) chairs and tables have been delivered and installed at Box Hill gardens, a number of the old units being recycled for seating at the Box Hill City Oval, these renovated units will be installed just prior to the reopening of the sports facility. Stage 2 of the Bluebell Hill Reserve landscape upgrade commenced. Removal of dead/dying/hazardous trees on embankment was undertaken in preparation for construction of rock retaining walls. Over 200 tonnes of mudstone rocks were delivered to the site with construction of walls to begin in May. An upgrade to the front of Nunawading Basketball stadium at East Burwood was undertaken to improve access, functionality and aesthetics at the site.
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.	Over 2500 trees were ordered for the 2020 planting season - an increase of nearly 1000 trees on previous years. The planting program has been altered to include a focus on known areas of low tree density and areas where high surface temperatures and pedestrian use overlap, such as schools and community facilities. The Natural Environment team are investigating and mapping our tree population to ensure Council are well informed about the trees in our community, their age and health as well as their potential contribution the natural environment. Mitcham alone shows over 6500 street trees comprising of 171 species from 70 different genus supporting planning for tree maintenance and replacement needs as well as the ability to investigate the climate susceptibility of our trees.

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>Following the launch of the final websites forming Council's cohesive web presence last quarter, attention shifted to further leveraging our capability through embedded mapping, increased use of web forms, new features and functionality enhancements. The improved user experience provided by the websites continues to draw greater numbers of visitors who are staying longer, finding what they need and increasingly transacting online. The strategic use of Council's Social Media channels have also significantly driven visitors to our websites. Importantly, Council's ability to easily and rapidly disseminate timely information during the COVID-19 crisis have been given a massive boost thanks to the flexibility of the new platforms.</p> <p>The Digital Team's work on the Snap Send Solve application saw further internal enhancements deployed to streamline staff use of the application improving operational efficiency.</p> <p>The partnership between Digital and the Rates department saw a successful pilot run of the responsive Rates email rates notices in January enabling easy click through to Council's payment gateway, improving accuracy by negating the need to re-key reference numbers of billing amounts.</p> <p>Council's Apply and Pay online transactions are up 30% in the last 2 quarter.</p> <p>Phase 1 of Single View of Customer activities continued. Data workshops and data source identification commenced and a Collection Statement audit was undertaken – all to further personalise the customer experience.</p>	 ON TRACK

Initiative	Description	Responsible Department	Current Status	Progress Comment	Progress Against Target
Community Vision	Review and update the Council Vision to represent the community vision for Whitehorse for the next 10 years	Finance and Corporate Performance	In progress	Engagement plan and timeline agreed upon. The Community Vision will be a 20 year document. Work on branding commenced. Due to the COVID-19 pandemic, Community Vision engagement has been put on hold.	 MONITOR
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	11 applications were received for the next intake of improvement champion training and assessed against the set criteria including the selection of proposed first projects to inform the recommendations for approval in the lead up to the training next quarter. The program benefits register has been enhanced to a Power BI platform resulting in the data recording and tracking of benefits across projects to be a more efficient process. Whitehorse was invited to present an overview of our experience in reporting of Continuous Improvement Benefits at the February Local Government Transformation SIG with positive feedback received. For a full list of activities, please refer to Section 3 – Continuous Improvement of this quarterly performance report.	 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	The Local Government Act 2020 received Royal Assent on 24 March 2020. The Act has a staged implementation commencing 6 April 2020 through to 1 July 2021	 ON TRACK
IT Strategy 2020-2023	Update of Council's Information Technology Strategy for 2020-2023 to improve service delivery.	Information Technology	In Progress	Fivenines consultancy has been engaged and they have provided a draft IT Strategy for review.	 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, the conduct of Citizenship ceremonies and Australia Day Civic Awards. A community event for International Women's Day, registrations for councillor conference and training attendance, consultation sessions on the Whitehorse Centre redevelopment and Mayoral Community Budget Briefings were also held during this quarter.
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>Customer Service</p> <p>Council's Customer Service team assisted almost 12,000 customers at Service Centre counters and, in addition, processed over 11,000 in person cashing transactions. An additional 79,794 transactions were made through alternate payment options, including digital channels, an increase of over 20,000 transactions on last quarter, driven primarily by rate payments. During the period Jan-Mar 2020 Customer Service answered almost 37,000 customer calls, an increase of approximately 1,000 calls on the same period the previous year. Grade of service continues to be strong with 84 per cent of callers connected to a customer service officer within 20 seconds and only 2.4 per cent of callers electing to abandon.</p> <p>Governance</p> <p>The <i>Local Government Act 2020</i> received Royal Assent on 24 March 2020. The Act has a staged implementation commencing 6 April 2020 through to 1 July 2021.</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>Communications</p> <p>The Communications team prepared 22 reactive media responses, 3 editions of the Whitehorse News, and 18 media releases. The quarter saw 3,124 Whitehorse News e-news subscribers. The newsletter has been reframed to provide essential COVID-19 information. Over 80 publications were designed and 60 strategic marketing and communications plans were developed.</p> <p>Digital Marketing</p> <p>There were 504,544 page views on www.whitehorse.vic.gov.au and 142,779 users. Website content specific to COVID-19 saw 17,007 views from 20 March - 31 March. The Corporate Facebook site saw 42,082 engagements in response to 110 posts, with an increase in fans by 38%.</p>
People and Culture	Provides human resource management services including staff recruitment, corporate training and development, industrial relations and volunteer advisory services.	<p>HR Business Partnering</p> <p>The HR Business Partnering team was also closely involved in supporting the organisation to manage the COVID-19 pandemic. This included supporting the closure of recreation and cultural facilities, advising managers regarding the application of leave entitlements and supporting effective management of off-site staff. Also in this quarter, the team supported the following business as usual activities:</p> <ul style="list-style-type: none"> - Conduct of Employee Pulse Survey - Embedding of HR Business Partner model - Embedding of new Mercury Recruitment system

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Service	Service Description	Quarterly Service Highlights
		<p>Capability and Development</p> <p>Capability Development has delivered 55 classroom sessions with 444 participants. Online development has seen 1699 courses completed.</p> <p>Workforce Planning</p> <ul style="list-style-type: none"> - Continue to support the organisation with Workforce Planning activities with a key focus on areas with identified workforce risks. - Support Council's COVID-19 response with provision of data on workforce movements.
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.	<p>Occupational Violence remains an increasing risk to council staff, contractors and volunteers. An Occupational Violence Strategy has been developed in consultation with Strategic Marketing and Communications. The strategy (to be implemented toward mid-year) contains 4 primary elements supporting Councils' position on providing a safe work environment:</p> <ul style="list-style-type: none"> - An incoming voice recording on dial into Council - Internal posters aimed at encouraging staff to report occupational violence related incidents - External posters displayed in prominent customer interfacing locations - Digital video highlighting the services provided by Council and drawing on the safe work environment messaging <p>From March, the focus of Risk Health and Safety was on the COVID-19 pandemic. Two key safety elements of our response included:</p> <ul style="list-style-type: none"> - Introducing COVID-19 special paid leave, to encourage staff to absent themselves from the workplace if they had symptoms or an elevated risk associated with the virus. - Supporting staff to manage the ergonomic and psychological risks associated with relocating to other locations and ultimately to work from home.
Finance and Corporate Performance	Manages Council's corporate planning and reporting, continuous improvement, financial management, payroll, and procurement, tendering and contract administration.	<p>The Immunisation Management and Business Continuity Planning internal audit reports, and the memorandum of audit planning scope document for the upcoming e-commerce internal audit were presented at the March 2020 Audit Advisory Committee meeting.</p> <p>The Quarterly Performance Report for the period October-December was adopted at Council on 24 February 2020.</p> <p>The 2020/21 Council Budget was prepared ahead of consultation and finalisation in quarter four.</p>
Corporate Information	Manages and maintains Council's corporate record system and information across the organisation.	<p>Continued to provide support to all staff members with information management / Privacy & CM systems inquiries on a daily basis including:</p> <ul style="list-style-type: none"> - Provided training for end users as part of the Corporate Information Team's ongoing support process. - Continued to monitor & maintain the business functional classification scheme in HP Content Manager to ensure it serves its purpose and that it does not get out of date or fall into disuse. - Conducted CM system training sessions. - Performed ongoing sentencing and disposal processes to ensure business information is managed in accordance with PROV requirements. - Continued with the Archives Transfer to Grace Project, which is nearing completion. - Started the CM workflow portal project to improve the current correspondence process.

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Service	Service Description	Quarterly Service Highlights
Information Technology	Manages and maintains Council's computer systems and networks.	<ul style="list-style-type: none"> - Continued with end user device life-cycle management to maintain fleet robustness and minimise security vulnerabilities. - Deployed additional laptops to staff to increase the workforce mobility. - Deployed Microsoft applications to enable collaboration within the organisation, including video conferencing capabilities. - Commenced the upgrade of the corporate email system to remain supported by the vendor and reduce security exposure. - Engaged an external consultant to complete an IT Strategy for the Council. - Enabled the WHACS team to continue seamless support to our residents by ensuring compatibility between WCC and State and Federal Government systems. - Installed Audio Visual technology at the Civic Centre and Box Hill Town Hall to facilitate Planning Forums. - Continued to assist with the configuration of software solutions to support the Continuous Improvement Program. - Assisted with finalising of the implementation of the Events Booking and a Leisure Centre management systems. <p>In response to the COVID-19 pandemic, the Information Technology team:</p> <ul style="list-style-type: none"> - Laid over 1 kilometre of cable in the Whitehorse Centre and Box Hill Town Hall for setting up remote working - Setup 30 laptops in the Whitehorse Centre - Setup / relocated 40 desktops / laptops at Box Hill Town Hall - Relocated 30 desktops within the Civic Centre to adhere to social distancing regulations - Issued 55 laptops for staff to work from home and enabled another 20 staff to access the network from home using other secure methods - Created 150 VPN accounts for staff to access the council network from home. - Created over 400 Microsoft Teams accounts - Microsoft Teams chat increased from 185 messages a day in early March to 3584 messages in early April supporting staff to remain engaged while working remotely
Property	Manages Council properties, conducts property valuations, and maintains the Geographic Information System.	<p>Property</p> <ul style="list-style-type: none"> - Request from a select number of Council's commercial tenants have made rent relief applications with the managing agents and these applications will be processed in accordance with the National Cabinet Mandatory Code of Conduct-"SME Commercial Leasing Principles During COVID-19" - Completed Essential Services Commission Rate Cap verification documentation, established the required the rate amount and valuation figures for the proposed 2020/21 budget. - Completed Q3 supplementary valuations. - Completed extensive work on significant sites strategic review, completed leases and licences for various Council properties and provided extensive due diligence for multiple Council properties. <p>GIS</p> <p>New 2020 Aerial imagery published to staff via Weave, IPS Field Inspector and to the community through Whitehorse Maps. A number of web pages on Council's website now include interactive maps which are being sourced from Council's GIS through the Weave API. Additional layers available to staff include a number of open space asset layers,</p>

Service	Service Description	Quarterly Service Highlights
		Potential Heritage Sites, Sands & McDougall historical business listings, 1st Edition Melway and historical detail Melbourne and Metropolitan Board of Works plans.
Rates	Undertakes rate revenues and Fire Services Property Levy collection.	<ul style="list-style-type: none"> - Delivered the third instalment rate notices to approximately 33,000 ratepayers who opted to pay by instalments. - Delivered overdue rate notices to approximately 4,600 ratepayers who did not pay their annual rates by the lump sum due date. - Calculated the rate-in-the-dollar for the proposed 2020/21 budget. - Lodged second pension reimbursement claim to Department of Health and Human Services for pension rebates granted seeing \$595,959 reimbursed to Council. - Remitted \$7,804,563 being the third payment to the State Revenue Office for collection of the state government's Fire Services Property Levy. - Council's rate collection level is likely to slow in response to the pandemic, at this stage the extent is unknown. Additional support is being developed for rate payers experiencing hardship as a result of the pandemic and a number of staff will be reassigned to support ratepayers who may apply for hardship consideration.
Box Hill multi-deck carparks	Provides multi-level car parking facilities in Watts Street and Harrow Street, Box Hill.	During the first part of quarter 3 the Watts Street car park was well patronised, while the Harrow Street car park continued to experience trading difficulties related to the continued trading of the Cambridge Street car park, the lack of signage and the lack of operational traffic signals on Station Street. Both car parks rely on traffic volume and both will be impacted by the COVID-19 restrictions introduced by the Federal and State Governments.
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>The Whitehorse Pandemic Plan and Pandemic Action Plan was reviewed and updated incorporating the COVID-19 provisions.</p> <p>The Municipal Emergency Resource Officer and Emergency Management Officer were members of the Whitehorse Pandemic Response Group guiding the organisation through the Coronavirus crisis.</p> <p>Published the updated Municipal Emergency Management Plan for public consultation as part of the Plan's comprehensive review.</p> <p>Completed the first draft of the Municipal Emergency Management Plan Audit Question document.</p> <p>Requested a three month delay in the Municipal Emergency Management Plan audit due to the impacts of managing COVID-19 Pandemic.</p> <p>Two incidents:</p> <ul style="list-style-type: none"> - 15 February 2020 - Rooming house fire – Middleborough Road Box Hill North - From Jan 2020 - Covid-19 Pandemic <p>Business Continuity</p> <p>The Whitehorse Business Continuity Pandemic Plan and Pandemic Action Plan was updated.</p> <p>Whitehorse's Business Continuity Plan was audited by Crowe resulting in two moderate recommendations to enhance the Strategy.</p> <p>Four incidents:</p>

Service	Service Description	Quarterly Service Highlights
		<ul style="list-style-type: none"> - 22 January 2020 – Optus 4G email issue - 11 February 2020 – Aqualink Box Hill power outage - 4 March 2020 – Burst water main at Operations Centre - Jan to March 2020 - COVID-19 Pandemic
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 the 2019/20 quarterly performance reports.

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 have been completed.	 ON TRACK
Nunawading / Megamile West and Mitcham Structure Plan Review	Progress the Structure Plan review	Planning and Building	In Progress	Consultants were appointed to update the Structure Plan and background work on the project commenced. The contract is for Phase 1 and this is on track for completion by 30 June 2020.	 ON TRACK
Review of Economic Development Strategy	Review and update Council's Economic Development Strategy	Investment and Economic Development	In Progress	<p>Internal consultation undertaken with various departments as well as Maroondah City Council Investment and Economic Development Unit. Survey reviews and desktop research were also undertaken. Draft Investment & Economic Development Strategy Extension 20-21 was endorsed by Council on 16 March for public consultation until 24 April.</p> <p>In response to the COVID-19 pandemic, I&ED officers have been undertaking research, participating in dialogue with partners in local government, state and federal government and industry, and developing a City Whitehorse Economic Recovery Plan. This has involved additional consultation with local businesses. It is intended that this Plan will form part of the City of Whitehorse Investment & Economic Development Strategy.</p>	 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	Place making work commenced in the Box Hill Mall this quarter with the installation of two street art projects and the installation of synthetic turf to green the garden beds. Planning is also underway on improving the kiosk structures in the Box Hill Mall and transforming them into future activation pods.	 ON TRACK

Quarterly Performance Report for the quarter ended 31 March 2020





HP Records Manager – Record Number: 20/85654 (20/123502 PDF)

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.	<ul style="list-style-type: none"> - A number of scheduled events for businesses throughout the municipality had participants cancel or not attend due to the COVID-19 pandemic, before all scheduled events were cancelled. - The Women on the Go program commenced Feb 2020 and is continuing digitally throughout COVID-19. - Three investment facilitation enquiries were received during the quarter. It is noted that the COVID-19 was emerging as an issue in early February with some potential local effects, particularly in Box Hill. Correspondingly, more time was spend by I&ED officers on engagement with stakeholders (including ABAW, Box Hill restaurateurs, traders and Vicinity) to understand their concerns about an emerging reduction in trade. - Box Hill Institute – commenced a 6 month Small Business Mentoring Clinics trial with Box Hill Enterprise Centre in January 2020 - Interns in Industry 2020 program – Partnership with Deakin University, Knox City Council and Maroondah City Council. Marketing roll out commenced in early March with first information session scheduled in March. Program was cancelled due to COVID-19. - Five general enquiries and 50 businesses were communicated with personally regarding COVID-19. - Six engagements occurred with Melbourne East stakeholders - Twenty different groups/business engaged locally.

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%	87.46%	 ON TRACK
Percentage of total calls answered	95%	95.44%	 ON TRACK
Enquiries resolved at first call	70%	67.70%	 MONITOR
Records management actions completed within allocated timeframes* (Records Manager)	95%	98.10%	 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.

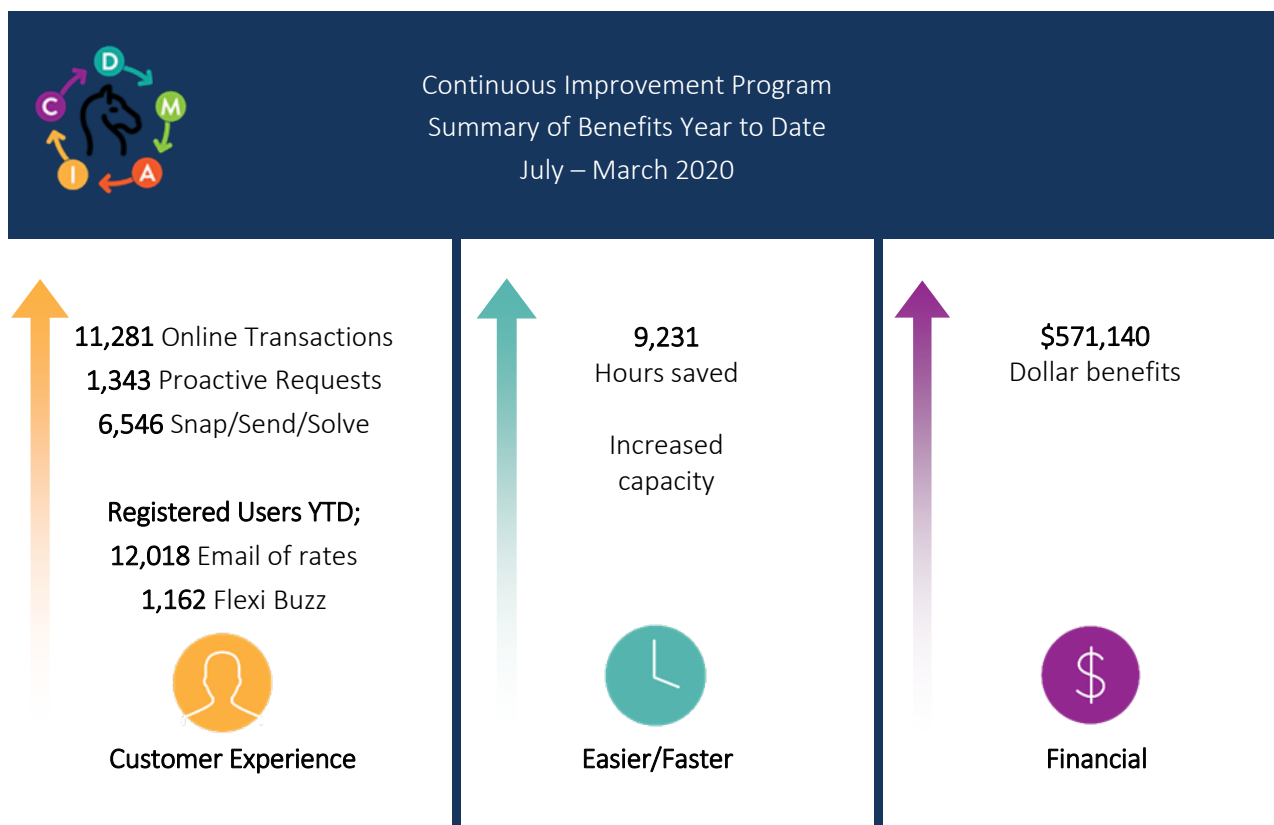
Section 3 – Continuous Improvement

Our Continuous Improvement Program aims to provide a 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	20
Projects completed in 2019/20 and reporting benefits	14
Prior years' completed projects being monitored with reported benefits	24

20 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. Standardized pre start vehicle plant inspections ★ 🟢 💰
9. Early Childhood Services WELS software program ★ 🟡 🟢
10. Asset Protection Process Review ★ 🟡 🟢
11. Engineering Vehicle Crossing Permits ★ 🟡 🟢
12. Animal Registrations Online ★ 🟡 🟢
13. Attendance Registers Process ★ 🟢
14. Postage Cost process review ★ 💰
15. Procurement Vendor Process Review ★ 🟢
16. Parking Optimisation – Black Belt Project ★ 🟡 💰
17. Intelligent Invoice Processing ★ 🟢 💰
18. Utilities Invoices 🟢 💰
19. Better Approval Process ★ 🟡 🟢 💰
20. Shared Fencing Project ★ 🟡 🟢

14 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. Snap Send Solve Integration to Pathway - Stage 3 ★ 🟡 🟢 **Digital**
5. Parking Permits Online ★ 🟡 🟢
6. WHACS Consumer Service Intake Process ★ 🟡 🟢
7. Online Infringements ★ 🟡
8. Store Stock Inventory Process Review ★ 🟢
9. Accounts Payable process 🟢 💰
10. Down to Business Publication Process ★ 🟡 🟢 💰
11. ParksWide Arbor Daily Inspections ★ 🟢
12. Programmed Works Process Review ★ 🟢
13. Responsive Rates Email Project ★ 🟢
14. WHACS RAS Reporting ★ 🟢 (Process is no longer required)

★ Continuous Improvement Champion Projects

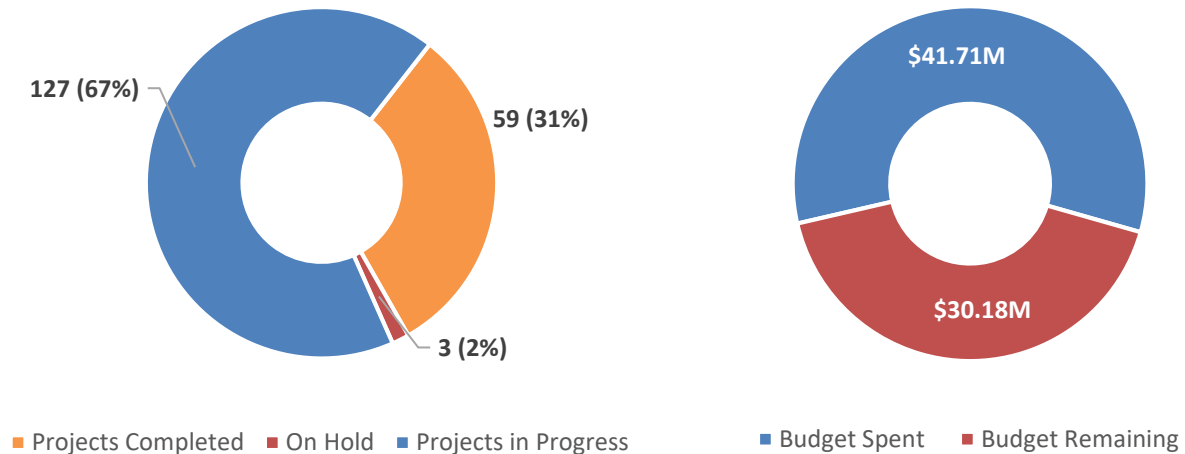
Section 4 – Capital Works Report

Capital Projects

The 2019/20 Capital Works Program includes 189 projects and programs to be delivered over the financial year with an adopted budget of \$71.9m.

Project Status

Expenditure*



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

Program highlights include:

Building Improvements

A total of \$1.4m worth of building improvement works took place including the following programed renewal works:



Blackburn Children's Services Centre

- Full roof replacement & Kitchen/Fit out renewal at Box Hill South Family Centre
- Vinyl flooring replacement in Billiard Room at Box Hill Senior Citizens Centre
- Replaced front windows at Blackburn - Children's Services Centre which were at end of life
- Fitout renewal in Warrawong Multi-Purpose Rooms
- Carpet and vinyl flooring replacements at Vermont South Children's Services Centre
- Replaced accessible toilet infrastructure at Vermont South Community Learning Centre

Signage Renewal Program

As part of the Signage Renewal program, shopping centre signs have been replaced at 7 locations including, Second Avenue Shops in Box Hill North, Blackburn North Shopping Centre and at the Highbury and Middleborough Road Shops in Burwood East.

In addition to these, 128 street name blades have been renewed on main roads throughout the municipality.



General Parks Lighting

The ParksWide team continue to roll out the Park Lighting renewal program with new lights installed at various locations including Ballina Terrace & Edinburgh Patch. To minimise light spill and energy use, the lights run 20% capacity outside of peak times, and are re activated to full power when movement is detected.

Heatherdale Reserve Fitness Equipment

The existing equipment which was scattered throughout the reserve was removed as it had reached end of life. New equipment has been installed in a central location creating a passive recreational hub.



Morack Golf Course – 18th Hole Improvements

Works included construction of a new 18th green with significantly larger putting surface, new bunkering, re-aligned fairway, associated drainage, irrigation and access path.

Bentgrass is used for the green, while drought tolerant Santa Ana couch grass has been used for surrounds.

Prime Mover

The Whitehorse Recycling and Waste Centre uses the Prime Mover truck to haul waste material from the Centre to landfill, 7 days per week.

The new 'MAN TGS' (Model 26.540BL'

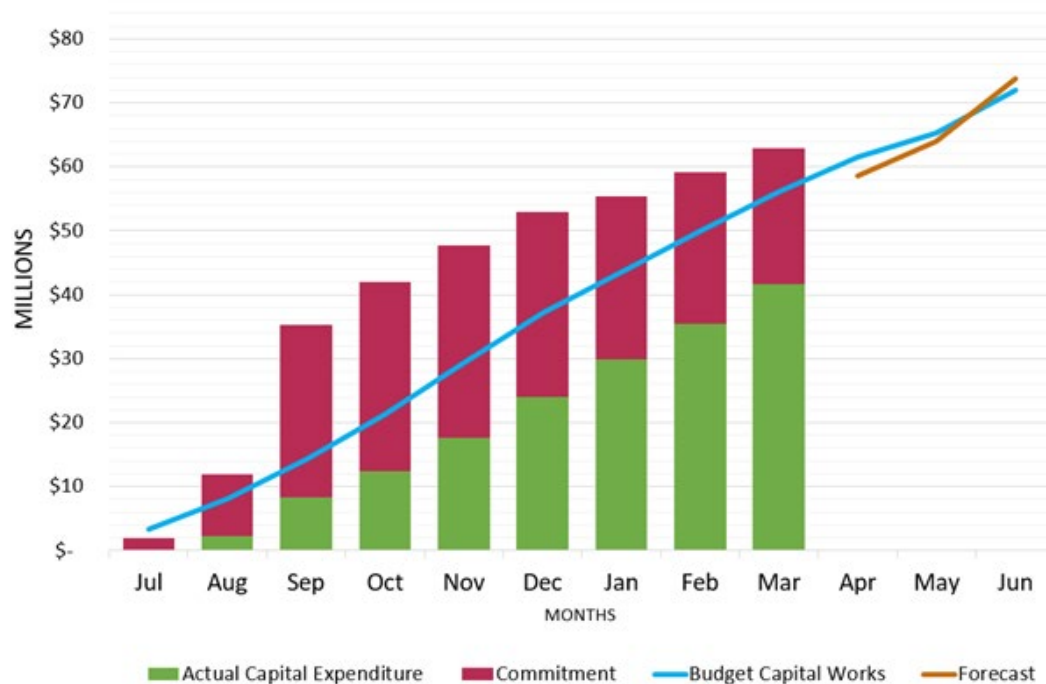
features an array of safety features including built-in crumple zones, ABS brakes and ESP (electronic stability control). The MAN TGS replaces the old Volvo FM480 truck which has reached the end of it's useful life, after clocking up over 600,000kms and total haulage in excess of \$330,000 tonnes of waste.



Capital Expenditure

As at 31 March, year to date capital expenditure is \$41.7m, this is 58% of the adopted budget.

Capital projects are continuing to progress with \$20.8m 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	1,444	1,576	(132)		1,835	1,959
Footpaths and Cycleways	1,888	1,878	10		2,938	3,073
Off Street Car Parks	1,204	477	727		1,484	572
Parks, Open Space and Streetscapes	3,493	2,518	975		5,453	5,679
Recreational, Leisure and Community Facilities	2,939	2,281	658		3,880	4,348
Roads	3,465	2,717	748		5,057	5,122
Waste Management	313	254	59		343	332
INFRASTRUCTURE	14,846	11,702	3,144		21,090	21,087
Computers and Telecommunications	1,200	655	545		1,533	1,389
Fixtures, Fittings and Furniture	614	328	286		702	649
Plant, Machinery and Equipment	2,130	2,667	(537)		3,250	3,639
PLANT & EQUIPMENT	3,944	3,651	293		5,485	5,678
Buildings Improvement	5,161	3,391	1,770		6,686	6,008
Buildings	32,133	20,354	11,779		37,508	38,448
Land	-	2,618	(2,618)		1,130	2,618
PROPERTY	37,294	26,363	10,930		45,324	47,075
TOTAL	56,084	41,716	14,367		71,899	73,839

Section 5 – Financial Report

Executive Summary

The year to date financial result at 31 March was a surplus of \$54.78m which was \$1.99m favourable to budget. This primarily reflects favourable variances in employee costs (\$1.21m) and materials and services expenditure (\$1.98m).

The last review of the year-end result was completed at 31 January and was projected to be a surplus of \$24.83m, \$265k lower than budget. No forecast review has been completed at 31 March, with Council instead focusing on our response to the coronavirus pandemic, including a number of hardship support and stimulus measures to be implemented over the coming months, and the commencement of a robust assessment of the impact expected for 2020/21 financial year.

Year-to-date Result

As outlined in the Executive Summary above, the year to date result at 31 March reflects a favourable variance of \$1.99m. The significant variances to budget were:

(1) Statutory fees and fines were \$610k favourable to budget primarily reflecting:

- increases in parking infringements (\$569k) and animal infringements (\$110k) 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 \$218k favourable to budget mainly reflecting an increase in report and consent/hoarding fees (\$157k), including some large fees relating to a Box Hill tower development, and an increase in solicitor requests for information (\$49k),
- partly offset by a \$324k decrease in statutory planning permit application fees reflecting a decrease in new planning applications compared to recent previous years.

(2) User fees were \$734k unfavourable to budget mainly relating to the following major variances:

- Recreation and Leisure was \$607k unfavourable primarily due to the closure of Aqualink Box Hill (\$427k), Aqualink Nunawading (\$162k) and Sportlink (\$59k) as a result of the Coronavirus pandemic,
- Harrow Street car park was \$376k unfavourable primarily due to the slower than anticipated uptake by customers since opening earlier this year,
- Arts and Cultural Services was \$218k unfavourable primarily relating to the closure of facilities including the Box Hill Town Hall (\$87k), Box Hill Community Arts Centre (\$71k) and Whitehorse Centre (\$54k) as a result of the Coronavirus pandemic, partly offset by
- Recycling and Waste Centre was \$543k favourable reflecting increases income from both account customers (\$367k) and casual customers (\$176k), reflecting higher than expected demand, and
- Engineering Services was \$190k favourable primarily relating to \$105k of additional garden and \$66k of additional garbage bin fees due to an increase in bin numbers.

- (3) **Grants – operating** were \$732k favourable to budget largely due to the following significant variances:
- a \$485k increase in funding for Home and Community Services, \$340k of which reflects additional funding for Home Care Packages and \$93k for home support services due to increased demand,
 - an \$81k increase in the school crossing subsidy for 2019/20,
 - a \$74k increase in funding for Older Adults Community Support Program due to a 6 month extension of state government funding that was previously expected to cease on 30 June 2019, and
 - a \$60k increase in funding for Health and Family Services, mainly reflecting additional funding received for childhood immunisations (\$40k) and a new maternal and child health sleep-settling program (\$26k).
- (4) **Grants – Capital** were \$287k unfavourable to budget mainly reflecting unfavourable timing differences on grants expected for Morton Park Reserve (\$300k) and Walker Park (\$100k) pavilion redevelopment projects, partly offset by \$72k of additional Roads to Recovery funding.
- (5) **Contributions – monetary** were \$651k unfavourable to budget primarily reflecting a delay in the Linum Laurel Boongarry (\$670k) and Walker Park Pavilion (\$100k) project contributions, partly offset by a \$95k favourable variance in public open space contributions.
- (6) **Contributions – non monetary** were \$160k favourable to budget relating to the recognition of Crown land in Vermont which Council now controls.
- (7) **Other income** was \$510k favourable to budget mainly reflecting \$185k income cleared from balance sheet accounts, \$95k of Workcover reimbursements, \$74k of additional legal cost recoveries, a \$69k increase in income from the sale of metal collected at the Recycling and Waste Centre and \$58k of additional reimbursements relating to the North East Link project.
- (8) **Employee costs** were \$1.21m favourable to budget mainly relating to the following significant variances:
- salaries were \$766k favourable to budget mainly reflecting vacant positions and unfilled new initiative positions. This variance is spread across a number of departments, most significantly City Management (\$260k), Planning and Building (\$248k), Leisure and Recreation (\$189k), ParksWide (\$178k), and partly offset by a \$472k unfavourable variance in Engineering and Environmental Services,
 - training and development costs were \$357k 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.
- (9) **Materials and services** were \$1.98m favourable to budget overall and included the following significant variances:
- Leisure and Recreation Services were \$587k favourable to budget reflecting a mix of timing differences and reductions in cost across several accounts, most significantly utilities (\$156k), promotions (\$88k), the Aqualink Nunawading business case (\$85k), the indoor sports initiative (\$63k), materials and supplies (\$59k), and merchandise (\$46k),
 - Digital and Business Technology was \$447k favourable to budget mainly reflecting a decrease in customer single view project costs (\$221k), \$150k of which is now expected to be incurred in

2020/21, a \$109k timing difference in software/hosting/support costs and a \$98k favourable variance in contracts and services,

- City Management was \$269k favourable to budget due to delays in strategic initiatives,
- Engineering Services was \$253k favourable to budget, mainly relating to savings in Garbage Service (\$314k), Hard and Green Waste Collection (\$166k), NBI relating to the waste services charge initiative (\$163k), partially offset by an increase in legal costs relating to the North East Link (\$466k).
- Compliance was \$219k favourable to budget mainly reflecting lower than anticipated court referral costs for infringements (\$121k), and timing differences on maintenance (\$45k) and materials and supplies (\$43k),
- Arts and Cultural Services was \$216k favourable to budget primarily relating to Festivals (\$85k), Whitehorse Centre theatre programme expenses (\$52k), utilities (\$47k), and Placemaking (\$32k),
- People and Culture were \$209k favourable reflecting lower than budgeted contracts and services (\$71k), legal expenses (\$71k), and recruitment costs (\$69k),
- partly offset by ParksWide, which was \$571k unfavourable to budget mainly reflecting timing differences in contract tree pruning (\$136k), reactive tree pruning (\$112k), weed eradication (\$64k), park tree pruning (\$61k) and specialist tree works (\$49k), and an increase in contractor-backfill (\$44k) costs.

(10) Depreciation was \$819k unfavourable to budget due to increases in the value of building and drainage assets resulting from the asset revaluations adopted in June 2019.

(11) Other expenses were \$739k unfavourable to budget mainly reflecting an \$916k increase in bad and doubtful debts mainly due to a change in accounting treatment of infringements resulting in a 'gross up' of income and expenditure, which is offset by additional infringement income as noted above (Note 1). This is partly offset by a \$76k 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 31 January and a surplus of \$24.83m was predicted, \$233k unfavourable to the previous forecast and \$265k lower than budget. This primarily reflects a \$572k net expense resulting from implementation of new accounting standards for lease assets from 30 June 2020. Excluding this, a \$25.40m surplus is projected, which is \$306k favourable to budget.

No forecast review has been completed at 31 March, with Council instead focusing on our response to the coronavirus pandemic, including a number of hardship support and stimulus measures to be implemented over the coming months, and the commencement of a robust assessment of the impact expected for 2020/21 financial year.

Cash Position

Total cash and investments (including other financial assets) totalled \$246.17m at the end of March representing a \$3.86m increase since the beginning of the year.

Debtors

Council had collected \$98.08m or 83.6% of 2019/20 rate debtors as at 31 March 2020.

Other debtors (net of doubtful debt provisions) outstanding at 31 March amounted to \$2.36m of which \$155k has been outstanding for more than 90 days.

Income Statement for the period ending 31 March 2020

	Year-to-Date				Full Year				
					Jan	Nov	Variance		Variance
	Actual \$'000	Budget \$'000	Variance \$'000	Notes	Forecast \$'000	Forecast \$'000	Budget \$'000	FCT v BUD \$'000	FCT v Nov FCT \$'000
Income									
Rates	119,958	119,959	(1)		120,024	120,024	120,024	-	-
Statutory fees and fines	7,649	7,039	610	1	10,436	10,325	9,352	1,084	111
User fees	30,408	31,142	(734)	2	40,504	40,817	40,816	(312)	(313)
Grants - operating	14,568	13,836	732	3	19,047	18,844	18,468	579	203
Grants - capital	931	1,218	(287)	4	1,684	1,684	1,431	253	-
Contributions - monetary	4,500	5,151	(651)	5	7,015	7,035	7,035	(20)	(20)
Contributions - non-monetary	160	-	160	6	160	160	-	160	-
Interest income	3,519	3,527	(8)		4,257	4,257	4,507	(250)	-
Other income	2,710	2,200	510	7	4,042	3,627	3,226	816	415
Net gain / (loss) on disposal of assets	618	593	25		155	155	120	35	-
Total income	185,021	184,665	356		207,324	206,928	204,979	2,345	396
Expenditure									
Employee costs	58,094	59,306	1,212	8	80,007	80,575	80,357	350	568
Materials and services	43,794	45,770	1,976	9	65,741	65,828	65,612	(129)	87
Depreciation	20,239	19,420	(819)	10	27,982	27,098	26,098	(1,884)	(884)
Interest expense	101	106	5		101	101	106	5	-
Other expenses	8,010	7,271	(739)	11	8,663	8,263	7,711	(952)	(400)
Total expenditure	130,238	131,873	1,635		182,494	181,865	179,884	(2,610)	(629)
Net surplus / (deficit)	54,783	52,792	1,991		24,830	25,063	25,095	(265)	(233)

Balance Sheet as at 31 March 2020

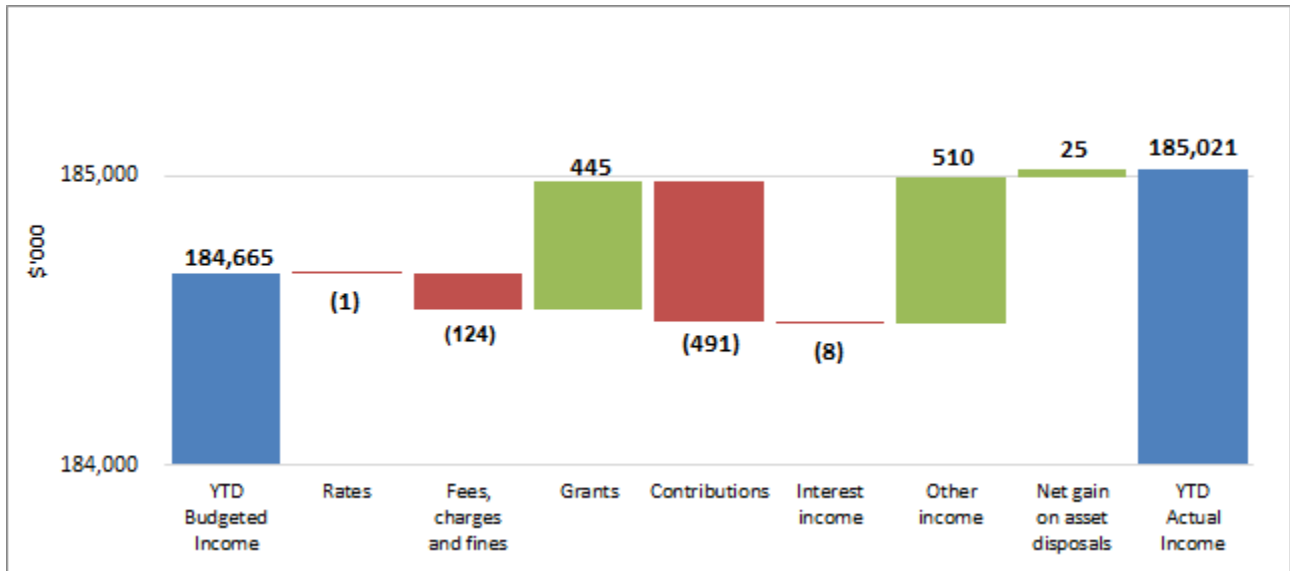
	2019/20 31-Mar-20 \$'000	2018/19 30-Jun-19 \$'000
ASSETS		
Current assets		
Cash and cash equivalents	19,279	22,468
Trade and other receivables	32,282	13,567
Other financial assets	226,893	219,849
Other assets	179	1,215
Non-current assets held for sale	-	1,800
Total current assets	278,633	258,899
Non-current assets		
Trade and other receivables	38	39
Investments in associates	5,848	5,848
Property, infrastructure, plant & equipment	3,361,350	3,339,851
Intangible assets	794	1,046
Total non-current assets	3,368,030	3,346,784
Total assets	3,646,663	3,605,683
LIABILITIES		
Current liabilities		
Trade and other payables	11,759	20,447
Trust funds and deposits	10,567	10,964
Provisions	16,403	16,451
Interest bearing loans and borrowings	30	5,047
Total current liabilities	38,759	52,909
Non-current liabilities		
Provisions	1,615	1,532
Interest bearing loans and borrowings	218	-
Other liabilities	1,034	1,034
Total non-current liabilities	2,867	2,566
Total liabilities	41,626	55,475
Net assets	3,605,037	3,550,208
EQUITY		
Accumulated surplus	1,539,311	1,484,533
Reserves	2,065,725	2,065,675
Total equity	3,605,037	3,550,208

Cash Flow Statement for the period ending 31 March 2020

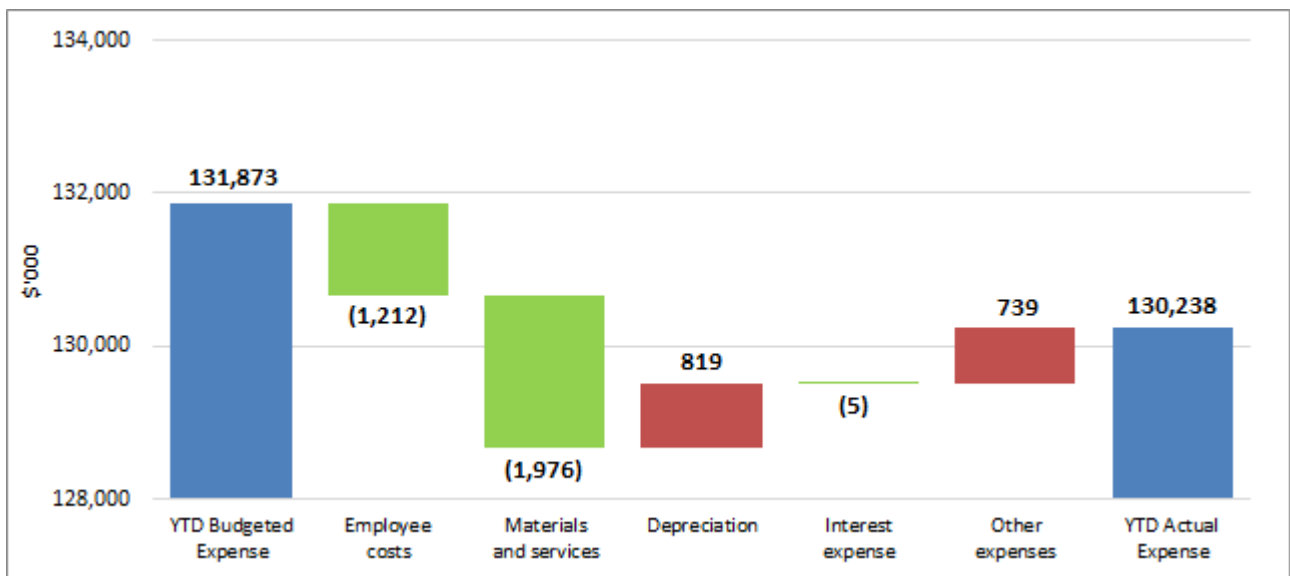
	2019/20 31-Mar-20 Inflows/ (Outflows) \$'000	2018/19 31-Mar-19 Inflows/ (Outflows) \$'000
Cash Flows from Operating Activities:		
Rates	100,964	98,105
Statutory fees and fines	7,649	6,626
User fees	33,378	30,267
Grants - operating	14,568	13,662
Grants - capital	931	-
Contributions - monetary	4,500	5,166
Interest received	3,519	4,289
Other receipts	2,710	2,972
Fire Services Property Levy collected	13,939	13,229
Employee benefits	(59,179)	(56,094)
Materials and services	(53,522)	(48,149)
Other payments	(8,010)	(6,923)
Fire Services Property Levy paid	(13,775)	(12,774)
Net cash from operating activities	47,672	50,376
Cash Flows from Investing Activities:		
Payment for property, infrastructure, plant and equipment	(41,716)	(26,077)
Proceeds from sale of property, infrastructure, plant and equipment	3,064	53,200
(Purchases)/sales of financial assets	(7,044)	(78,523)
Repayment of loans and advances from community organisations	(25)	24
Net cash used in investing activities	(45,721)	(51,376)
Cash Flows from Financing Activities		
Repayment of interest bearing loans and borrowings	(5,039)	(39)
Interest paid	(101)	(106)
Net cash used in financing activities	(5,140)	(145)
Net Increase/(decrease) in cash and cash equivalents	(3,189)	(1,145)
Cash and cash equivalents at 1 July	22,468	10,999
Cash and cash equivalents as at end of period	19,279	9,854

Operating Income and Expenditure

Graph 1.1: Year-to-date Operating Income Variance

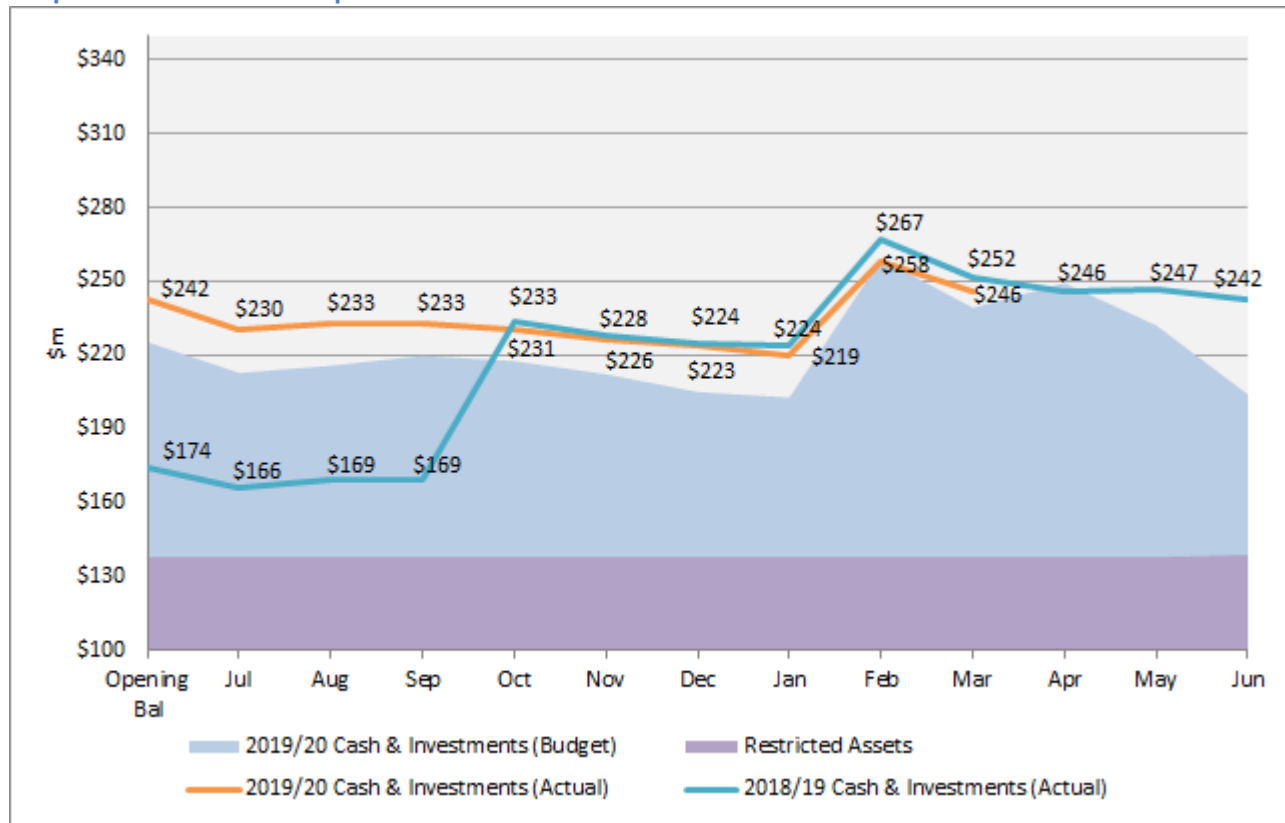


Graph 1.2: Year to Date Operating Expenditure Variance



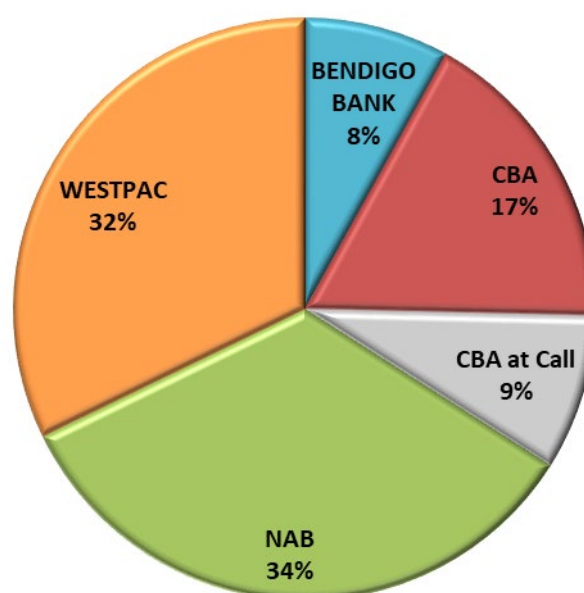
Cash and Investments

Graph 2.1: Cash Flow Comparison

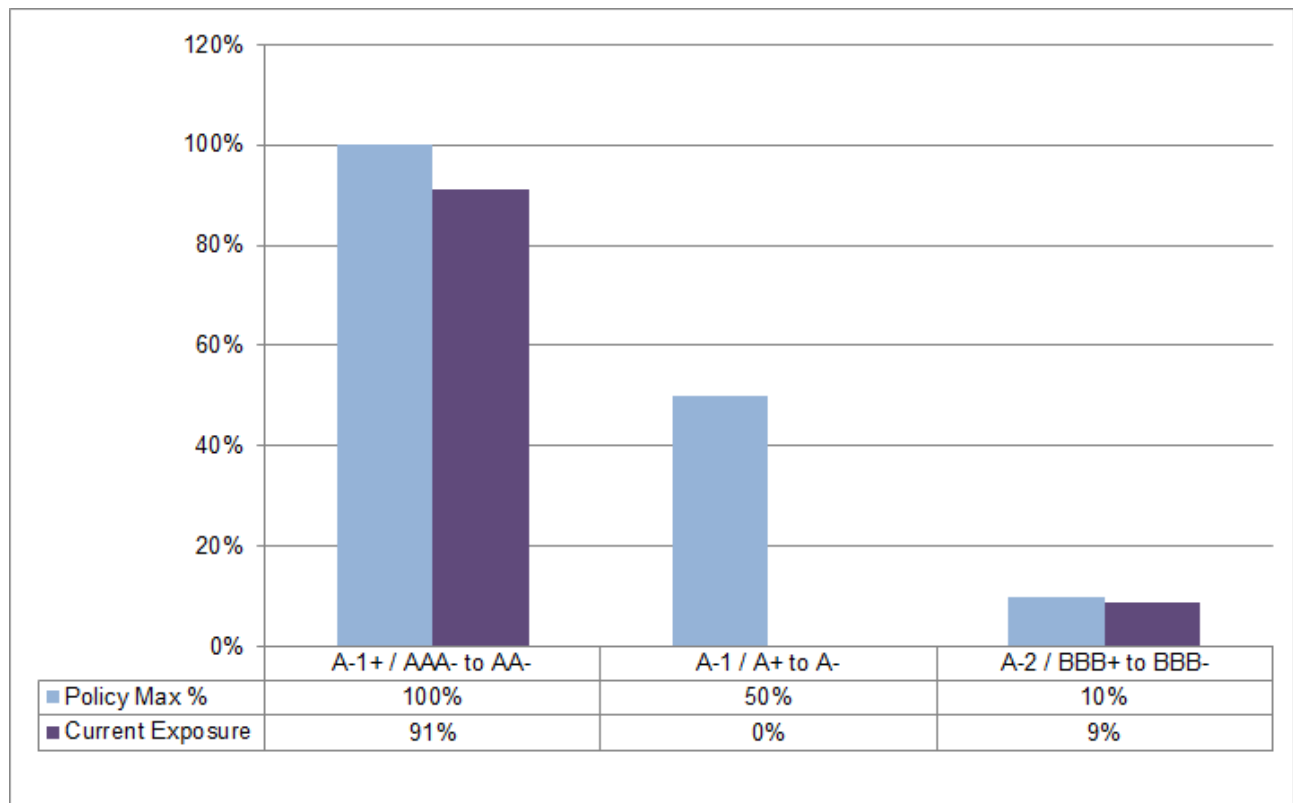


Note: Restricted Funds includes cash that is subject to external restrictions such as trust funds and deposits, Public Open Space Reserve and the Car Parking Reserve. It also includes funds allocated for specific future purposes such as the Aged and Disability Reserve, Community Development Reserve,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

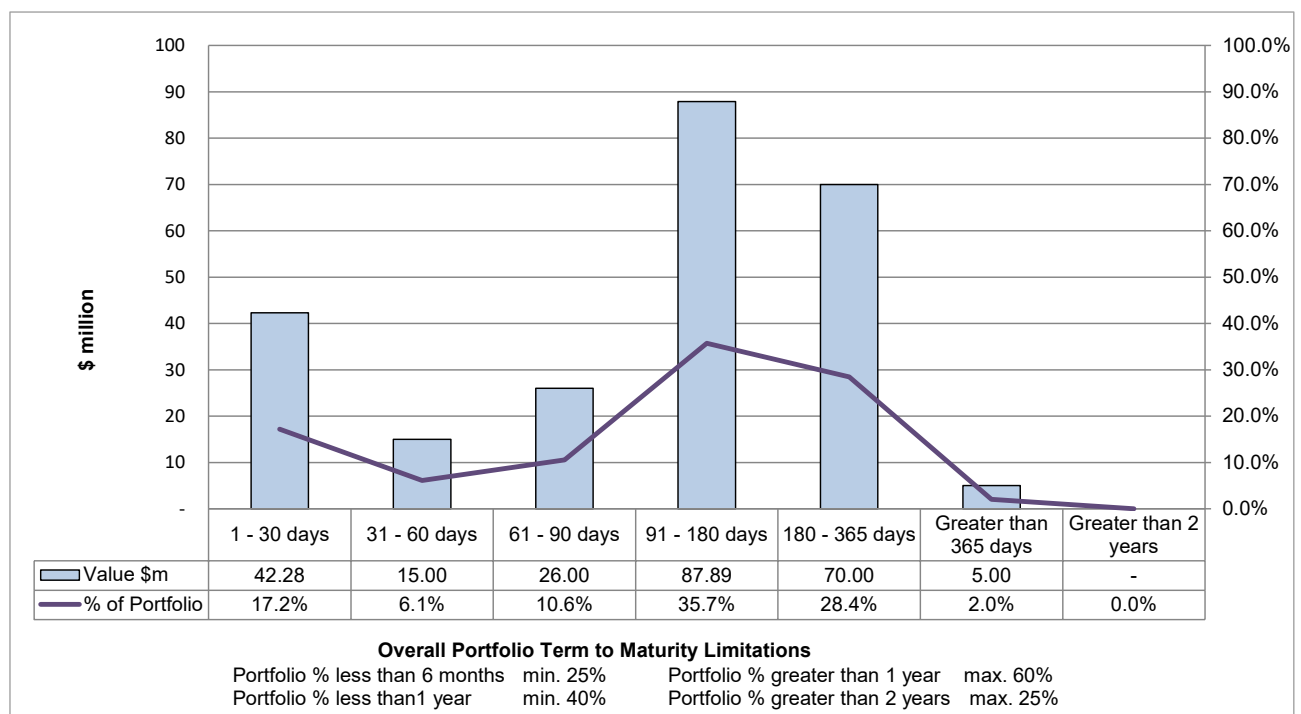
Graph 2.2: Investment by Institution



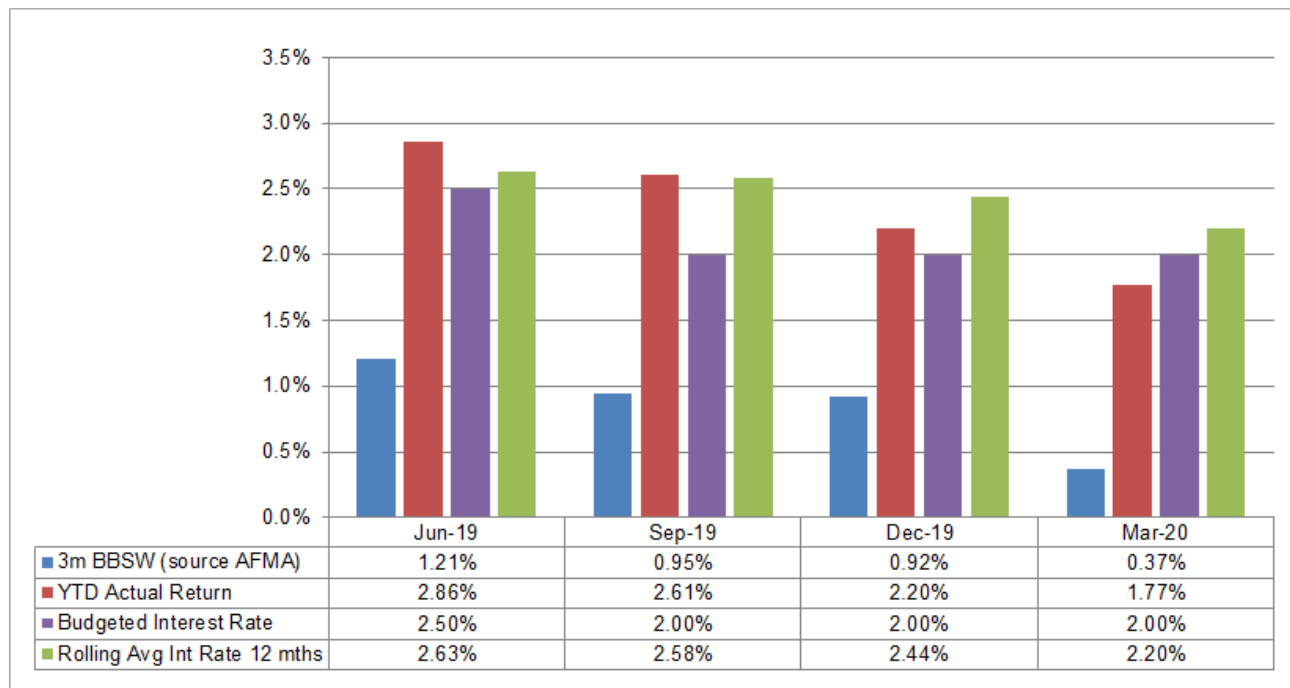
Graph 2.3: Cash and Investment Credit Ratings



Graph 2.4: Cash and Investment Portfolio Term to Maturity



Graph 2.5: Investment Benchmark Indicator



Rate and Other Debtors

Table 3.1: Current Rates Collected

	31-Mar-20 \$'000	31-Mar-19 \$'000	29-Feb-20 \$'000
YTD Current Rates Collected	98,077	95,246	90,764
% Current Rates Collected	83.6%	84.3%	77.4%

Graph 3.1: Percentage of Current Rates Collected

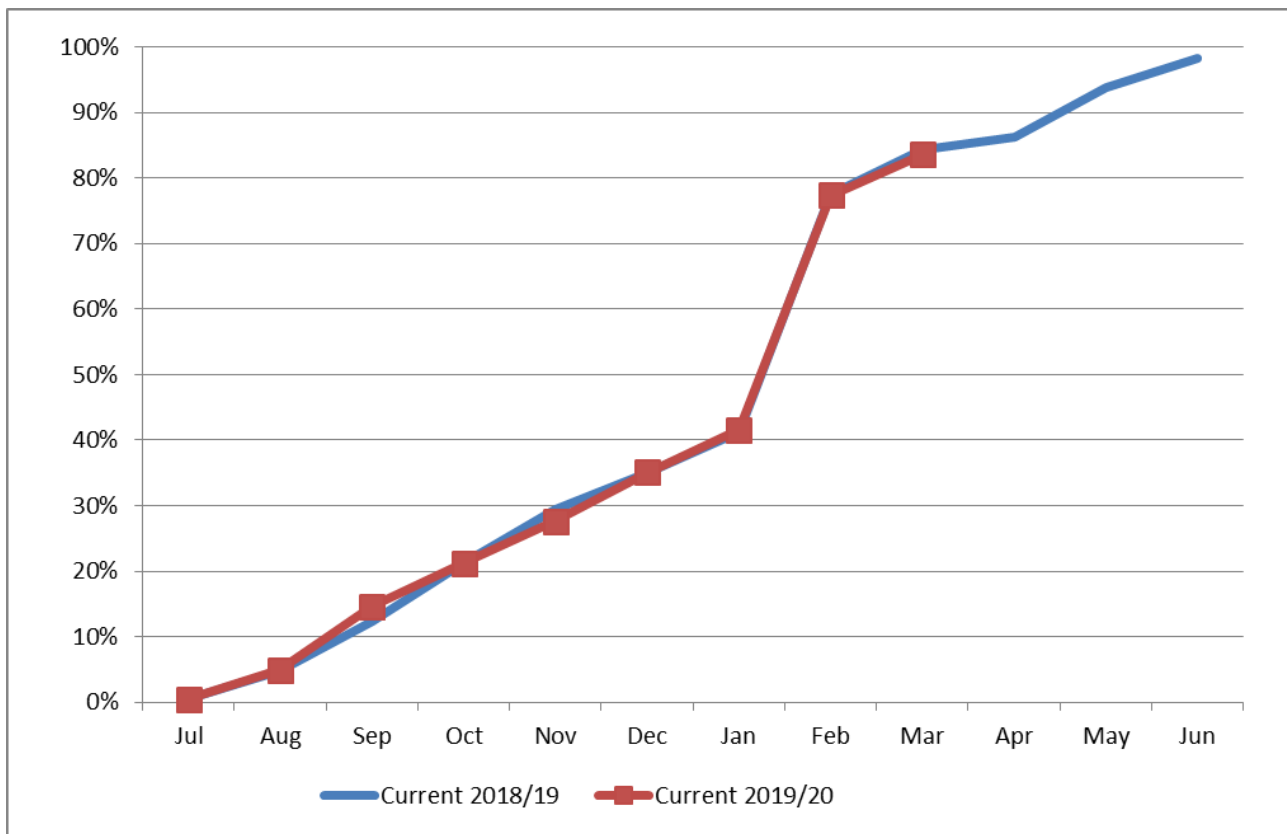
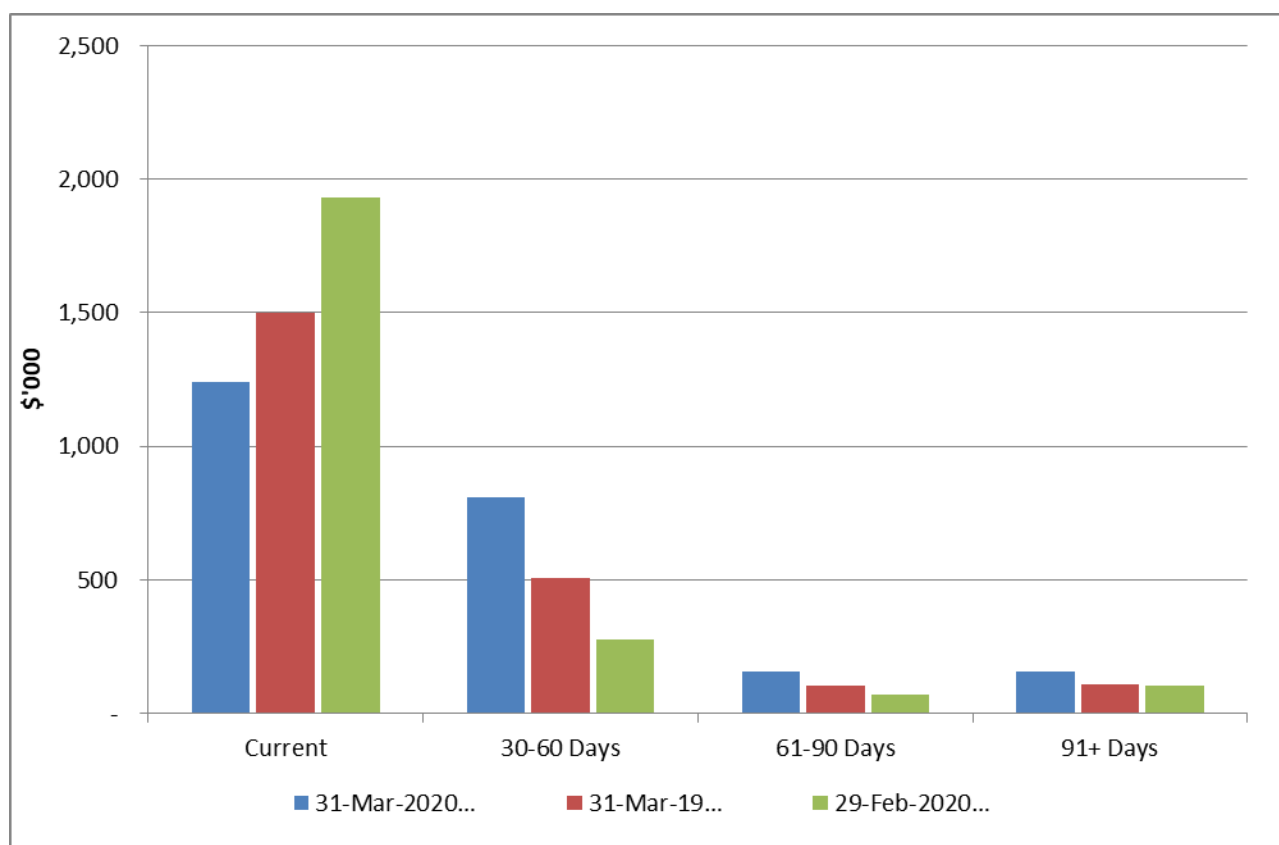


Table 3.2: General and Sundry Debtors

	31-Mar-20 \$'000	31-Mar-19 \$'000	29-Feb-20 \$'000
Current	1,240	1,501	1,931
30-60 Days	807	505	274
61-90 Days	155	102	71
91+ Days	155	110	105
Total Owing	2,356	2,218	2,381
Total over 60 days	309	212	176
% over 60 days	13.1%	9.5%	7.4%
Total over 90 days	155	110	105
% over 90 days	6.6%	5.0%	4.4%

Graph 3.2: General and Sundry Debtors – Aged Comparison

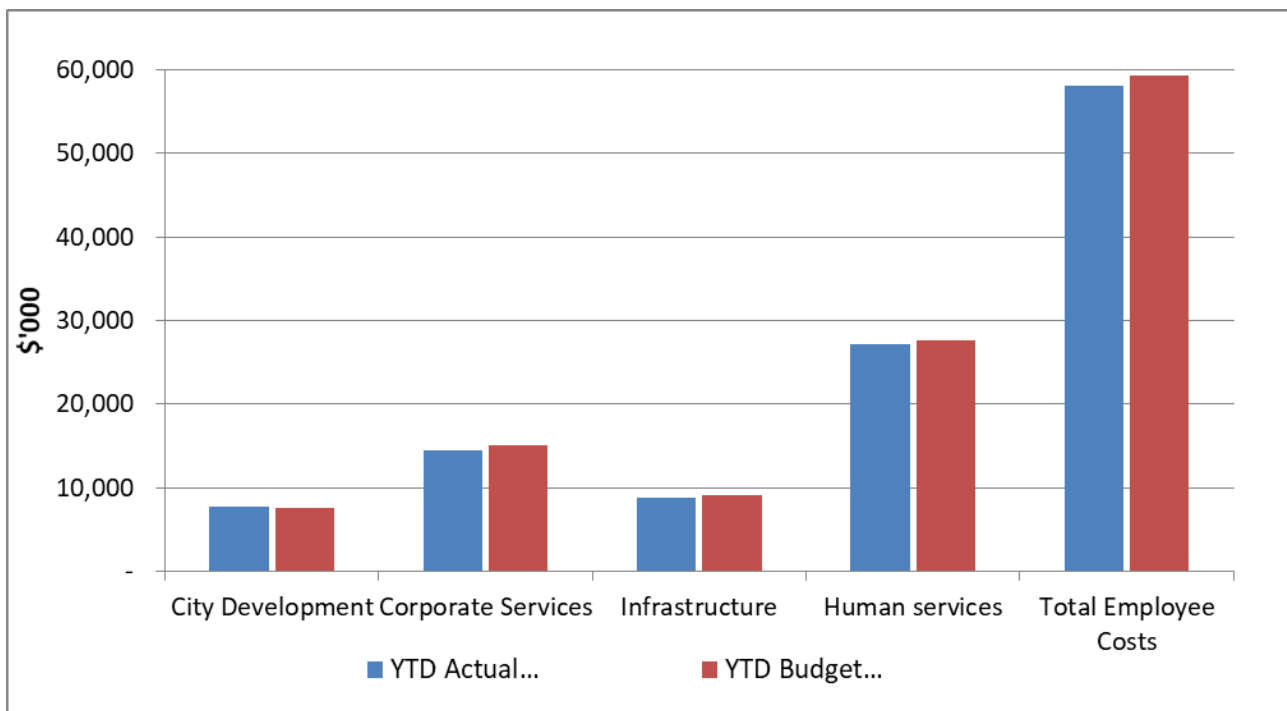


Employee Costs

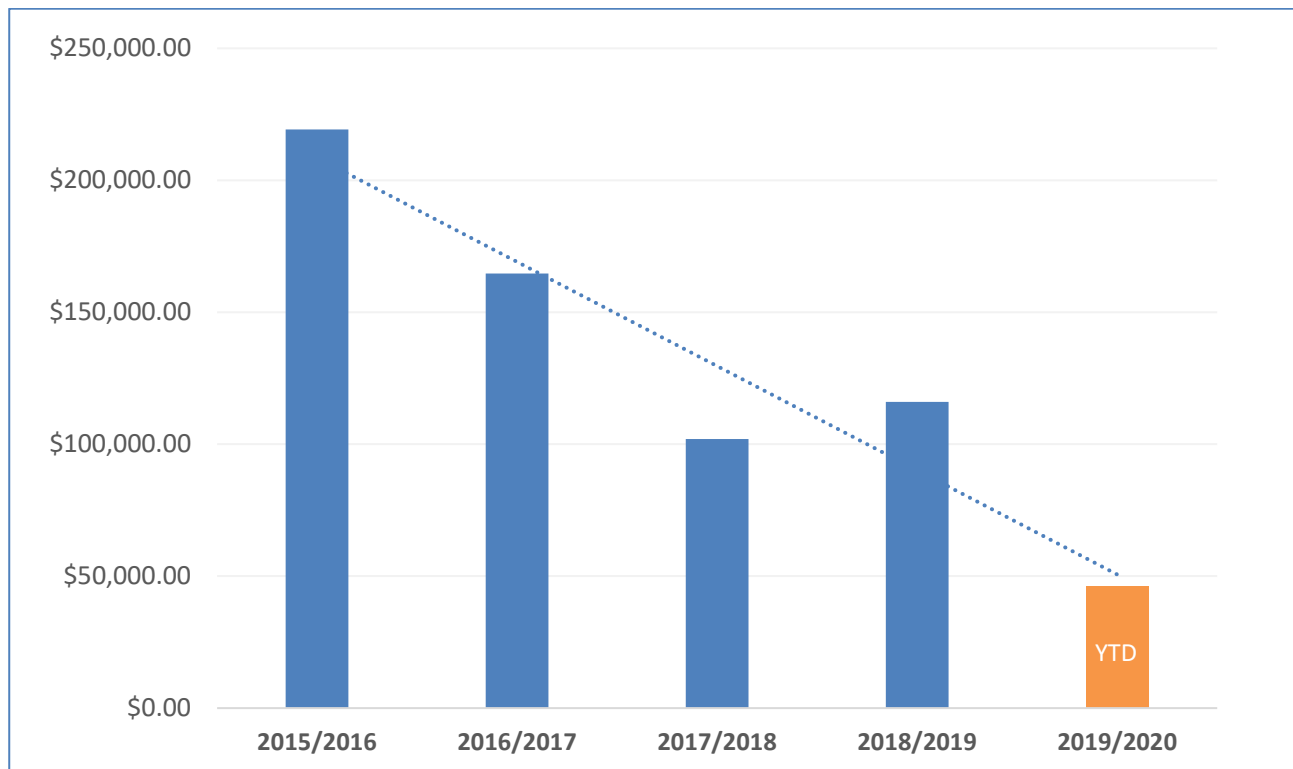
Table 4.1: Employee Costs by Division

Division	YTD Actual \$'000	YTD Budget \$'000	YTD Variance \$'000
City Development	7,683	7,538	(145)
Corporate Services	14,493	15,136	643
Infrastructure	8,813	9,081	268
Human services	27,105	27,551	446
Total Employee Costs	58,094	59,306	1,213

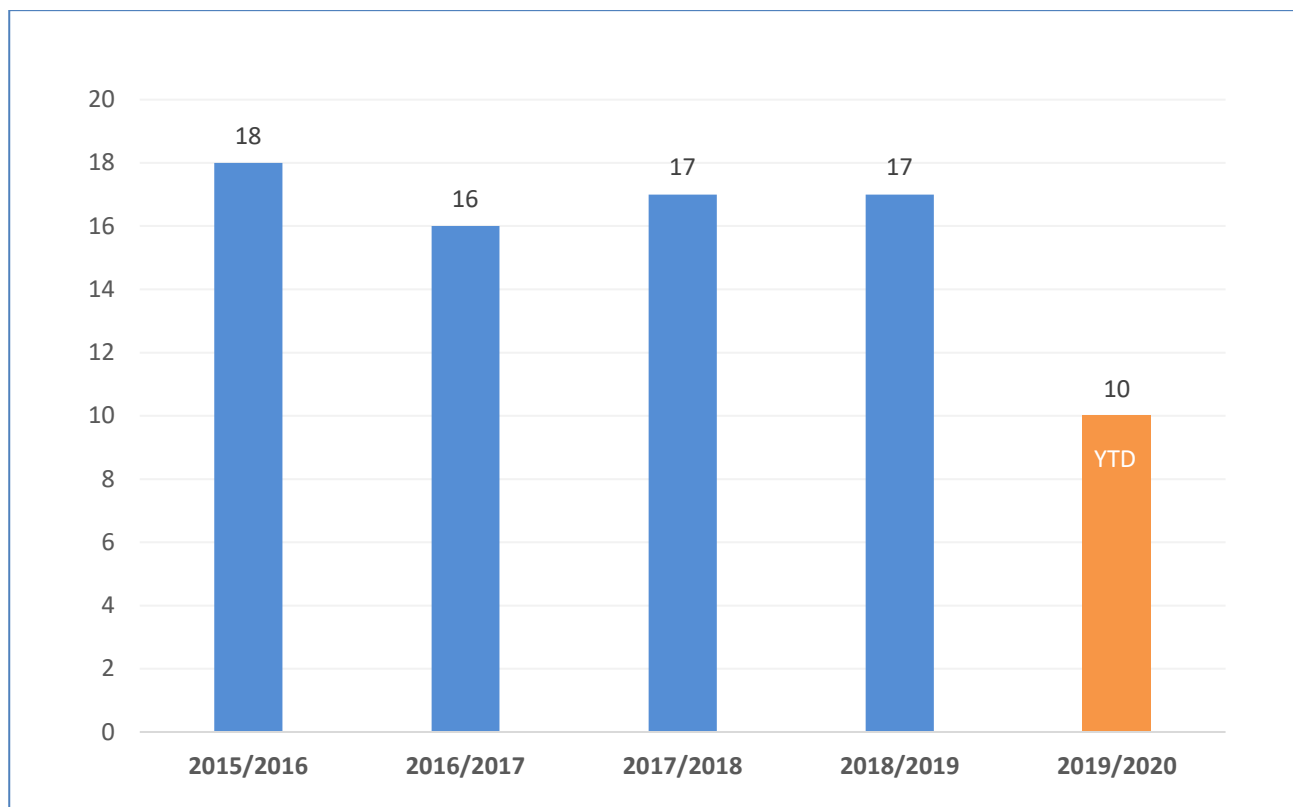
Graph 4.1: Employee Costs – Actual to Budget Comparison



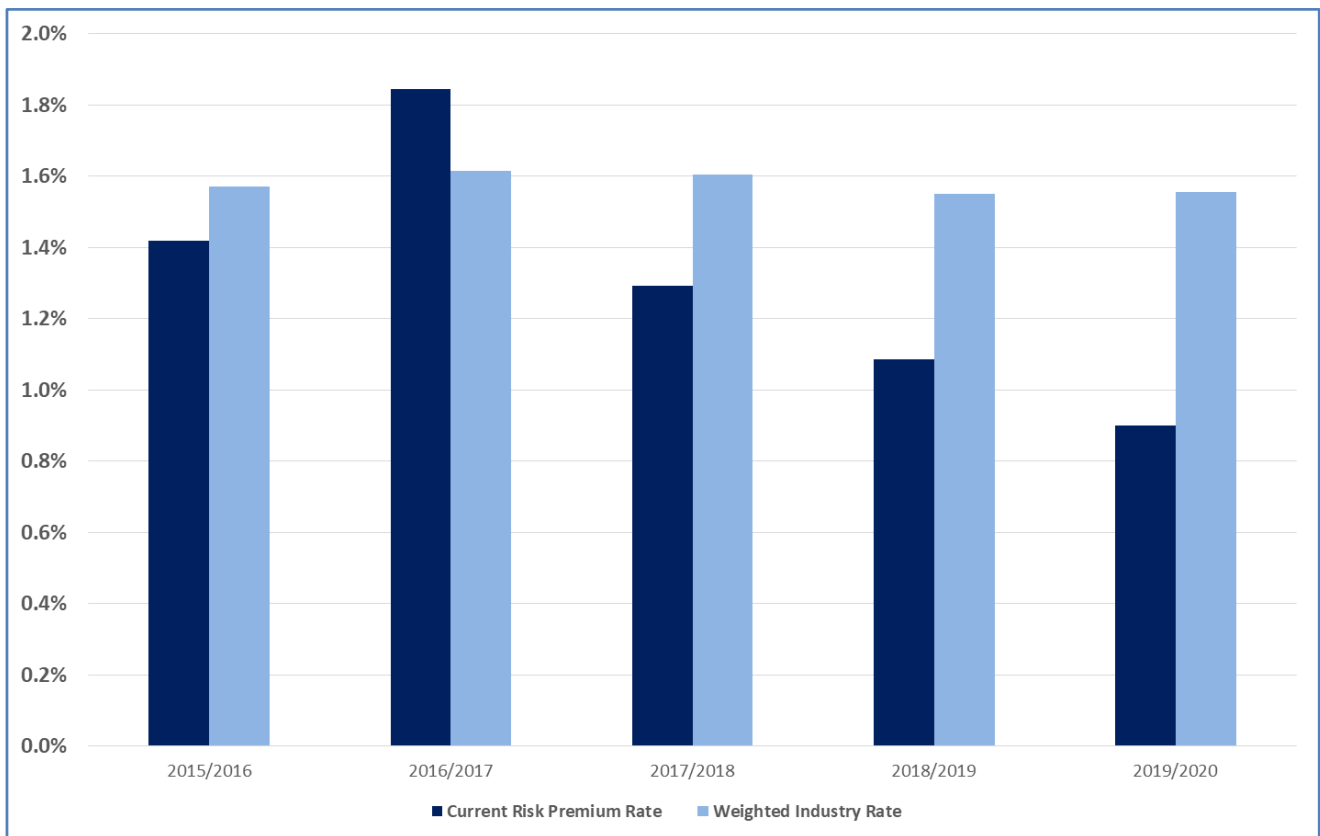
Graph 4.2: Workers Compensation Claim Costs



Graph 4.3: Employee Costs – Workers Compensation Claims



Graph 4.4: Premium Rate Vs Industry



Section 6 – Audit Advisory Committee Minutes

This section contains the Audit Advisory Committee minutes for the third quarter of the financial year being 1 January to 31 March 2020.

The minutes of the 19 November 2019 were ratified this quarter.

AUDIT ADVISORY COMMITTEE MINUTES 19 NOVEMBER 2019

1 OPENING OF THE MEETING

The meeting commenced at 10.35 am in Meeting Room 9.

2 PRESENT

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

IN ATTENDANCE

Mr Simon McMillan – Chief Executive Officer
Mr Peter Smith – General Manager Corporate Services
Mr Stuart Cann – Head Finance & Corporate Performance
Mr James Thyer – Head People & Culture (Item 12.1 only)
Mr David Kerwin – Workplace Risk Health & Safety Coordinator (Item 12.1 only)
Mr Garry Leon – Crowe Australasia

3 APOLOGIES

Mr Andrew Zavitsanos – Crowe Australasia

4 CONFIRMATION OF MINUTES – 16 September 2019

Committee Resolution

That the Minutes of the Meeting of 16 September 2019 be confirmed.

Moved Cr Massoud, Seconded Ms Woolmer

CARRIED

5 MATTERS ARISING FROM PREVIOUS MEETING – Nil

6 AUDIT COMMITTEE PLAN – Nil

7 DISCLOSURE OF ANY CONFLICTS OF INTEREST – Nil

8 CEO DECLARATION OF LEGAL COMPLIANCE

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

9	INTERNAL AUDIT	
	9.1 Status Report	
	IA Progress Report November Mr Leon presented the progress report.	
	Committee Resolution That the Committee note the report. Moved Cr Massoud, Seconded Ms Woolmer	CARRIED
	Reports & Publications Quarterly Update Mr Leon presented the quarterly update and highlighted key items of interest.	
	Committee Resolution That the Committee note the report and management comments. Moved Cr Massoud, Seconded Ms Woolmer	CARRIED
	9.2 Audit Reports	
	Contract Management Review Mr Leon presented the internal audit report. There was one high risk issue noted.	
	Committee Resolution That the Committee note the report. Moved Cr Carr, Seconded Cr Massoud	CARRIED
	9.3 Audit Scopes	
	Business Continuity Planning MAP Mr Leon presented the scope document.	
	Committee Resolution That the Committee endorse the MAP. Moved Ms Woolmer, Seconded Cr Carr	CARRIED
	Delegations MAP Mr Leon presented the scope document.	
	Committee Resolution That the Committee endorse the MAP. Moved Ms Woolmer, Seconded Cr Carr	CARRIED
	9.4 Other (including matters scheduled from Audit Committee Plan) – Nil	
10	EXTERNAL AUDIT	
	10.1 Reports – Nil	
	10.2 Other (including matters scheduled from Audit Committee Plan) – Nil	

11 STATUS/FOLLOW UP OUTSTANDING

11.1 Audit Report Items

Progress on Internal Audit Report Recommendations

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

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

Committee Resolution

That the Committee endorse the progress report recommendations.

Moved Cr Massoud, Seconded Ms Woolmer

CARRIED

11.2 Audit Committee Matters

Annual IA Performance Review 2018-19

The consolidated results were discussed and noted.

Committee Resolution

That the Committee note the performance report and meet *in camera* to make a recommendation to the CEO on Crowe Australasia's contract extension.

Moved Ms Woolmer, Seconded Cr Carr

CARRIED

12 OFFICERS REPORTS

12.1 Risk Management

November Bi-Annual Report

Mr Thyer spoke to the progress report on risk management activities within Council including an update on the risk management framework, external & operational risks, major projects and business continuity activities.

Mr Said noted the changes in the risk framework and requested that the new categories of external and organisational risks be addressed at RMC meetings over the next six months.

Committee Resolution

That the Committee note the progress report.

Moved Ms Woolmer, Seconded Cr Carr

CARRIED

12.2 Financial & Performance Reports

September Quarterly Performance Report

Mr Cann spoke to the circulated report.

Committee Resolution

That the Committee note the performance report.

Moved Cr Carr, Seconded Cr Massoud

CARRIED

12.3 Fraud Control & Special Investigations

Recent Matters

Mr Smith reported on the two recent matters and actions taken. The reports were noted.

Committee Resolution

That the Committee note the verbal reports.

Moved Ms Woolmer, Seconded Cr Massoud

CARRIED

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

The following policies circulated for review were discussed.

- Information Management
- Gifts, Benefits & Hospitality

Committee Resolution

That the Committee noted the circulated corporate policies.

Moved Ms Woolmer, Seconded Cr Carr

CARRIED

13 CORRESPONDENCE**13.1 VAGO – Nil****13.2 LGV****Local Government Inspectorate Annual Report 2018/19**

The report was noted.

13.3 IBAC**Corruption Risks Associated with Procurement in Local Government**

The report and self-assessment against the four recommendations to address corruption vulnerabilities identified by IBAC were noted.

Committee Resolution

That the Committee note the report and self-assessment.

Moved Cr Carr, Seconded Cr Massoud

CARRIED

14 OTHER BUSINESS

The Committee then met *in camera* with AAC members at 12.02 pm. After discussion, it was agreed to recommend to the CEO to extend Crowe Australasia's current contract for a further three years.

15 CONFIRMATION OF DATE OF NEXT MEETING**Audit Advisory Committee Meeting Schedule 2020**

The schedule of meeting dates for 2020 was circulated.

Committee Resolution

That the Committee note the schedule of meetings for 2020.

Moved Cr Carr, Seconded Cr Massoud

CARRIED

16 CLOSURE OF MEETING

The meeting closed at 12.17 pm.