



WHITEHORSE CITY COUNCIL

# Quarterly Performance Report

JULY – SEPTEMBER 2021



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## **Introduction – Chief Executive Officer’s Overview**

I am pleased to present the Quarterly Performance Report for the first quarter ending 30 September 2021.

During this first quarter of 2021/2022, Council’s primary focus has been on maintaining services as much as possible, while also complying with COVID-19 pandemic restrictions. We were able to open some of our facilities towards the end of the quarter, which was pleasing. We acknowledge that many Whitehorse businesses and households have also been severely impacted.

At the end of September, Council reported a surplus of \$105.20m, \$2.02m favourable to budget reflecting lower user fees (\$3.61m) and statutory fees and fines (\$1.19m), partly offset by higher operating grants (\$2.36m) and capital grants (\$0.50m). Income was \$1.84m unfavourable to budget and expenditure was \$3.86m favourable to budget, mainly driven by lower employee costs (\$2.33m) and materials and services (\$1.34m). The year to date impact of the pandemic on Council’s net result was \$2.43m.

We continued to support our community through covid restrictions, with community and business grants, mentoring programs for small businesses and regular communications with traders. Streetscape upgrades at Brentford Square were also completed.

Our advocacy efforts continued in relation to state government transport projects, Mont Albert and Surrey Hills level crossing removal and suburban rail loop. Both these projects could have significant implications for our municipality, so it is important our community is heard.

Work also progressed on key strategic documents – Council Plan 2021-2025, Municipal Health and Wellbeing Plan and Financial Plan 2021-2031. Significant community engagement has taken place to develop these documents which will guide our strategic direction moving forward. These documents will be presented for endorsement in quarter 2.

We continued to provide essential services such as maternal child health, meals on wheels, in home support and childhood immunisation under COVIDSafe arrangements.

Some capital works were disrupted by limits on sites, but all essential maintenance and asset protection activities continued. Maintenance and cleansing in parks and public spaces were stretched but maintained a high degree of amenity. Sports fields were well prepared for the resumption of community sport. We were able to complete the changeover of 841 street lights on various local roads to more energy-efficient LED lighting in July 2021.

Work continued on the introduction of a food and garden waste service for our community. This service will commence from 1 July 2022. Work also continued on the project to investigate the introduction of a waste service charge. Tenders were also awarded for council's ongoing waste and recycling kerbside collection service.

Many departments delivered services online, or increased their online delivery to keep our community engaged while facilities were closed. Our annual Heritage Week program was held online with 895 views across the week. Our supported playgroup team kept young people engaged with regular communications and activities.

We are optimistic that as restrictions ease, the December quarter will have a greater focus on recovery and stimulus.

**Simon McMillan**  
**Chief Executive Officer**

## Performance against Major Initiatives and Initiatives in the *Adopted Budget 2021/22 and the Council Plan 2021-25*

July to September 2021

### ACTION PROGRESS AGAINST TARGETS



#### 72      Actions reported

1      Complete

56      On Track

2      Monitor

11      Not Started

0      Needs Work

2      Deferred



## Section 1 – Performance against *Council Plan 2021-25*

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 2021-25*.

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

1. Innovation, transformation and creativity
2. A thriving local economy: business, employment, education and skill development
3. Diverse and inclusive community
4. Our built environment: movement and public places
5. Sustainable climate and environmental care
6. Whitehorse is an empowered collaborative community
7. Health and wellbeing
8. Governance and leadership

Each strategic direction section is structured as follows:

- **Initiatives** – identified in the *Council Plan 2021-25*, and the *Adopted Budget 2021/22*, 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 Council's short and longer term objectives.

- **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: Innovation, transformation and creativity

### Major Initiatives and Initiatives Update

Initiative	Responsible Department	Progress Comment	Progress Against Target
<b>Development of the Transformational Strategy</b>	Transformation	The development of the Transformation Strategy will commence 1 December when the Coordinator Transformation has commenced in the role.	<b>Not started</b>
<b>Undertake Continuous improvement Program</b>	Transformation	The CI program has delivered 8 completed projects with a further 29 in progress attributing to 3,199 hours in increased capacity and \$138,912 in financial benefits. We are working to deliver an improved customer experience by increasing our digital channels (12,101 transactions) whilst improving our processes to enable a faster response to customers. This has resulted in 2,231 days of improved response time for our customers.	 ON TRACK
<b>Undertake Organisational Service Planning Review</b>	Transformation	Service Review Methodology and Service Excellence Framework will commence in November 2021. The Coordinator Service Excellence starts on 22 November 2021. Service Reviews will commence in late January 2022.	<b>Not started</b>
<b>Implementation of the Enterprise Resource Planning project</b>	Digital and Business Technology	Following approval of the preferred ERP Tender submission by Council in late August 2021, the balance of Q1 has focused on negotiating contractual details with the preferred vendor and the commencement of phased recruitment activities.	 ON TRACK
<b>Implement IT Strategy</b>	Information Technology	Commenced recruitment for the IT Strategy. Council has appointed two IT Strategy roles - an IT Strategy PM and an IT Support Analyst. Also, to align with security best practice, the MFA project has commenced. This will result in two-factor authentication being mandatory for staff login by the end of the year.	 ON TRACK


## Quarterly Service Highlights

Service	Description	Quarterly Service Highlights
<b>Digital &amp; Business Technology</b>	Provides the transition to digital platforms across the organisation.	The main focus for Q1 has been the ERP project which has been described in the initiatives section above.
<b>Information Technology</b>	Manages and maintains Council's computer systems and networks.	<p>In the past 3 months, the Information Technology team responded to approx 3500 Service Desk requests and 99% of our Information Technology Service Desk calls were resolved on time (target 90%) and continued to support staff working from home and deployed additional laptops to support workforce mobility including support to Strathdon House and other Major Initiatives.</p> <p>The business area has deployed field based mobile technology to support end-to-end electronic services and processes and progressed with technology lifecycle management to maintain fleet robustness, minimise security vulnerabilities and improve remote accessibility. This also included upgrading the backend infrastructure and operating systems on several key systems to ensure minimisation of ongoing vulnerabilities and risk.</p>



## Strategic Direction 2: A Thriving Local Economy: Business, Employment, Education & Skill Development

### Major Initiatives and Initiatives Update

Initiative	Responsible Department	Progress Comment	Progress Against Target
<b>Whitehorse Activity Hubs (plan for post-pandemic support to revitalise Whitehorse economy and promote municipality).</b>	Investment and Economic Development	With the recent integration of the Placemaking function in the Investment & Economic Development team and Placemaking officer appointment in October, planning has commenced developing programs / initiatives that incorporates Placemaking, Think Local Buy Local and precinct activations.	 ON TRACK

## Quarterly Service Highlights




Service	Description	Quarterly Service Highlights
<b>Community Safety</b>	Delivers regulatory functions including: domestic animal management, school crossing supervision, Council's local law framework and managing parking controls across the municipality.	<p>Community Safety has continued to work in accordance with the Covid Environment and responding to changes in restrictions and demands whilst proactively enforcing parking. Community Safety has also been actively engaged in Council's Hardship Relief by providing support to local hospitality businesses and waiving fees for outdoor trading permits. The Community Laws and Parking Services teams have been actively engaged in undertaking a project on Overhanging Vegetation over 1,000 properties across the municipality. In addition the Parking Team have assisted the Community Laws officers with animal collections and transfers out to the Council Pound at Coldstream.</p> <p>The balance of the unpaid animal registrations were also followed up very effectively increasing the payment of registrations and reducing the need for enforcement. DAMPAC met to discuss the draft DAMP (Domestic Animal Management Program) which received positive support from the committee, a report will be prepared for Council Meeting in quarter 2.</p> <p>Responses to appeals by the Infringement Review Team remained on target for the majority of the quarter.</p> <p>The Community Safety Support Team continued to provide excellent service with an FCR rate of more than 80% issued throughout the quarter. Along with phone and other administration tasks, 1,129 permits, renewals and reminders were issued by the team with majority of the requests addressed within 10 working days.</p> <p>The Emergency Management Coordinator commenced departmental Business Continuity Plan review process, continued lobbying to improve the locations where vulnerable people congregate in the state (Emergency Management). The review of the Emergency Relief and Recovery Plan commenced with the intention of making it a regional plan.</p> <p>'Pay and Apply' for Skip Bin Permits went live in July 2021, Four more Permits (Parking and Local Laws) went live for 'Pay and Apply' option streamlining the process and improving customer experience and the next phase of the Residential Parking Permit is due to commence in September which will provide efficiency and increased service to our customers.</p>
<b>Investment &amp; Economic Development</b>	Works in partnership with a range of organisations to support a local economic environment that attracts investment.	<p>Business Communication:</p> <p>Business information, resources and events continue to be communicated through Investment &amp; Economic Development managed platforms (Whitehorse Business Facebook, Down to Business e-newsletter, Wbiz website) in addition to individual business enquiries and officer responses (phone and email). This facilitates information sharing and collaboration with government entities, business industry associations and internal Council departments.</p>

Service	Description	Quarterly Service Highlights
		<p><b>Business Mentoring Vouchers:</b> Mentoring vouchers continue to be promoted and are available to business intenders, start-ups and operating businesses. The service, through an external provider, is a 90 minute session where the recipient is able to choose from a range of mentors and disciplines.</p> <p><b>Business Programs:</b> In response to a number of enquiries associated with Round 2 of the Business Grants Program (July) and the forthcoming acquittal date of 31 October, a workshop was held on 15 September to further assist and educate businesses on the grant acquittal process. A number of successful business grant recipients from Round 2 were featured in the marketing collateral used for the promotion of the Round 3 Business Grants Program (October). Information for round 3 of the Business Grants Program was made available online and commenced promotion early in September. Officers received a number of calls from businesses to discuss their projects and the criteria, with the latest round opening on Monday 4 October and closing Friday 22 October 2021.</p> <p><b>Retail Precinct Audit:</b> The half-yearly retail precinct audit was undertaken in July. This is the third audit conducted, monitoring tenancies, vacancies, and changes occurring in our retail precincts.</p> <p><b>Sustainability:</b> I&amp;ED continue to work with the Sustainability Team, assisting in the promotion of business sustainability initiatives including Plastic Free July, Energy Savers Program and free Energy Efficiency Review from Australian Energy Foundation.</p> <p><b>Business Resilience and Supporting Local Competitions:</b> The unit continue to support the Urban Design Unit through the rollout of the streetscape capital works program. Precinct walk arounds in this quarter were conducted at the following: Woodhouse Grove, Cromwell Street, Katrina Street, Brentford Square and Britannia Mall. To support traders and the precincts during the construction, two competitions (running for 10 weeks) were held in the Mitcham and Brentford Square precincts during August to encourage consumers to shop local.</p> <p><b>Interns in Industry:</b> Student placement final weeks occurred during September. Given the current environment with the restrictions easing and then tightening, the number of placements and adaptability of both the students and businesses was fantastic. A celebratory virtual event for the program occurred</p>

Service	Description	Quarterly Service Highlights
		<p>on the 28 September, with the mayors of the participating Councils in attendance. (Whitehorse, Maroondah &amp; Knox).</p> <p>Think Local Buy Local: The unit continues to promote this message to residents and businesses within Whitehorse through a number of Facebook campaigns and articles in Whitehorse News during the quarter.</p> <p>Brentford Square Special Charges Theme: The Special Charges scheme hiatus for Brentford Square concluded in June 2021 and as per the Agreement, rates were collected from July 2021. Tenants and property owners in the precinct were advised.</p> <p>Mont Albert Village Shopping Centre: I&amp;ED officers continued to regularly meet the Level Crossing Removal Authority (LXRA) to discuss initiatives that ensure businesses are supported for the upcoming construction period and attended trader workshops facilitated by the LXRA in August and September. The purpose of these workshops was for businesses to brainstorm ideas to develop a marketing program prior and during the construction period. I&amp;ED continued to liaise with the Rotary Mont Albert and Surrey Hills (MASH) to gather further information and progress the proposed monthly Car Boot sale in the Council car park at Hamilton Street. This has included the development of a consultation letter for stakeholders in the Mont Albert area.</p> <p>Placemaking Officer Appointment: Under the organisation restructure (effective from May 2021), the I&amp;ED Unit absorbed the Placemaking function. The Placemaking officer joined the team in early October.</p>

## Strategic Direction 3: Diverse and Inclusive Community

### Major Initiatives and Initiatives Update

Initiative	Responsible Department	Progress Comment	Progress Against Target
<b>Development of the Strategic Partnerships Framework (Indoor Sports Facilities).</b>	Leisure & Recreation Services	Community engagement was undertaken on the Draft Strategic Partnerships Framework. Feedback on the framework closed on 25 August 2021 and is currently being considered.	 ON TRACK
<b>Development of the Whitehorse Gender Equality Action Plan 2021-2025.</b>	People and Culture	An Audit analysis report using the Workplace Gender Equality Audit (Audit) data was prepared with support of consultants. Engagement/consultation with staff, Councillors and employee representatives was conducted to provide input to the 4 year Gender Equality Action Plan (GEAP). A draft GEAP has been prepared and will be presented to Executive Leadership Team for consideration and endorsement in November 2021 and the final GEAP including Audit data will be submitted to the Commission in December 2021.	 ON TRACK
<b>Development of the Affordable Housing Local Planning Policy.)</b>	City Planning & Development	A policy planning research report has been prepared and the development of a community engagement plan has commenced.	 ON TRACK

## Quarterly Service Highlights

Service	Description	Quarterly Service Highlights
<b>Strategic Communications</b>	Manages the production of Council publications, graphic design, media liaison, strategic communications plans and produces printed and electronic communications for the community, Councillors and the organisation.	As part of new vaccination requirements, customers are being provided with contact cards for interpreter services. Metrics on Council-initiated use of interpreter services will be gathered throughout the year.
<b>Libraries</b>	Represents Council's contribution to the Whitehorse Manningham Regional Library Corporation which provides public library services at four locations within the municipality.	<p>The Draft Library Plan 2021 - 2025 was endorsed in principle by the Library Board on 25 August 2021. The draft plan was published for public consultation and will be submitted to the Library Board for final endorsement in October.</p> <p>All libraries were closed for public access on 5 August 2021 due to the lockdown restrictions and will remain closed until 3 November 2021. Throughout this period of time click and collect services were provided, along with home delivery and online services and programs.</p> <p>Enterprise Risk Status Report was presented to the Audit Committee and the Library Board on 25 August 2021.</p> <p>5,704 attendances at online events and programs throughout the quarter</p> <p>140,522 loans of physical items at Whitehorse Branches, with the majority of these done through Click and Collect.</p>












<b>Arts &amp; Cultural Services</b>	<p>Provides a diverse and ongoing program of arts, cultural and heritage events as well as access to the Whitehorse Art Collection, meeting room hire and function services.</p>	<p><b>Box Hill Community Arts Centre:</b> The July School Holiday Program delivered in-person art classes with reduced attendees due to COVID density requirements. The program featured a range of activities for children and was positively received. Term Three Programs were severely impacted by COVID lockdowns, however the September School Holiday Program pivoted online to enable children to remain connected and engaged.</p> <p><b>Box Hill Town Hall (BHTH) &amp; Community Halls:</b> Eastern Health established a COVID Vaccination Centre in the Lower Hall of the BHTH from August providing vaccination services for the community. The Community Halls network newsletter has enabled the many community groups accessing the halls to share their activities during lockdown.</p> <p><b>Whitehorse Festival Season:</b> The October Spring Festival was cancelled due to lockdown restrictions and a revised festival season plan in line with COVID requirements is being developed.</p> <p><b>Heritage Services:</b> Heritage Week pivoted to 10 online programs from the 9<sup>th</sup> to 16<sup>th</sup> of September due to COVID restrictions. The heritage week theme - '1950s The Suburban Dream' celebrated the post war boom and culture of the 1950s in the municipality. The online program was well received with 895 views.</p> <p><b>Whitehorse Artspace (Art Collection &amp; Programs):</b> An exhibition titled Quarantine Castles was exhibited at Artspace for a brief period prior to COVID lockdowns and featured masked images of the resilient Whitehorse community during the 2020 lockdown. Council acquired four images for its Art Collection. Artspace also presented an online exhibition during this quarter titled Annie McCubbin's Return.</p> <p><b>Strathdon House &amp; Orchard Precinct:</b> Community consultation was undertaken this quarter to develop an annual Strathdon activation program for this new facility aligning with key focus areas including health and wellbeing, environment and sustainability and an educational kitchen garden.</p> <p><b>Whitehorse Performing Arts Centre:</b> Season 2021 Part 2 of the performing arts program presented two theatre shows at One Community Blackburn and a children's show at BHTH. Due to the ongoing</p>
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Service	Description	Quarterly Service Highlights
		COVID restrictions there were limits on audience numbers and strict COVID safe measures in place: patron feedback was overwhelmingly positive and all attendees welcomed the opportunity to see live theatre in Whitehorse. Ongoing restrictions has resulted in the cancellation of a further four shows this quarter.




## Strategic Direction 4: Our Built Environment, Movement and Public Places

### Annual Plan Major Initiatives and Initiatives Update





Initiative	Responsible Department	Progress Comment	Progress Against Target
<b>Capital Upgrade storm proofing paths project.</b>	Parks & Natural Environment	Path design works are underway. Physical works will happen between Dec - April when the parks are drier and the works can be completed without damaging the parks.	 ON TRACK
<b>East Burwood Reserve Master Plan.</b>	Leisure & Recreation Services	Consultant brief has been prepared for the development of the East Burwood Reserve Master Plan. Recruitment to on-board an Open Space Planner to coordinate this project is currently underway.	 ON TRACK
<b>Redevelopment of the Whitehorse Performing Arts Centre.</b>	Major Projects	Council has been through a comprehensive procurement process to award the Novated Design and Construct Main Works Contract for the Whitehorse performing arts centre redevelopment. Council endorsed the appointment of Kane Constructions to deliver the Whitehorse performing arts centre redevelopment. BKK KTA Architects have developed 80% of the Whitehorse performing arts centre design the balance of the design will be completed once BKK KTA have been novated across to Kane as the main works contractor.	 ON TRACK
<b>Redevelopment of Morack Golf Course.</b>	Major Projects	The community engagement process for Morack Golf Course with golf members, local residents and wider community to seek feedback is currently in progress.	 ON TRACK
<b>Redevelopment of Sportlink.</b>	Major Projects	The community consultation and engagement phase for the Sportlink redevelopment has been completed. Tender documentation is currently being finalised and works to proceed to tender in November 2021 as programmed.	 ON TRACK
<b>Refurbishment of Strathdon House and Orchard precinct.</b>	Major Projects	The Strathdon House and Orchard Precinct redevelopment is currently in construction with practical completion of the building works scheduled for November 2021 and the landscaping and windmill restoration works scheduled for completion in December 2021.	 ON TRACK



Initiative	Responsible Department	Progress Comment	Progress Against Target
<b>Implement Sports field lighting improvement projects in line with the Sports field Lighting Policy.</b>	Project Delivery & Assets	<p>Sports field lighting construction tenders were awarded for Morton Park East and West Ovals and preliminary construction activities commenced with the tender being awarded for Box Hill Gardens MP Sports court lighting.</p> <p>Detailed design and documentation completed for sports field lighting at Bennettswood South Oval, Sparks Reserve West and Mahoneys Reserve Soccer (additional SRV Grant project.)</p> <p>Preliminary design work commenced on Ballyshannassy Reserve sports field lighting project.</p>	 ON TRACK
<b>Energy efficient street lighting changeover.</b>	City Services	<p>The bulk changeover of 841 street lights on various local roads to more energy-efficient LED lighting was completed in July 2021.</p> <p>Two further street lighting energy efficient LED upgrade projects commenced with project planning and the ordering for the replacement of 640 decorative-style street lights along Whitehorse Road and various streets mainly around Box Hill.</p> <p>Collectively these projects will reduce Council's greenhouse gas emissions and save money on electricity bills.</p>	 ON TRACK
<b>Pavilion Renewal - Implement Pavilion Redevelopment Program in line with the Pavilion Development Policy.</b>	Project Delivery & Assets	<p>Terrara Park Pavilion is in final stages of construction and is anticipated to be completed by mid-November 2021.</p> <p>The construction tender for Heatherdale Reserve Pavilion has been awarded and construction is due to commence in November 2021.</p> <p>Covid-19 restrictions - two week construction shutdown have had an impact on construction timeframes for these two projects. Heatherdale delayed two weeks due to late start on final site preliminaries, while Terrara has experienced a five week delay due to the shutdown and knock on impacts on sub-contractor availability and backlog of works.</p> <p>Sparks Reserve West construction contract has been awarded and construction commencement is expected in October 2021.</p>	 ON TRACK

Initiative	Responsible Department	Progress Comment	Progress Against Target
<b>Prepare Infrastructure Developer Contributions Framework for consideration by Council.</b>	City Planning & Development	Stage 1 to prepare the Infrastructure and Development Contributions Framework has finished and culminated in a report that examined the infrastructure needs of the municipality and the anticipated growth of development over the next two decades. The report found that Council has a sound basis to support the introduction of an infrastructure mechanism and recommended that a municipal wide Development Contributions Plan (DCP) be prepared. Council endorsed the Stage 1 report on 20 September 2021, and preparation of a municipal wide DCP has commenced.	 ON TRACK
<b>Sportsfield safety and provision review.</b>	Leisure & Recreation Services	LARS, provided usage data to assist Parks and Natural Environment Department to undertake a sports field audit. This audit will provide officers with detailed data on ground capabilities.	 ON TRACK
<b>Adopt updated Structure Plan and Urban Design Framework for Box Hill Metropolitan Activity Centre and implement planning controls.</b>	City Planning & Development	A draft Structure Plan, draft Urban Design Framework and draft planning controls to implement the strategies were considered by Council in May 2020. Since this time, and following consultation with DELWP, Council has undertaken further work to finalise the draft planning scheme controls, including legal review of the proposed controls, and make associated updates to the draft Structure Plan and Urban Design Framework. A further report to Council to commence a planning scheme amendment for Box Hill will be considered at an upcoming meeting.	 ON TRACK
<b>Update the Nunawading, Megamile East and Mitcham Structure Plan.</b>	City Planning & Development	Consultation material and a background Discussion Paper has been drafted in preparation to launch the project to the community in Q2. Commencement of consultation during the 2020/2021 year was significantly delayed due to COVID-19. Technical reports have also been drafted.	 MONITOR
<b>Progress implementation of the Residential Corridors Built Form Study.</b>	City Planning & Development	Council received authorisation from the Minister for Planning in February 2021 for a planning scheme amendment to implement the Study. The conditions of authorisation were problematic when reviewed against the intent of the Study and Council considered a response to the conditions on 20 September 2021. Council has submitted a revised planning scheme amendment to the Minister for Planning for re-authorisation.	 MONITOR
<b>Implement the Streetscape Improvement Program in line with existing</b>	Project Delivery & Assets	Brentford Square Shopping Centre Upgrade and Katrina St/Caroline Crescent streetscape renewal works have been completed.	 ON TRACK

Initiative	Responsible Department	Progress Comment	Progress Against Target
<b>structure and activity centre plans.</b>		<p>Britannia Mall Upgrade civil works have been completed. Outstanding items of light poles and street furniture have been held up due to Covid-19 related delays (global supply chain - poles and manufacturing backlogs - street furniture). These items are due to be installed by late November.</p> <p>Resident and trader engagement has been undertaken for Cromwell St/ McIntyre St Streetscape renewal.</p>	
<b>Development and adoption of a ten year Assets Plan as per statutory requirements of LGA2020.</b>	Project Delivery & Assets	<p>Overall principles for managing council assets were tested against community sentiments via a deliberative engagement process through the Shaping Whitehorse project. These principles will be referred to when developing the ten year Asset Plan.</p> <p>A presentation on the proposed format and content of the Asset Plan was provided to Council's Asset and Risk Committee in September 2021.</p>	 ON TRACK
<b>Development of Open Space Strategy 2022-2037 including review further opportunities for use of Open Space Reserve funds in delivering open space priorities.</b>	Leisure & Recreation Services	Recruitment of an Open Space Planner to coordinate this project is currently underway.	 ON TRACK
<b>Participate in development of guidelines by State government aimed at creating '20-minute neighbourhoods'.</b>	City Planning & Development	There has been no engagement initiated by State government on guidelines for 20 minute neighbourhoods in Q1. The concept has however surfaced during DELWP engagement on the Draft Eastern Region Land use Framework Plan and the Suburban Rail Loop project and Council provided input.	<b>Not started</b>
<b>Implement the Play Space Renewal Program in line with the Play Space Strategy.</b>	Project Delivery & Assets	<p>Construction tenders have been advertised for Highbury Park, Thatcher Reserve and Blacks Walk play space renewals.</p> <p>Design tenders have been awarded for six other small local play spaces.</p> <p>A community engagement matrix has been developed as a guideline to engagement methods and tools used for play space renewal projects.</p>	 ON TRACK



Initiative	Responsible Department	Progress Comment	Progress Against Target
<b>Review Play Space Strategy (Year 3).</b>	Project Delivery & Assets	Preliminary work will commence in Q3 - February 2022.	<b>Not started</b>
<b>Natural and built environment education programs.</b>	City Planning & Development	<ul style="list-style-type: none"> <li>• Tree education program, number of seminars: 6</li> <li>• Tree education program, total number of participants: 333</li> <li>• Gardens for Wildlife, number of visits: 12</li> <li>• Gardens for Wildlife, number of active volunteers: 16</li> </ul>	 ON TRACK
<b>Work co-operatively with Suburban Rail Loop to advocate for best implementation of State Planning regulations in Box Hill and Burwood.</b>	Engineering & Investment	Council continues to strongly advocate for the best outcomes for the Whitehorse Community. Lobbying regarding matters including (but not limited to) transport, urban design, open space, vegetation, noise, air quality, heritage, impacts to residents and businesses, the Suburban Rail Loop Bill and precinct planning processes are ongoing.	 ON TRACK
<b>Replacement of Main Street bridge, Blackburn.</b>	City Services	Works commenced on site on 2 August 2021 to replace the road bridge in Main Street, Blackburn. In the first quarter, alterations were made to the underground services in preparation for the works. The piles for the new bridge were constructed and the old bridge was demolished.	 ON TRACK
<b>North East Link Advocacy.</b>	Engineering & Investment	The Victorian Government will be progressing designs for the section of the Eastern Freeway within the City of Whitehorse in 2022. Until this time, the planning focusses on sections that are outside the City of Whitehorse.	<b>Not started</b>
<b>LXRP Major Transport Project.</b>	Engineering & Investment	<p>The Victorian Government has fast-tracked the removal of level crossings at Mont Albert Road, Mont Albert and Union Road, Surrey Hills with construction to commence in 2022 and completion expected in 2023.</p> <p>Early works are due to commence this year. Council is working with Boroondara Council and the Mont Albert and Surrey Hills communities to develop a vision for the area. The vision will be used to advocate for positive outcomes from the level crossing removal project.</p> <p>Council wants to hear from commuters, traders, residents and interested parties who use the precinct and its environs and are interested in contributing to the vision.</p>	 ON TRACK

Initiative	Responsible Department	Progress Comment	Progress Against Target
		Updated designs were posted on the Level Crossing Removals Project website in June. Council is concerned that the designs do not address community concerns.	
<b>Implementation of Box Hill Integrated Transport Strategy.</b>	Engineering & Investment	<ul style="list-style-type: none"> <li>Continuing the Nelson Road Study. Workshop 2 is currently being organised</li> <li>Currently seeking quotations for the detailed design for several pedestrian improvements/traffic management devices including: <ul style="list-style-type: none"> <li>Raised Threshold Treatment at Station St/Oxford St</li> <li>Raised Threshold Treatment at Station St/Ashted Rd</li> <li>Raised pedestrian crossing at Prospect St at Young St</li> <li>Raised pedestrian crossing on Prospect St, midblock between Young St and Nelson Rd</li> <li>Pedestrian improvements to the roundabout at Thurston St/Oxford St/Surrey Dr/Brougham St</li> </ul> </li> <li>Investigating additional bicycle parking at the Box Hill Library</li> <li>Continuing to work with the Department of Transport on the Box Hill to Hawthorn Strategic Cycling Corridor</li> </ul>	 ON TRACK
<b>Implementation of Easy Ride routes.</b>	Engineering & Investment	<ul style="list-style-type: none"> <li>Installed footpath decals for Easy Ride Routes EW2 and EW4</li> <li>Seeking quotations from signage suppliers for the manufacture and installation of wayfinding signs for routes EW2 and EW4.</li> <li>Developing route options for NS2 for the section through Surrey Park. 4 concept options have been developed and are currently undergoing an internal review.</li> <li>Undertaking a high level feasibility study for a shared path bridge over the train line in Box Hill, as part of Easy Ride Route NS2. This study will also influence a nearby planning application.</li> </ul>	 ON TRACK

## Quarterly Service Highlights

Service	Service Description	Quarterly Service Highlights
<b>Major Projects</b>	Responsible for the project management of capital building projects and the facilitation of major projects.	The Major Projects Team continued to deliver Council's high-priority projects as part of the capital works program. Project updates for the Whitehorse Centre redevelopment, Sportlink, Morack Golf Course and The Strathdon House and Orchard Precinct redevelopment can be seen above in the initiatives section.
<b>Project Delivery &amp; Assets</b>	Responsible for the development, monitoring and reporting of Council's Capital Works Program, managing of design, construction and overall project management of capital building projects and the planning and implementation of strategic asset management initiatives. It also provides reactive and preventative maintenance, minor capital renewal of Council's buildings and structures and inspections and maintenance to satisfy Building Code Essential Safety Measures Regulations.	<p>Extensive facilities maintenance services continue to be undertaken on Council's building network.</p> <p>The department have undertaken a number of major tenders including Mechanical Services and Fire Equipment Servicing Contracts, Construction of Heatherdale Reserve Pavilion (Redevelopment) and Sparks Reserve West Pavilion (New).</p> <p>Monitored implementation progress of Council's Capital Works Program and provided monthly update reports to Executive Leadership Team and the Capital Works Steering Committee.</p> <p>Through the auspices of the Shaping Whitehorse project, assisted with the development of Asset Management community principles that will guide the future development of Council's Asset Plan.</p> <p>Delivered a number of civil infrastructure projects including streetscape upgrades, drainage rehabilitation and undertook planning, community engagement and design for a number of landscape projects, including play spaces and open space improvements.</p>
<b>Property &amp; Leasing</b>	Manages Council properties, conducts property valuations, maintains the Geographic Information System and provides multi-level car parking facilities in Watts Street and Harrow Street, Box Hill.	<p><b>Centralised Leasing:</b></p> <ul style="list-style-type: none"> <li>• Morack Golf Course Operator Tender EOI documented drafted.</li> <li>• Audit of Council Lease Register (Post Organisational Review).</li> </ul> <p><b>Strategic Property Projects</b></p> <ul style="list-style-type: none"> <li>• Commenced Retail Sustainability Assessment for Mont Albert Shopping Centre.</li> <li>• Developed "Community Engagement Handbook" for land and leasing matters.</li> <li>• As the Public Land Manager, assessed land access requests for two separate mobile base stations.</li> <li>• Managed post-contract obligations relating to 517-521 Station Street Box Hill and 2-4 Bruce Street Box Hill.</li> <li>• Provided valuations and compulsory acquisition advice to Council staff regarding the Suburban Rail Loop, the Mont Albert Road Grade Separation and North-East Link.</li> </ul>

Service	Service Description	Quarterly Service Highlights
		<ul style="list-style-type: none"> <li>• Provided ad hoc valuations for Public Open Space, Asset purposes and Rating purposes.</li> </ul> <p><b>GIS:</b></p> <ul style="list-style-type: none"> <li>• Transition to GDA2020, Australia's new official coordinate system, is complete with all spatial data, services and systems now operating in the GDA2020 environment.</li> <li>• Weave enhancements include upgraded security protocol and a number of new layers added to Weave to support the Waste Services Charge Project.</li> </ul>
<b>City Planning &amp; Development</b>	<p>Provides statutory and strategic land use planning functions, ensuring compliance of land use and developments under the Whitehorse Planning Scheme as well as 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 Building Act 1993.</p>	<p><b>Building Services:</b></p> <p>Swimming Pools and Spas: The units' communication campaign with our residents about the registration of their swimming pools and spas is ongoing to register with Council.</p> <p>As a result of Covid-19, in late October the State Government extended the Registration period for pools and spas until 1 June 2022. This means that owners who have not registered will be further communicated with to ensure registration occurs. The Building Services Swimming Pool Liaison Officer has now reconciled some 600 notifications to Council of removed or demolished pools.</p> <p>Building Permits and Certification: As a result of Covid- 19 lock downs, Building Permit applications have reduced but only slightly. Reports and Consent applications are now up to 600 plus for this calendar year.</p> <p>Building Enforcement: Building enforcement investigations were able to return to normal status, as a result of the reduced Covid restrictions. A new Building officer is being trained up on Council's systems to deal with the many complaints and case files to ensure they are responsibly maintained and managed. Whilst Building Permit numbers remain stable Builders are experiencing supply chain issues and unable to obtain the necessary timber and steel for residential and commercial construction and delays may be experienced</p> <p><b>Statutory Planning:</b> The statutory planning team over the last quarter received 401 total new applications, of which 349 were new applications and 52 were amendments. This is significantly higher than the metro average of 307 total new applications, and an increase on the previous quarter. Further the team made a total of 423 decisions, which is an increase on the previous quarter of 60 decisions, and is significantly higher than the metro average of 272 decisions.</p>

Service	Service Description	Quarterly Service Highlights
		<p>While some of this is attributed to a higher number of VicSmart applications (many of which are SLO9) compared to other Council's, it is more a reflection on the consistency in high application and amendment numbers seen over the past 12-18 months.</p> <p>Decision timeframes have remained consistent with 47.1% of decisions made within time, which has increased since last quarter (up from 45.7%), but still less than the metro average of 64.7%. This reflects the high level of commitment Whitehorse has to community consultation and the active community within Whitehorse. Objector participation and consultation forums all contribute to improved planning outcomes, but equally add time to the process.</p> <p>Average gross days (112) and median processing days (59) however, are both less than the metro average which are 119 and 73 respectively.</p> <p>VicSmart applications continue to be high with 144 applications received for the quarter and 145 decisions issued. This is more than double the metro average of 70 and 66 respectively. VicSmart decision timeframes have dropped down to just under 72% within time, however most of those decisions made out of time, missed the 10 day timeframe by only a few days.</p> <p>In addition to the decisions made and received, through the last quarter over COVID lockdown, the team continued to deliver a full range of application and customer based services including 9 consultation forums, 5 appeal hearings and 5 compulsory conference and VCAT practice day hearings.</p> <p><b>Strategic Planning:</b></p> <p>Applications for the 2021/22 round of the HAF closed on 29 September 2021 and 39 applications were received. Work to identify and prioritise future heritage work in the City of Whitehorse commenced in line with the actions of the Heritage Framework Plan adopted by Council at its meeting on 21 September 2020.</p> <p>A review was undertaken of the Built Environment Awards and Education program that explored how to improve the Awards component to achieve the overall aims of the program.</p> <p>Amendment C231 (rezoning of properties in Moore Road, Vermont) was exhibited between Thursday 19 August 2021 and Monday 20 September 2021. A report to Council will follow the exhibition period and provide an assessment of submissions received.</p> <p>Amendment C232 (review of commercial 1 zone for Tally Ho Major Activity Centre) was formally submitted to the Department for authorisation on 5 July 2021. DELWP has since met with Council officers to discuss the amendment authorisation request that is still under consideration.</p> <p>Council's Strategic Planning Unit, including the Heritage Advisor and Landscape Architect, have been involved in meetings convened by the Suburban Rail Loop Authority to determine the extent and implications of the project in Whitehorse and to raise concerns and opportunities.</p> <p>Draft submission prepared in response to the State government's draft Eastern Region Land Use Framework Plan</p>

Service	Service Description	Quarterly Service Highlights
		<p>Draft Box Hill Structure Plan and Urban Design Framework, and draft planning controls were updated for further consideration by Council</p> <p>The Infrastructure and Development Contributions Framework Plan was endorsed by Council as the basis for implementation of a municipal wide development contributions mechanism.</p> <p>Council considered updated planning controls to implement the Residential Corridors Built Form Study.</p>
<b>City Services</b>	<p>Services are provided for the ongoing cleanliness and maintenance of Council's roads, footpaths, kerb and channel, storm water 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 after-hours emergency response services. It also includes managing Council's fleet of vehicles, plant and equipment, workshop and the recycling and waste centre.</p>	<p>The Engineering Works and Cleansing teams continued to provide services for the inspection, maintenance, repair and cleansing of Council's civil infrastructure assets, including roads, pathways, drainage and townships.</p> <p>Due to the COVID-19 restrictions, there was an increase in demand to respond to footpath requests, rubbish in parks requests and graffiti requests.</p> <p>Orders were raised for 56 passenger vehicles as part of the ongoing renewal of the fleet of vehicles. Due to COVID-19 there is now significant lead times on the delivery of new vehicles. Quotations were sought for a number of major plant and commercial vehicles. There were five new mowers delivered.</p>
<b>Leisure &amp; Recreation Services</b>	<p>Provides a range of leisure facilities including Morack Golf Course, Aqualink Box Hill and Aqualink Nunawading, Sportlink and Nunawading Community Centre. 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. Provides planning and strategy development for open</p>	<p><b>Leisure Facilities:</b></p> <p>Leisure Facilities were closed for most of the quarter from the end of July due to the Covid-19 lockdown. The first easing of restrictions in late September enabled Morack Golf Course to re-open along with personal training activity at the Aqualink Centres.</p> <p>Outdoor Personal Training was offered to Aqualink members and non-members in September with easing of restrictions. A total of 186 sessions were conducted with a strong uptake from members who have previously not completed personal training but were looking for expert assistance while the indoor facilities were closed.</p> <p>Despite the constraints due to Covid-19 restrictions, the Kelly Sports school holiday program ran across all 10 days of the term 2 July school holidays at Sportlink. Primary school aged participants enjoyed a range of sport and arts/craft activities including Aussie rules, basketball, soccer, dance and 'crazy games'- a favourite amongst the younger participants.</p>












Service	Service Description	Quarterly Service Highlights
	space and recreation facilities and infrastructure.	<p>The program is run in partnership with Kelly Sports Blackburn and has experienced ongoing growth since being established in 2017. The term 2 program had an average of 52 participants per day, almost double that of the same time last year.</p> <p>Online bookings were introduced in September for outdoor court hire at Aqualink Box Hill enabling customers to book through the member portal once the Covid-19 restrictions enabled outdoor activity to recommence.</p> <p>The AQBH stadium courts were resealed in September ensuring the courts were in great condition for the reopening of the facility.</p> <p><b>Active Communities:</b> Due to COVID-19, winter 2021 season was interrupted with a 22 week season ending up only being 11 weeks. Officers continued to keep clubs updated on the current State Government Requirements.</p> <p><b>Recreation &amp; Open Space Development:</b> Community engagement on a number of high profile projects including Draft Strategic Partnerships Framework, Simpson Park Proposed Enclosed Dog Park and Sportlink Redevelopment. Funding submission was made to the Victorian Government as part of World Games Facilities Fund. Project commencement for RHL Sparks Reserve (Upper) Satellite Pavilion and Heatherdale.</p>
<b>Engineering Services</b>	Provides strategic traffic and sustainable transport planning and traffic investigations and reports; capital works project scoping, design and construction supervision; civil asset protection; and the strategic management of Council roads and drainage assets.	<p><b>Transport Engineering:</b> Temporary part and full road closures and work zones has now gone online. Awaiting Glenburnie Road trial 30km/h speed zone proposal approval from DoT. Burwood Highway shared user path now open to public.</p> <p><b>Engineering Approvals:</b> It has been a busy period for Engineering Approvals Team. The summary of the service tasks listed below:</p> <ul style="list-style-type: none"> <li>• Processed a large number of applications related to the civil infrastructure.</li> <li>• Reviewed Planning applications and provided comments related to the proposed developments.</li> <li>• Heavy involvement with the Whitehorse Performing Arts Centre project.</li> <li>• Provision of comments and review of the internal and external major building projects for Whitehorse City Council.</li> <li>• Involvement with the insurance claims related to the damaged assets.</li> </ul>

Service	Service Description	Quarterly Service Highlights
		<ul style="list-style-type: none"> <li>• Processing of National Heavy Vehicle Regulator (NHVR) applications.</li> <li>• Direction given to the developers regarding the reinstatement of Council Assets once the developments are completed, high success of reinstatement of assets.</li> <li>• Significant involvement in the development and implementation of on-line applications has led to the majority of applications processed by Engineering Approvals team now being on-line.</li> <li>• Engagement related to the Major Transport Government Projects - meetings attendance, review of the Reports, plans, etc.</li> <li>• Subdivision supervision for Burwood Brickworks site.</li> <li>• Reviewed plans for the new subdivision at Brickworks Nunawading which will commence shortly.</li> <li>• Received statistics from Dial Before You Dig from 2020/2021 - there was 13,341 enquiries in WCC provided from our drainage data.</li> <li>• Commenced third year of the joint project with Melbourne Water - Flood Modelling for Whitehorse City Council municipality.</li> </ul>

## Strategic Direction 5: Sustainable Climate & Environmental Care

### Major Initiatives and Initiatives Update

Initiative	Responsible Department	Progress Comment	Progress Against Target
<b>Climate Response Plan 2030.</b>	City Services	This will be developed throughout 2022, with extensive community consultation. Planning for this new strategy will commence next quarter.	<b>Not Started</b>
<b>Develop the Climate adaptation Strategy.</b>	City Services	<ul style="list-style-type: none"> <li>• Planning in progress for street lighting energy efficient LED upgrade projects and the ordering for the replacement of 640 decorative-style street lights along Whitehorse Road and various streets mainly around Box Hill</li> <li>• Designing of demonstration garden beds as part of Strathdon House Sustainable Living precinct</li> <li>• Promotion of cycling and walking as active transport initiatives took place during lockdown.</li> <li>• Continuing the final works for the Energy Performance Contract to make Council's largest buildings more energy efficient.</li> <li>• Commencement of the VECO renewable electricity contract for 6 of Council's largest buildings, with electricity 100% generated by wind power.</li> <li>• Planned a series of community workshops on energy efficiency, solar panels and batteries for Seniors' Month in quarter 2.</li> <li>• Completed drafting and updated Urban Forest Strategy for consideration by Council in quarter 2.</li> </ul>	 ON TRACK
<b>Development of the Sustainability Strategy.</b>	City Services	This will be developed throughout 2022, with extensive community consultation. Planning for this new strategy will commence next quarter.	<b>Not Started</b>
<b>Implementation Urban Forest Strategy.</b>	Parks & Natural Environment	Urban Forest Strategy adopted by Council in September 2021. Review into programmed actions currently being completed, with further program information to follow Quarter 2. Extensive street tree and park tree planting currently being undertaken.	 ON TRACK
<b>Adoption of landscape planting policy.</b>	Parks & Natural Environment	Landscape planting policy draft currently in development	 ON TRACK
<b>Development of the Integrated Water Strategy and action plan.</b>	Parks & Natural Environment	Draft Integrated Water Management Strategy developed, and second round of community consultation undertaken. Feedback will be reviewed in quarter 2 and final strategy developed.	 ON TRACK



<b>Implementation of a food and garden organics waste service.</b>	City Services	<ul style="list-style-type: none"> <li>• Tender accepted for contractor to collect FOGO bins from 1 July 2022, including the supply and delivery of kitchen caddies and compostable liners in preparation for service commencement.</li> <li>• Planning continued for the FOGO community education material and service promotion.</li> <li>• Community engagement and awareness activities completed over August-September 2021 to help inform Council's FOGO education materials and approach and inform the community of service start from 1 July 2022.</li> </ul>	 ON TRACK
<b>Implementation of Council's 'Rubbish to Resource' Waste Management Strategy 2018-2028.</b>	City Services	<ul style="list-style-type: none"> <li>• Tenders for Council's kerbside waste and recycling services were evaluated in detail and report recommending the acceptance of a new suite of kerbside waste and recycling contracts for 1 July 2022 onwards was considered and adopted by Council in September 2021.</li> <li>• Work continued on development of a policy to support a ban on the use of single use plastics at Council facilities and events.</li> <li>• Engaged Compost revolution from August to further support and engage the community around home composting in lead up to a FOGO service.</li> <li>• Number of waste education and minimising activities delivered in Q1 including Plastic Free July, online Bike repair workshop and compost awareness week.</li> <li>• Work commenced to support repair café in Whitehorse.</li> <li>• Continued delivery of extra recycling points for e-waste and textiles through hubs and trailers.</li> </ul>	 ON TRACK
<b>Undertake a waste service charge review.</b>	City Services	Works continued on the project to implement a waste service charge. The team continued auditing and updating Council's database of bins and commenced planning for community engagement.	 ON TRACK
<b>Continue to work with south east metropolitan Councils on the advanced waste processing project to divert waste from landfill.</b>	City Services	<p>On 28 June 2021, Council resolved to participate as a shareholder in the Special Purpose Vehicle of 16 south east metropolitan Councils for an advanced waste processing facility.</p> <p>Works are continuing on setting up the governance and investigating the feasibility of the project.</p>	 ON TRACK
<b>Develop a final Transition Plan to a 4-bin kerbside waste and recycling system, in line with the State Government's Recycling Victoria Policy.</b>	City Services	<ul style="list-style-type: none"> <li>• Successfully negotiated provision of two separate transition plans for FOGO and Glass bins and developed the final transition plan for FOGO to commence next quarter. The funding agreement with DELWP has been signed which will provide funding to support Council's Transition Plan. We were also successful in gaining SV grant funding to support education to 4 bin system with timelines and funding allocation being finalised.</li> </ul>	 ON TRACK

## Quarterly Service Highlights

Service	Description	Quarterly Service Highlights
<b>Sustainability &amp; Waste</b>	Facilitates planning for energy and water reduction programs and waste management strategic planning. This service also includes contracts for waste collection including domestic garbage collection, kerbside recycling, and hard and green waste collection.	<ul style="list-style-type: none"> <li>• Energy efficiency measures were installed in Council buildings include new integrated building monitoring systems and controls.</li> <li>• Preliminary design completed for potential stormwater harvesting project, to enable viability to be assessed.</li> <li>• Road resurfacing program tendered with requirement to use recycled asphalt on certain local roads.</li> <li>• Council's new ESD Policy for Council Buildings and Infrastructure is progressively being integrated into the early planning for major projects.</li> <li>• Collected total of 7,177 tonnes of garbage and disposed of in landfill.</li> <li>• Collected total of 3,530 tonnes of recyclables.</li> <li>• Collected total of 3,774 tonnes of garden organics processed for compost.</li> </ul>
<b>Parks &amp; Natural Environment</b>	Responsible for the management of Council's bushland, open space and parklands including developing plant stock, landscaping, pruning, grass cutting and fire management. The service also provides an education program on ecological and environmental issues. Also responsible for the management of Council's street and park trees to meet community expectations as well as statutory and safety obligations and for the design, installation, maintenance and renewal of sports field infrastructure.	<p>Completion of routine parks maintenance programs with high community satisfaction results. Extensive indigenous park planting programs completed using local indigenous plants from Councils Nursery.</p> <p>NELP funded tree planting completed in Heatherdale Creeklands, Memorial Park, R E Gray Reserve and Slater Reserve.</p> <p>Upgrade of park furniture and assets completed including Halliday Park, Schwerkolt Cottage, and Simpson Park.</p> <p>Completion of landscaping at new Whitehorse Performing Arts Centre carpark.</p>

## Strategic Direction 6: Whitehorse is an Empowered, Collaborative Community

### Major Initiatives and Initiatives Update

Initiative	Responsible Department	Progress Comment	Progress Against Target
<b>Development of the Whitehorse Community Engagement Handbook.</b>	Community Engagement & Development	International Association for Public Participation (IAP2) training completed by Council officers during quarter one. Internal and external engagement on the handbook completed and officers are preparing to commence drafting the handbook.	 ON TRACK
<b>6.3.1.1 Develop Council's Feedback or Complaints handling policy.</b>	Strategic Communications & Customer Service	Community engagement has been undertaken and a draft policy written. It will be considered at Council for endorsement in December 2021.	 ON TRACK



## Quarterly Service Highlights




Service	Description	Quarterly Service Highlights
<b>Customer Service</b>	Includes customer service provision at Council's three service centres and governance services; fostering international relations; and cleaning and maintaining the municipal offices.	It is Council practice to acknowledge feedback received via YourSay. Council's Community Engagement Handbook is under development, and it will emphasise the importance of closing the loop on feedback. Council routinely sends emails to stakeholders registered with YourSay to inform them of current engagements they may be interested in. Council's updated 'Complaints and Feedback Policy' will be considered by Council for endorsement in December.
<b>Community Engagement &amp; Development</b>	Focuses on the development and implementation of policies, strategies, programs and initiatives to respond to community wellbeing needs. It also provides community grants to local not-for-profit groups and organisations.	<p><b>Council Plan:</b> The Council Plan draft was completed with input from the Community and Council Officers. Workshop sessions were facilitated with Councillors to finalise The Council Plan. The Council Plan will be endorsed in quarter 2.</p> <p><b>Municipal Public Health and Wellbeing Plan 2021-2025:</b> Conducted internal Council engagement sessions for Municipal Public Health and Wellbeing Plan (MPHWP). Conducted engagements with Whitehorse Disability Advisory Committee (WDAC) and Whitehorse Reconciliation Advisory Committee (WRAC) to feed into the MPHWP. Drafted the MPHWP including objectives, indicators, strategies and actions to be presented to and endorsed by Council in quarter 2.</p> <p><b>Neighbourhood and Community Houses:</b> The Neighbourhood House was held in the past quarter with discussions focussed on marketing and return to operations.</p> <p><b>Community Satisfaction Survey:</b> Findings from the 2021 Community Satisfaction Survey were released and presented to the Executive and Councillors and shared with the community via the corporate website.</p> <p><b>Engagement Consultations:</b> Whitehorse City Council administered numerous consultations on its new Your Say Whitehorse platform between July and September including:</p> <ul style="list-style-type: none"> <li>• Whitehorse News Distribution Trial</li> <li>• Water Management Strategy</li> <li>• Programs and Education at Strathdon House and Orchard Precinct</li> <li>• LXR Mont Albert - Masterplan Advocacy</li> <li>• Draft Strategic Partnerships Framework</li> <li>• Simpson Park Proposed Enclosed Dog Park</li> </ul>






		<ul style="list-style-type: none"> <li>• Child and Young Person Engagement- Municipal Public Health and Wellbeing Plan 2021-2025</li> <li>• Council's Meeting Cycle &amp; Governance Rules</li> <li>• Sportlink Redevelopment</li> <li>• Amendment C231 - Rezoning of 34-40, 37-43 and 42-50 Moore Road, Vermont</li> <li>• Community Engagement Handbook</li> <li>• Food and Garden Waste Service</li> </ul> <p>Community Grants: Recommendations for the 2021/2022 Community Grants were adopted by Council at the July meeting. Council opened a second round of community grants in August 2021 to provide further financial assistance to support the return to operations post lockdown. 76 applications were received and assessed and recommendations were presented to a Councillor Panel on 30th September.</p> <p>Volunteer Program: Volunteer Management Internal Audit was finalised in September, following extensive consultation and input from the Community Engagement &amp; Development team and the People &amp; Culture team. A range of controls and measures will now be implemented and/or improved to strengthen Council's volunteer program. In August, Council went to market via public tender to appoint a 4 year contract for the provision of Family, Youth and Children's Support and Counselling Services.</p> <p>Culturally and Linguistically Diverse and Faith: Council co-hosted two Racism Know Your Rights information sessions, presented by Victorian Equal Opportunity and Human Rights Commission (VEOHRC) and Victoria Police. Both sessions were online, one with Mandarin interpreter and registered over 50 people per session. Council delivered a wellbeing session for our South Asian community to recognise and respond to trauma due to COVID-19 related death and illness of family overseas. 38 people participated in this online event hosted by IndianCare. Council supported the ABS to promote the 2021 Census to residents who are culturally diverse and from a Non-English speaking background (NESB).</p> <p>Healthy Ageing: Tackling Ageism Together- EveryAGE Counts in Melbourne's East' project continues to roll out. Highlights included the delivery of ageism awareness training to staff, planning workshop with all 7 participating Councils, awareness raising in Community Groups and data evaluation.</p>
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		<p>Whitehorse Council submitted an application for a 2021 LGPro Active Ageing &amp; Wellbeing Award.</p> <p>Due to the impacts of COVID 19, the successful intergenerational grant recipients have been offered a 12 month extension to implement their projects. The program will open in 2022 for further applications.</p> <p>The Whitehorse Seniors Festival 2021 Program was finalised in quarter 1.</p> <p>Council is facilitating an inter-agency group to discuss and implement strategies to assist those in Whitehorse who are not accessing or are unable to access digital mediums.</p> <p>First Nation's Peoples:</p> <p>A Council Report was developed formally recognising the Wurundjeri Woi Wurrung people of the Kulin Nation as the Traditional Owners of the land that includes the City of Whitehorse. A regional approach to promoting Indigenous history and engaging with Wurundjeri is the focus of a newly formed network connected to the Eastern Region Group of Councils.</p> <p>People living with a disability:</p> <p>National Priority Fund Application developed. The draft submission focused on introducing paid internships for people with disability. The research undertaken will be used to support future employment projects.</p>
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## Strategic Direction 7: Health and Wellbeing

### Major Initiatives and Initiatives Update

Initiative	Responsible Department	Progress Comment	Progress Against Target
<b>Development of the Municipal Public Health and Wellbeing Plan (MPHWP) 2025-2029.</b>	Community Engagement & Development	The Municipal Public Health and Wellbeing Plan 2021-2025 (MPHWP) has been drafted and will be endorsed in quarter 2. Outcome measures from that plan will directly feed in to the planning of the next MPHWP 2025-2029.	 ON TRACK
<b>Development of the Whitehorse Community Participation and Volunteer Strategy 2022-2026.</b>	Community Engagement & Development	Planning for the development of the Whitehorse Community Participation and Volunteer Strategy will commence in quarter 2.	<b>Not Started</b>
<b>Activate Whitehorse placemaking initiative.</b>	Investment & Economic Development	The Placemaking officer will join the team early in quarter 2. A review of the Activate Whitehorse program commenced, with a focus on “community lead” placemaking. Engagement with local community groups has commenced and initiatives will be facilitated from 2022 onwards.	 ON TRACK
<b>Development of the Whitehorse Youth Plan 2021-2025.</b>	Health & Family Services	<p>Development of the Whitehorse Youth Plan 2021-2025.</p> <p>Planning for the strategy to develop the plan has been undertaken. The strategy for development is as follows:</p> <ul style="list-style-type: none"> <li>• Stage 1 - Establish Steering Committee (31/12/21).</li> <li>• Stage 2 - Review of the key strategic information pillars (28/2/22). <ul style="list-style-type: none"> <li>- Demographic Review</li> <li>- Service Mapping</li> <li>- Government Policy Review</li> <li>- Existing community consultation Review</li> </ul> </li> <li>• Stage 3 - Completion of the Consultation Plan (areas of gaps identified in stage 2) (31/3/22).</li> <li>• Stage 4 - Data Review (30/4/22).</li> <li>• Stage 5 - Development of the key action pillars and strategic actions that align with the council plan (31/5/22).</li> <li>• Stage 6 - Complete Plan and submit draft to ELT for adoption (June 22).</li> </ul>	 ON TRACK

<b>Development of the Whitehorse Healthy Ageing Plan 2022-2026.</b>	Community Engagement & Development	Planning for the development of the Whitehorse Healthy Ageing Plan 2022-2026 will commence in quarter 2. The Working for Victoria Program has commenced at Whitehorse with 4 positions focusing on supporting older people with digital literacy and connection and developing Intergenerational programs. These positions will directly align with the Healthy Ageing Plan 2022-2026.	 ON TRACK
<b>Development of the Whitehorse Diversity Action Plan 2022-2026.</b>	Community Engagement & Development	Planning for the Whitehorse Diversity Action Plan 2022-2026 has commenced with stakeholder engagement planning. Engagement for the Plan, and drafting, will commence in quarter 2. The Working for Victoria Program has commenced at Whitehorse with 2 Community Engagement Offices commencing in quarter 2 who will support the development of the Diversity Action Plan.	 ON TRACK
<b>Development of the Whitehorse Disability Action Plan 2022-2026.</b>	Community Engagement & Development	Planning for the Whitehorse Disability Action Plan 2022-2026 will commence in quarter 2.	 ON TRACK
<b>Pandemic community support.</b>	Finance and Corporate Performance	The COVID-19 pandemic has continued to have a significant impact for the community during the first quarter of 2021/2022, with metropolitan Victorian being in lockdown for most of that period. During quarter one, Council developed a proposal for a new round of hardship and stimulus support for the community of up to \$1.5 million value. The package includes a range of support measures to help ease the financial burden for ratepayers, tenants, local businesses and community groups. It is to be approved by Council early in the second quarter and implemented soon after that.	 ON TRACK
<b>Annual Emergency Management exercises conducted.</b>	Community Safety	The annual Eastern Region Exercise (Exercise East) has been postponed until 2022 due to COVID.	

## Quarterly Service Highlights

Service	Description	Quarterly Service Highlights
<b>Home &amp; Community Service</b>	Provides home delivered and community-based meals, personal and respite care, transport, domestic and home maintenance, planned activities and social support.	<p>The following services were delivered over the period July-Sept 2021</p> <ul style="list-style-type: none"> <li>• New services commenced - 640</li> <li>• Regional Assessment Service (RAS) – 552 assessments</li> <li>• Shopping Assistance – 1,327 hours</li> <li>• Occupational Therapy- 340 hours</li> <li>• Domestic Assistance- 17,756 hours</li> <li>• Personal Care- 5,760 hours</li> <li>• Respite Care- 684 hours</li> <li>• Home Modifications &amp; Home Maintenance- 1,700 hours</li> <li>• Food Services – 13,814 meals</li> <li>• Assistance with food preparation – 543 hours</li> <li>• Social Connections &amp; Support – 1,233 hours</li> <li>• Escorted Activities ( shopping, appointments etc) – 513 hours</li> <li>• Transport- 996 trips</li> </ul> <p>• The Whitehorse Home &amp; Community Services (WHACS) department continued provision of holistic and diverse supports, information, referrals and practical assistance to 3,196 older residents during Q 1 to ensure vital needs were met within COVID19 restrictions</p> <p>• Received 79 compliments from consumers acknowledging the difference WHACS services made to their lives and how they were to remain living safely and independently at home</p> <p>• Over the last quarter WHACS has experienced Increase in complexity of assessment, increasing incidents of domestic violence and escalation of mental health issues. WHACS staff facilitated support and referrals to appropriate services to support wellbeing.</p> <p>• Increasing impact of pandemic on WHACS's ability to deliver full complement of home support services due to infection control &amp; safety requirements, staff isolation and reduced availability. Experiencing difficulties recruiting staff across all positions including agency staff. Increased staff fatigue due the sustained challenge of delivering front line services during extended pressures of the lockdown</p> <p>• Facilitated safe attendance of the office duties by creating 'work bubbles 'to manage risks of infection spread and to support business continuity</p> <p>• Facilitated non-traditional delivery of services during the strict lockdown constraints including online grocery shopping and delivery, medication deliveries, activity packs, online banking and bill payments to ensure essential needs were met and independence is supported</p> <p>• Ensured continued provision of exceptional customer service by answering 13,797 calls at</p>

		<p>89% Grade of Service ensuring timely and effective support to residents</p> <ul style="list-style-type: none"> <li>• Facilitated 135 Home Care Packages supporting consumers with complex care needs to continue living at home and arranged over 7,535 hours of support services &amp; case management</li> <li>• Regional Assessment Services (RAS) has achieved the required KPIs providing assessment services to 552 consumers, linking them with appropriate services to achieve their goals and aspirations for independent living. Satisfaction survey identified 96.11% people “Satisfied” or “very satisfied” above KPI requirement of 85%</li> <li>• After extensive planning Social Support activities were facilitated from mid-July to early August 2021 and a following suspension due to COVID restrictions</li> <li>• In collaboration with Eastern Region Local Government Aged and Disability Managers and Municipal Association of Victoria, advocated to the Commonwealth Government with a focus on service stability and sustainability during the COVID pandemic and needs for additional supports related to COVID response and recovery.</li> <li>• Provided support to the Whitehorse residents through the COVID Relief project supporting people impacted by the pandemic by connecting residents to services, arranging food parcels &amp; alternative food options and assisting with practical tasks to support safety and wellbeing.</li> </ul>
<b>Emergency Management</b>	Implements Council's responsibilities as detailed in the Emergency Management Act 1986, the Municipal Emergency Management Plan and Business Continuity Policy.	<ul style="list-style-type: none"> <li>• Continued work on refining the Eastern Region Municipal Emergency Management Plan template.</li> <li>• Continued refining the Eastern Region Relief and Recovery Sub-Plan template.</li> <li>• Commenced the Eastern Region Communication Sub-Plan Template</li> <li>• Continued providing Support for the Pandemic Recovery Group with Community Safety monitoring Civic Centre staff attendance.</li> <li>• Commenced Executive Officer support to the Pandemic Facility and Workforce and Policy Sub-Groups to the PRG.</li> <li>• Tested the draft online post-COVID staff survey.</li> <li>• Assisted the North and Western Region Regional Emergency Risk Assessment process.</li> <li>• Continued attendance of the daily Department of Health COVID Comms and Community Engagement meetings</li> <li>• Finalising the departmental Business Continuity Plan review process</li> <li>• Continued lobbying to improve the locations where vulnerable people congregate data management occurs in the state.</li> <li>• Finalised the content of “Are You Prepared” booklets developed by the Southern Metropolitan Region and adapted for the Eastern Metropolitan Region.</li> <li>• Set up the permit system to allow people to travel to prepare their City of Whitehorse property for the 2021-22 fire season.</li> </ul>







<b>Placemaking</b>	<p>Capitalises on the community's assets, inspiration, and potential, with the intention of creating public spaces that promote people's health, happiness, and well-being.</p>	<p>The Placemaking officer will join the team early in quarter 2 and commence planning a range series of activations to liven up business strips during the festive season.</p> <p>In collaboration with Council's Sustainability Unit, new bin panels were designed and installed in the Box Hill precinct. Five different designs featured local wildlife, spend local and responsible litter disposal messages.</p> <p>To support traders during streetscape upgrades, two competitions (running for 10 weeks) were held in the Mitcham and Brentford Square precincts during August to encourage consumers to shop local.</p> <p>I&amp;ED continued to liaise with the Rotary Mont Albert and Surrey Hills (MASH) to gather further information and progress the proposed monthly Car Boot sale in the Council car park at Hamilton Street. This has included the development of a consultation letter for stakeholders in the Mont Albert area.</p> <p>I&amp;ED continues to promote the Think Local Buy Local message to residents and businesses within Whitehorse with a number of Facebook campaigns and articles in Whitehorse news during the quarter.</p>
<b>Health &amp; Family Services</b>	<p>Provides centre-based childcare at Whitehorse Early Learning Services (WELS), integrated kindergarten, inclusion support, maternal and child health and youth support services as well as health education and protection services such as immunisations, food safety management, communicable disease surveillance, tobacco control and environmental protection.</p>	<p><b>Maternal &amp; Child Health:</b></p> <ul style="list-style-type: none"> <li>• Birth notifications are at their lowest in 24 years, with 387 being received for the quarter. Modelling is indicating that the expected birth notices for the year will be 1,515 which is the lowest for 24 years.</li> <li>• Nearly 8,000 families were supported by the service with over 4,200 consultations being provided.</li> <li>• COVID restrictions on service delivery became a feature during the quarter. MCH nurses returned to using telehealth (video) for consultations for children aged over 8 weeks old. A dedicated Covid response team was established, based at the Forest Hill Family Centre, with the MCH nurses working at this site able to provide a service to Covid positive families if required.</li> </ul> <p><b>Early Childhood Services:</b></p> <ul style="list-style-type: none"> <li>• Lockdown 5 and 6 restricted access to Council's child care service (WELS) for all but authorised workers. This significantly impacted children actually attending WELS centres. In response, the Australian government authorised business continuity payments which enabled WELS to sustain a majority of bookings until child care services reopened on 1 November 2021.</li> <li>• Average YTD booked care for this quarter was 92.79% which was above the target of 90%.</li> </ul>







		<ul style="list-style-type: none"> <li>• During this time orientations and tours could not be conducted and new families were unable to commence care. The 3 WELS centres provided various forms of Home Learning for children unable to access our centres.</li> <li>• WELS continues to maintain a high standard of Health and Safety guidelines to minimise the risk of COVID-19 in our centres. Parents and carers continue to drop off and pick up children at the front door. This is to minimise the movement of adults in and out of the centre, to protect children who currently can't be vaccinated and staff.</li> </ul> <p><b>Community Programs:</b></p> <ul style="list-style-type: none"> <li>• Supported Playgroup sessions have continued each week via Zoom. Support/Resources provided to families during lockdown.</li> <li>• Parenting Information Forums have been delivered on-line with healthy numbers and reduced operating costs.</li> <li>• Emergency Management activation – The Chen flood/building evacuation.</li> <li>• Response to homelessness matters have continued – referral directly to support agencies.</li> <li>• Successful engagement/consultation with children and young people to inform the Municipal Public Health and Well-Being Plan.</li> <li>• Continued involvement in the Child Friendly Cities and Communities Network – co organised and facilitated the October Network meeting.</li> </ul> <p><b>Youth Services:</b></p> <ul style="list-style-type: none"> <li>• Youth Services delivered the music program “Beats, Rhymes and Life” a series of workshops held at the Youth Connexions drop in centre and facilitated by an experienced musician where a variety of young people, including some disengaged and at risk learnt to develop musical skills and produce their own music.</li> <li>• The Outreach Program facilitated a NAIDOC Week 2021 Celebration in the Box Hill Mall. This event was a collaboration with Youth Services, each, headspace and Box Hill Institute Skills and Jobs Centre. Information about NAIDOC week, Aboriginal and Torres Strait Islander culture and history, and services was available. Wurundjeri Man Alex Kerr performed a smoking ceremony and talked with the community about Aboriginal culture.</li> <li>• The Youth Team successfully managed closures and other impacts of lockdown restrictions and moved service delivery to online and remote formats. This included the continued online offering of the Whitehorse Study Support Program, offering online hangout spaces for young people Monday to Friday to connect with youth workers and other young people, increased social media activity to engage with young people and share information about services, activities and opportunities. This also included offering remote support to vulnerable young people such as information and referral to relevant services.</li> </ul>
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		<ul style="list-style-type: none"> <li>• The continued delivery of School Focused Youth Service supported programs in local schools where possible to support young people during lockdown and also planning of future programs and organising the postponing of lockdown impacted programs to be delivered when possible at schools.</li> <li>• Care packs were created and offered to young people via social media promoted through other services to their clients. This was a way of reaching out to disconnect and disengaged young people to raise their spirits, offering some support, kindness and information.</li> </ul> <p><b>Environmental Health:</b> Council's statutory requirements under the Food Act and Public Health &amp; Wellbeing Act: -</p> <ul style="list-style-type: none"> <li>• 328 Mandatory Assessments/Inspections consisting of: - <ul style="list-style-type: none"> <li>- 267 Food Premises</li> <li>- 18 Prescribed Accommodation</li> <li>- 43 New and Transfers</li> </ul> </li> <li>• 36 Complaint Inspections</li> <li>• 44 Routine Inspections</li> <li>• 94 Non Compliance/Follow Up inspections</li> <li>• 26 Formal Orders/Notices issued which includes PINs and Seizures</li> <li>• 28 Food Samples collected consisting of: - <ul style="list-style-type: none"> <li>- Statutory – 16</li> <li>- Investigatory - 12</li> </ul> </li> <li>• The EH unit met the targets under MAV Service Agreement for Tobacco control activities including conducting assessments/education visits and responding to complaints</li> <li>• A total of 2,438 vaccinations were administered to 1,081 children for the quarter as part of Council's public childhood immunisation program</li> <li>• A total of 547 vaccinations were administered to 547 students as part of Council's school immunisation program. The program was significantly disrupted due to Covid lockdown resulting in rescheduling of schools to later in the year.</li> </ul> <p><b>Emergency Management - Relief &amp; Recovery:</b></p> <ul style="list-style-type: none"> <li>• COVID-19 relief activities continued during the quarter with approximately 1 dozen food support and psycho social support requests being responded to by the team.</li> </ul>
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## Strategic Direction 8: Governance and Leadership

### Major Initiatives and Initiatives Update

Initiative	Responsible Department	Progress Comment	Progress Against Target
<b>Council's Values and Behaviours are Embedded in the Performance Appraisal &amp; Development Plans.</b>	People and Culture	Values and behaviours were embedded in the 2020/21 PADP, effective 1 September.	
<b>Development of Workforce Plan.</b>	People and Culture	We have commenced work on the development of Council's Workforce Plan WHICH will be delivered in accordance with the legislative requirements under the Local Government Act 2020.	 ON TRACK
<b>Implementation of the Gender Equity Action Plan 2021-2025.</b>	People and Culture	<ul style="list-style-type: none"> <li>• Action Plan to be endorsed by ELT in November 2021</li> <li>• Implementation to commence from December 2021</li> <li>• Annual review of the GEAP strategies &amp; measures to be conducted, with Progress Reports due to be provided to the Commission, ELT &amp; staff end 2023 &amp; 2025; to be provided to ELT &amp; staff end 2022 &amp; 2024.</li> <li>• Training options are being finalised to deliver training to support staff to conduct Gender Impact Assessments in December 2021. There is 1 GIA process in progress (Customer Service – Complaints and Feedback Policy review) and 11 other pieces of work identified for a GIA following staff training.</li> </ul>	<b>Not Started</b>
<b>Development of the Integrated Strategic Planning and Reporting Framework.</b>	Community Engagement & Development	The Integrated Strategic Planning and Reporting Framework continues to be under development. Development workshops were undertaken with the working group through quarter 1.	 ON TRACK
<b>Development and review of Financial Plan, Budget and Revenue &amp; Rating Plans.</b>	Finance and Corporate Performance	Council has developed its first Financial Plan under the Local Government Act 2020. The Financial Plan 2021-2031 provides a high level outlook of Council's projected financial performance, position and sustainability over the next 10 years. The Plan was adopted by Council on 18 October 2021 and is publicly available on Council's website.  Commencement of the next Budget process will commence in quarter two.	 ON TRACK

<b>Development of investment strategy.</b>	Finance and Corporate Performance	This initiative has not yet commenced. It is planned for the 2022/23 financial year (year 2 of the Council Plan 2021-2025).	<b>Not Started</b>
<b>Conduct audits and reviews on legislative requirements for compliance</b> - Implement agreed recommendations and processes - Conduct review and update of Instruments of Delegation	Governance & Integrity	The memorandum of audit planning scope document for the Cyber Security - Essential Eight internal audit was presented at the August 2021 Audit and Risk Committee meeting. The Management of Food and Health Services and Volunteer Management internal audit reports were presented at the September 2021 Audit and Risk Committee meeting.	 ON TRACK
<b>Engage with Local Government Victoria and sector network groups on legislative reform or interpretation.</b>	Governance & Integrity	The Governance & Integrity Team continue to participate with its various networks. Council along with other council's has engaged with the MAV to look into external mediation options for Councillor Code of Conduct matters. There is currently no new legislative reform planned.	 ON TRACK
<b>Review of the Risk Management Framework.</b>	Governance & Integrity	Review of the Risk Management Framework documentation has commenced. This includes reviewing the Risk Management Policy, redefining our Strategic Risk Context and Risk Management Procedure. Consult with internal stakeholders.	 ON TRACK
<b>Develop an Information Management Governance Strategy.</b>	Governance & Integrity	Initiated internal discussions to confirm funding sources for the development of the Information Management Governance Strategy.	
<b>Establish agreed timelines for Council meeting agenda and minutes within.</b>	Governance & Integrity	Council meeting agenda and minutes are published on Council's website by COB the Wednesday prior to a Council meeting (meetings are held on Mondays unless Monday is a public holiday, when the meeting will revert to the Tuesday immediately following the public holiday). This is an informal commitment to ensure that the public have early and transparent access to Council's public meeting agenda and minutes. The informal nature of the commitment will be reviewed with a view to formalising.	 ON TRACK
<b>Investigate expanding live streaming of Council meetings to</b>	Governance & Integrity	Council currently live streams and records its public Council meetings. Public meetings are available for the public to view in real time (ie live) and also to view recording of a meeting at the convenience from our archive of Council meetings on Council's website. We will look to expand	 ON TRACK

<b>include social media (e.g. Facebook).</b>		live streaming of Council meetings to include Facebook, and seek advice from Strategic Communications and Marketing team in relation to this. It is expected this will commence in Q3.	
<b>Review Council's live streaming platform against other available products for view ability and accessibility.</b>	Governance & Integrity	Whilst the current platform used for the live streaming of Council meetings is sound, efficient and reliable, a review of the streaming platform against other available products will be undertaken to ensure suitability, accessibility and fit for purpose. It is expected the review will commence in Q3.	<b>Not Started</b>
<b>Review the public participation components of Council meetings and online registration processes.</b>	Governance & Integrity	A comprehensive review of Council's meeting cycle and structure, inclusive of Council's Governance Rules which governs the operation of Council meetings has been undertaken. An enhanced public participation element at Council meetings has been included in the proposed meeting cycle and model, in addition it is proposed that two Council meeting be held each month, thereby providing two opportunities each month for members of the public to participate in Council meetings. Council will consider a report on the meeting cycle at its Council meeting to be held on 22 November 2021.	 ON TRACK

## Quarterly Service Highlights





Service	Description	Quarterly Service Highlights
<b>Human Resources</b>	Provides human resource management services including staff recruitment, corporate training and development, industrial relations and volunteer advisory services.	The HR Team has continued to support the organisation throughout the first quarter with activities related to recruitment processes related to the Organisational restructure; and the appointment of Working for Victoria team and subsequent recruitment activities; support for Covid related actions during the lockdown period including assisting with the allocation of alternate duties. The Team have facilitated the commencement of the negotiation of the Collective Agreement process and developed draft policies related to the Local Government Act implementation requirements that are currently out for consultation.
<b>Health, Safety &amp; Wellbeing</b>	Administers Council's Occupational Health and Safety Program, ensures compliance with occupational health and safety legislation.	Health, Safety and Wellbeing has again played a significant role in ensuring the organisation continues to meet COVID related obligations and operational requirements, assessing and adapting to identify risks and ensuring areas adjust in a COVIDsafe manner to the changing levels of restrictions. Vaccination requirements is a key element of this, significant effort has been made in this area to ensure we maintain an environment reflective of our commitment to the health of staff and the community. Whilst COVID has taken priority, key project delivery continues with a substantial review and upgrade of Council's Incident, Hazard Identification and Risk Management program undertaken and is currently being implemented across the organisation.
<b>Finance &amp; Corporate Services</b>	Manages Council's corporate planning and reporting, financial management, payroll, and procurement, tendering and contract administration as well as undertaking rate revenues and Fire Services Property Levy collection.	The F & CP department achieved the successful completion and unqualified audit opinion on the 2020/2021 annual financial statements with no high risk issues identified. The Financial Plan 2021-2031 was developed following a significant broad and deliberative community engagement process through the Shaping Whitehorse campaign. The Plan was adopted by Council in October 2021. The Annual Report 2020/2021 was successfully submitted to the Minister for Local Government in September. The Annual Report was adopted by Council in October 2021. Additional pandemic hardship relief and stimulus support package was developed for the Whitehorse community up to the value of \$1.5m and endorsed by Council in October 2021. A new Procurement Policy 2021-2025 was developed in line with the changes to the LG Act 2000 and endorsed by Council in October 2021. Procurement were actively involved in a number of significant tenders including the Construction of the Whitehorse Performing Arts Centre, the Annual Waste, Kerbside and Recycling Collection and the Enterprise Resource Planning system. The F & CP department also successfully transitioned the Revenue and Rates Department as part of the recent organisational structure.



		The Revenue & Rates team implemented the new Revenue and Rating Plan and have received and processed 196 Rates Hardship Applications
<b>Governance &amp; integrity</b>	Manages Councils governance services, corporate record system and information, compliance and controls, manages Council's insurance program and implements the risk management framework.	Reviewed the Governance Rules to consider a change to the cycle of Council meetings and include opportunities for public participation. The review included community engagement. Council will consider a report in December. Review of Operational risks undertaken for two directorates. Held two Audit & Risk Meetings and completed four internal audits.

## Section 2 – Performance against Customer Service Targets

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

Performance Indicator	Target	Actual	Status
Percentage of calls answered within 20 seconds	80%	<b>87.02%</b>	 ON TRACK
Percentage of total calls answered	95%	<b>96.11%</b>	 ON TRACK
Enquiries resolved at first call	70%	<b>68.70%</b>	 MONITOR
Records management actions completed within allocated timeframes* (Records Manager)	95%	<b>97.28%</b>	 ON TRACK

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

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

## Section 3 – Continuous Improvement

### Continuous Improvement Program

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

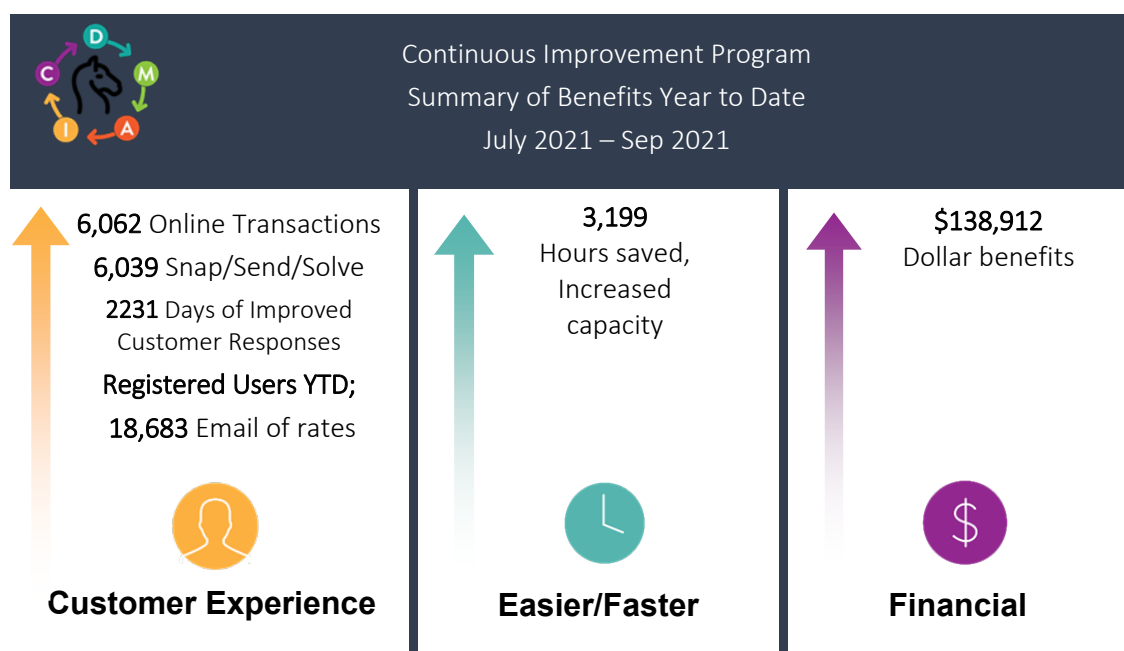
Our Continuous Improvement Program offers training to staff customised for Whitehorse based on primarily Lean Principles that provide a consistent methodology and framework adaptable to the diversity of services Council offers.

The existing 31 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.

As part of Council's Transformation establishment, two continuous improvement project specialists have been recruited to help expand the existing Continuous Improvement function. This will help drive larger scale innovation projects and achieve greater business improvements, improved customer experience and financial benefits over the next five years.

Ongoing improvement to service delivery for our community continued to see positive benefits as it relates to our three types of efficiencies: improving customer experience; making the process easier and faster; and financial savings.

Improvement benefits for the July to Sep 2021 period are shown in the summary diagram.



## CONTINUOUS IMPROVEMENT PROJECTS STATUS

Index: ★ Improvement Champion 🟡 Customer Experience 🟢 Easier/Faster 💰 Financial

### 24 PROJECTS IN PROGRESS & 05 ON HOLD PROJECTS 2021/2022

1. Merchant Fees – Stage II – Black Belt Project 💰
2. Construction Permit Process Review ★🟡
3. Asset Protection Process Review ★🟡🟢
4. Attendance Registers Process ★🟢
5. Procurement Vendor Process Review ★🟢
6. Parking Optimisation – Black Belt Project ★ 🟡 💰
7. Intelligent Invoice Processing – Phase II ★🟢💰
8. Utilities Invoices – Phase II 🟢💰
9. Bonds Refund Process★🟡🟢 On hold
10. Improved First Call Resolution★🟡🟢
11. Optimise Senior Citizen Engagement Process★🟡
12. Optimise Staff on Boarding Process★🟢
13. Project Business Case Template Review★🟢💰
14. Reduce Organization's Corporate Catering Cost★💰
15. Childhood Immunisation Process Review ★🟡🟢 On hold
16. Club Request for Works Process Review★🟡🟢
17. Residential Parking Permits Overall Review ★🟢
18. Debt Collection for Rates Arrears ★🟢💰 On hold
19. Early Childhood Services WELS software program ★ 🟡 🟢 On hold
20. Postage Cost Process Review ★💰
21. Better Approval Process ★🟡🟢💰
22. Shared Fencing Project ★🟡🟢 On hold
23. Transport Applications Project★🟡🟢
24. Aqualink Membership On-boarding and Retention ★ 🟡 🟢 💰
25. Whitehorse Centre Online Subscriptions ★ 🟡 🟢
26. Building data for inspections and works on-site ★ 🟡 🟢
27. Project Management Dashboard ★🟡🟢
28. Improve Digital Asset Management Process ★🟡🟢💰
29. Fees Review – Processing forms (WH Home & Community Service)★🟢

### 08 COMPLETED PROJECTS 2020/2021

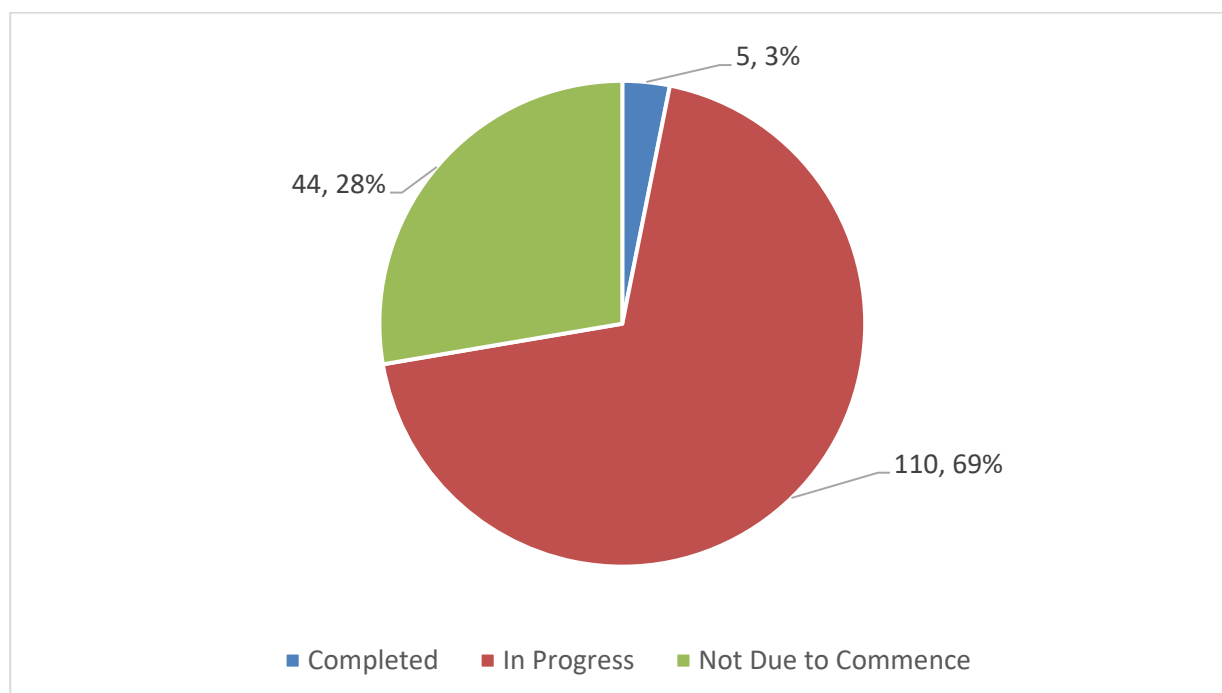
01. Optimise Projects Benefits Reporting Process★🟢
02. Optimise Aqualink Membership Consultant Process★🟡💰
03. Online Planning Pre-app Process★🟡🟢
04. Online Forms and Payments – Planning Department ★🟡
05. 15 Online Forms and Payments – Community Safety Department ★🟡
06. Meals on wheels service – Online documents ★💰🟢
07. Merchant Fees – Stage I ★💰 (80%)
08. Standardized Pre Start Vehicle Plant Inspections ★🟢

### 39 PRIOR COMPLETED PROJECTS BEING MONITORED WITH REPORTED BENEFITS

## Section 4 – Capital Works Report

The 2021/22 Capital Works Program includes 159 projects and programs to be delivered over the financial year with an adopted budget of \$78.22M. As at 30 September the total available capital funding is now \$90.25M following the inclusion of 2020/21 carry forward projects (\$12M) and capital income adjustments from operating budgets (\$0.03M)

### Capital Program Project Status Snapshot:



### Capital Program Expenditure Snapshot:

	At 30 September 2021
Actual Expenditure	\$7.80M (9%)
Outstanding Orders	\$12.40M (14%)
Remaining funding for commitment / expenditure	\$70.05M (77%)

## Finance Report September 2021

ASSET CATEGORY	PROGRAM CATEGORY	YTD BUDGET 000's	YTD ACTUAL 000's	YTD VARIANCE 000's	ANNUAL BUDGET 000's	NEW ANNUAL FORECAST 000's	THIS PERIOD FORECAST MOVEMENT 000's	Notes
INFRASTRUCTURE	Bridges	185	268	83	1,850	2,031	-	
	Drainage	374	452	78	2,779	2,902	-	
	Footpaths & Cycleways	348	639	291	4,428	4,466	-	1
	Off Street Car Parks	20	20	()	460	1,557	-	
	Other Infrastructure	-	-	-	70	70	-	
	Parks, Open Space & Streetscapes	592	1,675	1,083	5,904	8,863	-	2
	Recreational, Leisure and Community Facilities	340	616	276	3,329	5,037	(14)	3
	Roads	224	188	(35)	6,800	6,811	-	
	Waste Management	-	-	-	120	120	-	
	<b>INFRASTRUCTURE</b>	<b>2,082</b>	<b>3,857</b>	<b>1,775</b>	<b>25,740</b>	<b>31,857</b>	<b>(14)</b>	

PLANT & EQUIPMENT	Computers & Telecommunications	410	51	(359)	2,627	3,245	-	4
	Fixtures, Fittings & Furniture	68	38	(30)	494	494	-	
	Plant Machinery & Equipment	92	81	(10)	3,770	3,820	-	
	<b>PLANT &amp; EQUIPMENT</b>	<b>569</b>	<b>170</b>	<b>(399)</b>	<b>6,891</b>	<b>7,559</b>	<b>-</b>	

PROPERTY	Buildings Improvements	915	538	(377)	4,991	5,653	-	5
	Buildings	2,222	3,237	1,014	37,601	42,225	40	6
	Land	-	-	-	3,000	3,000	-	
	<b>PROPERTY</b>	<b>3,138</b>	<b>3,775</b>	<b>638</b>	<b>45,592</b>	<b>50,878</b>	<b>40</b>	

	<b>TOTAL</b>	<b>5,789</b>	<b>7,803</b>	<b>2,014</b>	<b>78,223</b>	<b>90,295</b>	<b>26</b>	
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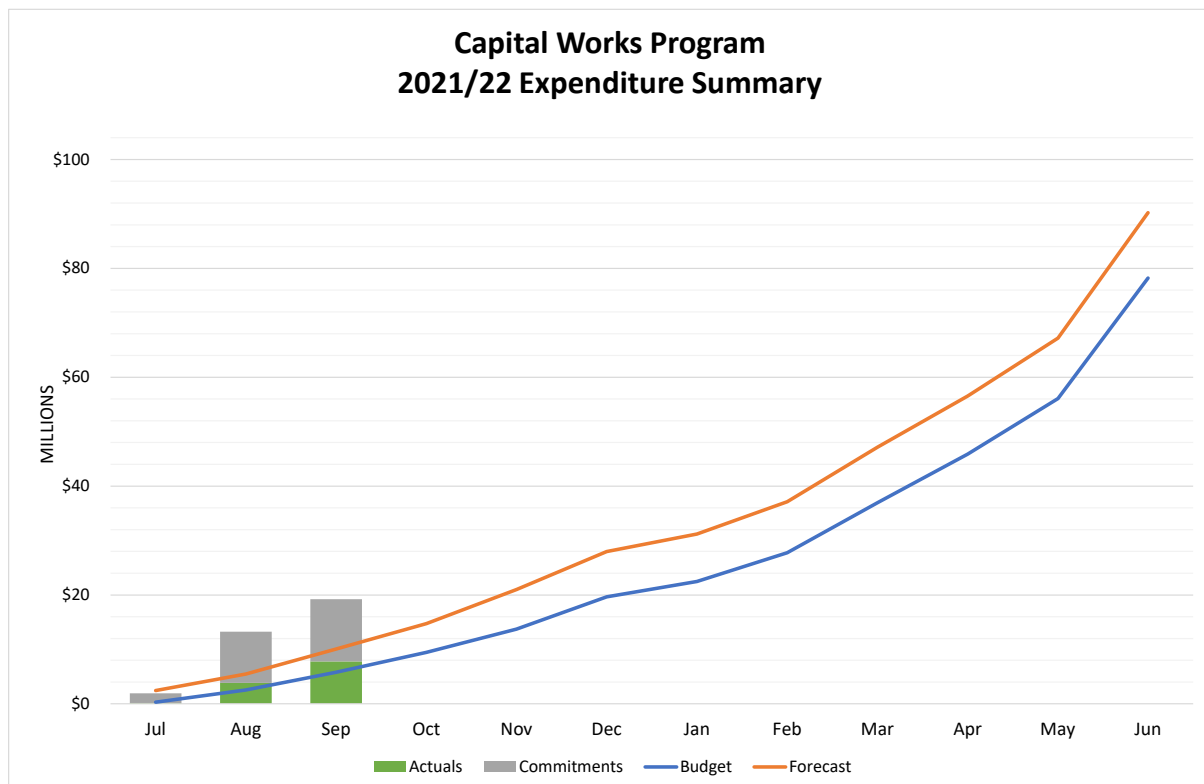
### Notes:

1. The overall favourable variance of \$291K to YTD budget is related to footpath renewal works expenditure being higher than YTD budget. This is due to planned works progressing ahead of schedule.
2. The Parks, Open Space and Streetscapes asset class favourable variance of \$1.08M to YTD budget is due to works progressing on several carried forward projects from 2020/21 including Britannia Mall, Brentford Square and Caroline Crescent streetscape works.
3. The Recreational, Leisure and Community Facilities asset class \$276K favourable variance to YTD budget is due to works progressing on carry forward projects from 2020/21 including RHL Spark Reserve Floodlighting.

4. The overall unfavourable variance of \$359K is largely due to budget profiling / timing of payments.
5. The overall unfavourable variance of \$377K is largely due to budget profiling / timing of payments.
6. The Buildings asset class \$1.015M favourable variance to YTD budget is largely due to works progressing on carry forward project from 2020/21 Strathdon House (\$478k) as well as budget profiling / timing of payments.

## Capital Expenditure

At 30 September year to date expenditure is \$7.80M, which is behind the forecasted expenditure of \$10.06M for September month end. This variance is partly due to the impact of the COVID-19 construction lockdown and timing for commencement of works. At 30 September there is \$20.20M in project commitments, indicating that the program is progressing despite these challenges.



The blue line indicates the forecast cumulative budget expenditure, totalling \$78.22M (adopted budget). The orange line indicates the revised (forecast) cumulative expenditure which includes carryover funding from 2020/21 and other adjustments, resulting in a revised expected end year forecast figure of \$90.25M.



## Quarter 1 Program Highlights

### Boroondara Scout Hall

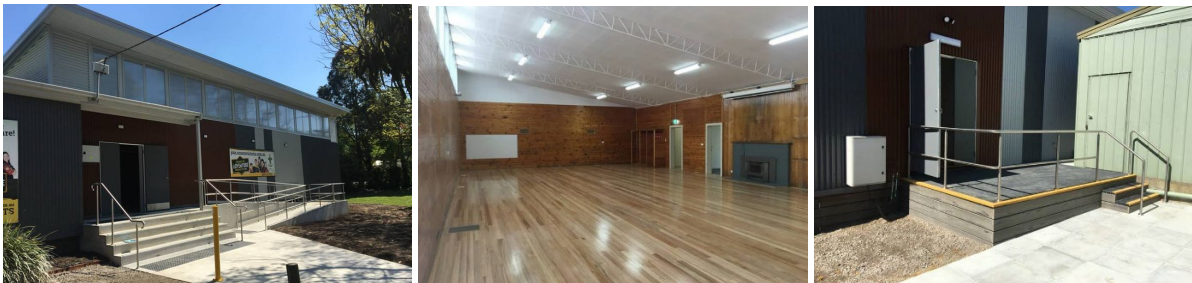
Completion of refurbishment works at Boroondara Scout Hall form part of the ongoing Privately Constructed Buildings on Council Land Renewal Program. Works commenced in 2020/21 and funds were carried forward with completion in August 2021 at a cost of \$470k. Works to the building included

- Reclad of exterior walls
- Construction of accessible compliant ramp, stairs and landing servicing the building
- Installation of new interior flooring
- Construction of unisex toilet
- Asbestos removal and rectification of water damage and drainage issues to the building

#### Before



#### After



## Main Street, Blackburn Road Bridge Renewal

Renewal of the two lane Main Street, Blackburn road bridge is in progress and anticipated to be completed by January 2022. The road bridge renewal works are funded by the Federal government Local Roads and Community Infrastructure (LRCI) COVID-19 grant program at a cost of \$1.47M. Scope of works include

- removal of the existing bridge
- rerouting of utilities
- Construction of new bridge abutments, plank, deck and handrails

### In Progress





## Wembley Park Sportsfield Lighting

Completion of the upgrade of sportsfield lighting at Wembley Park to 200 lux lighting level. Works commenced in 2020/21 and funds were carried forward with completion in August 2021. The project was funded from the State government Community Sports Infrastructure Stimulus grant program at a cost of \$447k. Works included

- removal of the existing light poles and associated lights
- Installation of new footings, light poles (2\*28m, 2\*25m), lights and associated items (conduits and cabling) in order to deliver a durable and high-quality 200 Lux LED lighting system.

**Before:**



**After:**



## Section 5 – Financial Report

### Executive Summary

The year to date financial result at 30 September was a surplus of \$105.20m, \$2.02m favourable to budget. Income was \$1.84m unfavourable to budget reflecting lower user fees (\$3.61m) and statutory fees and fines (\$1.19m), partly offset by higher operating grants (\$2.36m) and capital grants (\$0.50m). Expenditure was \$3.86m favourable to budget mainly driven by lower employee costs (\$2.33m) and material and services (\$1.34m). These variances are primarily due to service closures and reduced demand as a result of the ongoing COVID-19 pandemic restrictions, as well as some impact from timing differences and vacant positions, and additional government funding. The year to date impact of the pandemic on Council's net result at 30 September was \$2.43m which brings the inception to date impact to \$15.80m.

Council has reviewed its full year projection to take into account the impact of COVID-19 and other changes that have arisen since the Budget was adopted. The full year forecast is now showing a surplus of \$8.22m, \$8.39m unfavourable to budget. This is made up of a reduction in income of \$8.5m and a reduction in expenditure of \$117k. This forecast will be used as the new baseline for variance reporting for future reports presented during this financial year.

### Year to date result

As noted above, the year to date result at 30 September was a surplus of \$105.20m, \$2.02m favourable to budget. The significant variances were:

- (1) **Statutory Fees & Charges** were \$1.19m unfavourable to budget driven predominantly by reduced parking infringements (\$1.31) and planning permit application fees (\$81k) during COVID-19 pandemic restrictions, offset in part by an increase in animal infringements relating to non-registration of pets (\$102k).
- (2) **User fees** were \$3.61m unfavourable to budget relating to the following major variances which are all driven by the impact of COVID-19 restrictions:
  - a. Leisure and Recreation Services were \$2.19m unfavourable due to service closures for the majority of the first quarter, particularly for Aqualink Box Hill (\$1.15m) and Aqualink Nunawading (\$699k), Morack Golf Course (\$212k) and Sportlink (\$134k). There was also a \$138k reduction in income relating to the waiver of winter sports ground seasonal fees under Council's COVID-19 hardship support package,
  - b. Community Safety was \$443k unfavourable mainly due to lower meter money collections (\$348k) and local laws infringements (\$112k), driven by the reduction in demand for parking and reduced enforcement activity during the COVID lockdown restrictions,
  - c. Arts and Cultural Services were \$441k unfavourable primarily relating to the service closures and restrictions for the Whitehorse Centre (\$208k), Box Hill Community Arts Centre (\$141k), Minor Halls (\$44k) and Box Hill Town Hall (\$44k),
  - d. Recycling and Waste Centre was \$249k unfavourable with lower than expected income from account customers (\$347k) partly offset by higher income from casual customers (\$99k),
  - e. Health and Family Services were \$207k unfavourable primarily due to service restrictions and reduced demand for Council's childcare centres (\$223k); and

- f. Property and Leasing were \$168k unfavourable with both Watts St (\$138k) and Harrow St (\$29k) carparks significantly underutilised as COVID restrictions continue.
- (3) **Grants – operating** were \$2.36m favourable to budget largely reflecting the carry forward of unspent prior year grants including Working for Victoria funding (\$793k), Home and Community Care Program for Younger People funding (\$260k), various grants for Health and Family Services (\$279k), outdoor dining funding (\$250k), local government business support grants (\$170k) and funding for Phase 2 of the Nunawading/Megamile West structure plan review (\$100k). Further additional funding received in the current year includes a \$178k COVID relief grant and \$127k of additional home care package subsidies for Home and Community Services, and a \$154k increase in funding for Council’s Children’s Services Centres.
- (4) **Grants – capital** were \$504k favourable to budget reflecting funding related to projects carried forward from the previous year, most significantly Sparks Reserve sports field lighting (\$176k), Britannia Mall streetscape upgrade (\$175k) and the Main Street, Blackburn bridge replacement (\$130k).
- (5) **Contributions - monetary** were \$155k favourable to budget predominantly reflecting capital contributions (\$241k) for Morton Park Pavilion that were originally expected in the previous year, offset partially by timing differences on public open space contributions (\$85k).
- (6) **Employee costs** were \$2.33m favourable to budget primarily relating to the following significant variances:
- salaries were \$1.99m favourable primarily reflecting variances across many departments, most significantly in Leisure and Recreation Services (\$661k), Community Safety (\$327k), Transformation (\$276k), Home and Community Services (\$233k), City Services (\$188k), City Planning and Development (\$122k) and Arts and Cultural Services (\$121k). Contributors to these variances were vacant positions and reduced staffing in response to service closures as a result of COVID restrictions, and
  - training and development costs were \$209k under budget due to a combined impact of timing differences and the COVID-19 restrictions, and
  - Workcover costs were \$101k lower than budget reflecting a lower than expected increase in Council’s 2021/22 premium.
- (7) **Materials and services** were \$1.34m favourable to budget reflecting variances spread across most departments, many of which are driven by the ongoing impact of COVID pandemic restrictions. The largest variances were:
- Leisure and Recreation Services were \$486k favourable with service closures due to COVID restrictions impacting many costs across the department. The most significant of these include lower contracts and services costs (\$198k), utilities (\$139k), materials and supplies (\$72k), maintenance costs (\$52k), and merchandise (\$41k),
  - Community Safety was \$369k favourable predominantly due to lower Fines Victoria lodgement fees (\$136k), in-ground sensor contract costs (\$109k), contracts and services (\$54k), bank

charges (\$27k) and registration searches (\$20k) in line with the reduced parking enforcement activity during the lockdown period,

- Arts and Cultural Services were \$340k favourable to budget with the most significant variances relating to the Whitehorse Centre (\$152k), Box Hill Community Arts Centre (\$62k), Events (\$55k) and Box Hill Town Hall (\$51k) primarily due to the ongoing impact of COVID restrictions,
- Information Technology was \$186k favourable primarily reflecting timing differences on hosting/support expenses (\$138k) and contracts and services (\$47k),
- Project Delivery and Assets were \$145k favourable, mainly due to delays in CCTV/security maintenance (\$67k) and essential services maintenance (\$21k) during the COVID-19 lockdown period, as well as lower regular and reactive maintenance (\$43k),
- Engineering and Investment was \$128k favourable primarily relating to timing differences on North East Link expenses (\$62k), Investment and Economic Development programs (\$42k) and energy efficient street lighting changeover works (\$50k), and
- City Services were \$483k unfavourable primarily reflecting \$349k of earlier road and pathway maintenance costs due to the focus on essential maintenance works during the COVID lockdown restrictions, a \$126k increase in kerbside garbage collection costs and a \$90k increase in tipping costs due to higher tonnages disposed at the Recycling and Waste Centre. These were offset partially by lower kerbside green waste disposal costs (\$78k).

**(8) Other Expenses** were \$251k favourable to budget mainly relating to timing differences on community grants (\$185k) and lower bad and doubtful debts (\$81k) in line with the reduced parking infringement income.

## Projected year-end result

Council adopted the 2021/2022 budget at its Ordinary Meeting held on 28 June 2021, projecting a surplus of \$16.61m for the year. With the ongoing impact of the COVID pandemic still in effect, Council has completed a revised forecast with full year projections now showing a surplus of \$8.22m, \$8.39m unfavourable to budget. This is made up of a reduction in income of \$8.50m and a reduction in expenditure of \$117k. The significant forecast changes compared to budget were:

**(9) Statutory Fees and Fines** were reduced by \$4.71m compared to budget almost entirely relating to parking infringement income (\$4.72m), due to the continued impact of COVID restrictions including reduced enforcement and traffic activity and the delayed installation of additional parking sensors.

**(10) User Fees** were reduced by \$8.19m compared to budget also due to the impact of COVID restrictions on the availability of services and demand. The main variances were:

- Leisure and Recreation were \$4.97m unfavourable mainly relating to Aqualink Box Hill (\$2.67m), Aqualink Nunawading (\$1.50m), Morack Golf Course (\$387k) Sportlink (\$220k) and the waiver of winter season sports ground rental income under Council's pandemic hardship package (\$144k),

- Community Safety was \$1.39m unfavourable made up primarily of lower parking meter collections (\$1.11m) and local law infringement income (\$249k),
- Arts and Cultural Services were \$937k unfavourable with Box Hill Community Arts Centre (\$307k), Whitehorse Centre (\$284k) and Box Hill Town Hall (\$203k) the main venues impacted,
- Health and Family Services were \$573k unfavourable with the biggest impact coming from the childcare centres (\$445k) and lower food and health act registration renewals (\$168k) due to discounts to be provided under Council's pandemic hardship package. Vaccine income has been increased (\$67k) in relation to a surge in demand for Meningococcal B vaccinations, offsetting this slightly,
- Property and Leasing was \$247k unfavourable reflecting a reduction in Watts Street carpark income due to reduced demand during the COVID lockdown periods during the first quarter.

**(11) Grants – operating** were increased by \$3.00m to reflect additional funding expected and unspent grants carried over from the previous year, the most significant changes relating to:

- People and Culture were \$1.20m favourable reflecting Working for Victoria grants,
- Home and Community Services were \$364k favourable made up of carried forward Home and Community Care Program for Younger People funding (\$260k), increased home care package subsidies and an unbudgeted \$178k COVID relief grant,
- Health and Family Services were \$356k favourable primarily made up of increased childcare centre funding (\$238k) and carried forward early learning (\$119k) and MCH sleep settling (\$119k) grants,
- City Services were \$201k favourable in relation to funding to support the implementation of the new food and garden organics kerbside waste service, which will commence in 2022/23,
- Engineering and Investment was \$193k favourable made up predominantly of carryover funding to provide additional support to local businesses (\$170k); and
- Community Safety was \$172k favourable primarily relating to the carry forward of funding for the extended outdoor dining program (\$160k).

**(12) Grants – capital** were increased by \$1.80m relating to the carry forward of unspent prior year grants. The main projects impacted include Britannia Mall streetscape improvements (\$355k), Sparks Reserve pavilion (\$346k), Sparks Reserve sports field lighting (\$328k), Morton Park sports field lighting (\$255k), Elgar Park Masterplan implementation (\$250k) and the replacement of the Main Street, Blackburn bridge (\$181k).

**(13) Other Income** was decreased by \$568k predominantly reflecting a reduction in swim school income at the Aqualink facilities due to the significant impact of COVID-19 restrictions on their operations (\$569k).

**(14) Employee costs** were decreased by \$2.53m primarily reflecting positive management of resources as services are closed or reduced through the COVID restrictions and delayed recruitment of vacant positions and new initiatives. The most significant variances relate to:



- Leisure and Recreation were \$1.36m favourable predominantly relating to the reduced staffing at the Aqualink centres during the lockdown periods (\$1.42m),
- Digital and Business Technology was \$679k favourable reflecting a reclassification of budget for the implementation of the Enterprise Resource Planning system project from salaries to materials and services,
- Community Safety was \$592k favourable reflecting a \$267k reduction in school crossing supervisor salaries during COVID lockdowns and a \$324k decrease relating to unfilled vacant positions in parking services to help mitigate the lower revenue,
- Arts and Cultural Services were \$449k favourable again reflecting lower salary costs across most venues due to the impact of COVID restrictions, most significantly for the Whitehorse Centre (\$213k) and Box Hill Town Hall (\$161k),
- Transformation was \$396k favourable due to delayed recruitment of new roles introduced to help implement Council's transformation strategy; and
- City Planning and Development was \$311k favourable reflecting savings made through vacant positions.
- These were partly offset by a \$1.14m increase relating to the Working for Victoria scheme providing temporary employment to unemployed people in areas that require additional support due to the impacts of COVID, which is fully funded by the state government.

**(15) Materials and services** were increased by \$2.13m reflecting variances across a number of departments, the main ones being:

- Digital and Business Technology increased by \$2.07m, \$1.99m of which relates to the Enterprise Resource Planning project due to a difference in timing of payments across the two financial years of the project. This increase is partly offset by a \$679k budget reallocation from salary costs and a reduction in the capital works program,
- COVID-19 Emergency Response costs increased by \$1.03m including an \$800k allowance for yet to be determined pandemic response initiatives, and \$234k for approved hardship support measures and other ongoing costs to maintain a COVID-safe workplace,
- Engineering and Investment increased by \$845k mainly reflecting an additional \$700k of costs for Suburban Rail Loop advocacy, which was approved by Council in October, and \$170k of expenditure associated with funding received to provide additional support to local businesses,
- City Planning and Development increased by \$260k with \$145k added to Statutory Planning contractor costs to backfill vacant positions, in line with year to date spend, and a carryover of \$100k unspent 2020/21 budget for the Developer Contribution Framework initiative,
- Community Safety decreased by \$935k primarily in parking services in line with the reduction in infringement and parking fee income,
- Arts and Cultural Services decreased by \$704 across most programs including Festivals (\$222k), Whitehorse Centre (\$210k), Box Hill Town Hall (\$98k), and Box Hill Community Arts Centre (\$82k),

- Leisure and Recreation decreased by \$528k with reductions in utilities (\$136k), merchandise and promotions (\$124k), contracts and services (\$94k) and materials and supplies (\$81k) spread across all facilities.

## Cash Position

Total cash and investments (including other financial assets) totalled \$235.63m at the end of September 2021 representing a \$14.47m decrease since the beginning of the year.

## Debtors

Council collected \$18.84m or 14.9% of 2021/22 rate debtors as at 30 September 2021.

Other debtors (net of doubtful debt provisions) outstanding at 30 September amounted to \$2.29m of which \$235k has been outstanding for more than 90 days.

## Income Statement for the period ending 30 September 2021

	Year-to-Date				Full Year			
	Actual \$'000	Budget \$'000	Variance \$'000	Notes	Reforecast \$'000	Budget \$'000	Variance \$'000	Notes
<b>Income</b>								
Rates	126,426	126,504	(78)		126,889	126,896	(7)	
Statutory fees and fines	1,807	2,997	(1,190)	1	7,418	12,132	(4,714)	9
User fees	10,127	13,739	(3,612)	2	35,249	43,438	(8,189)	10
Grants - operating	7,555	5,191	2,364	3	22,876	19,874	3,002	11
Grants - capital	504	0	504	4	8,293	6,504	1,789	12
Contributions - monetary	1,468	1,313	155	5	5,241	5,000	241	
Interest income	265	270	(5)		1,166	1,166	0	
Other income	826	740	86		2,879	3,447	(568)	13
Net gain / (loss) on disposal of assets	37	101	(64)		100	156	(56)	
<b>Total income</b>	<b>149,015</b>	<b>150,855</b>	<b>(1,840)</b>		<b>210,111</b>	<b>218,613</b>	<b>(8,502)</b>	
<b>Expenditure</b>								
Employee costs	18,045	20,374	2,329	6	86,270	88,805	2,535	14
Materials and services	14,580	15,924	1,344	7	75,104	72,974	(2,130)	15
Depreciation	7,608	7,541	(67)		31,190	30,856	(334)	
Finance Costs - Leases	9	9	0		33	31	(2)	
Other expenses	3,575	3,826	251	8	9,291	9,339	48	
<b>Total expenditure</b>	<b>43,817</b>	<b>47,674</b>	<b>3,857</b>		<b>201,888</b>	<b>202,005</b>	<b>117</b>	
<b>Net surplus / (deficit)</b>	<b>105,198</b>	<b>103,181</b>	<b>2,017</b>		<b>8,223</b>	<b>16,608</b>	<b>(8,385)</b>	

## Balance Sheet as at 30 September 2021

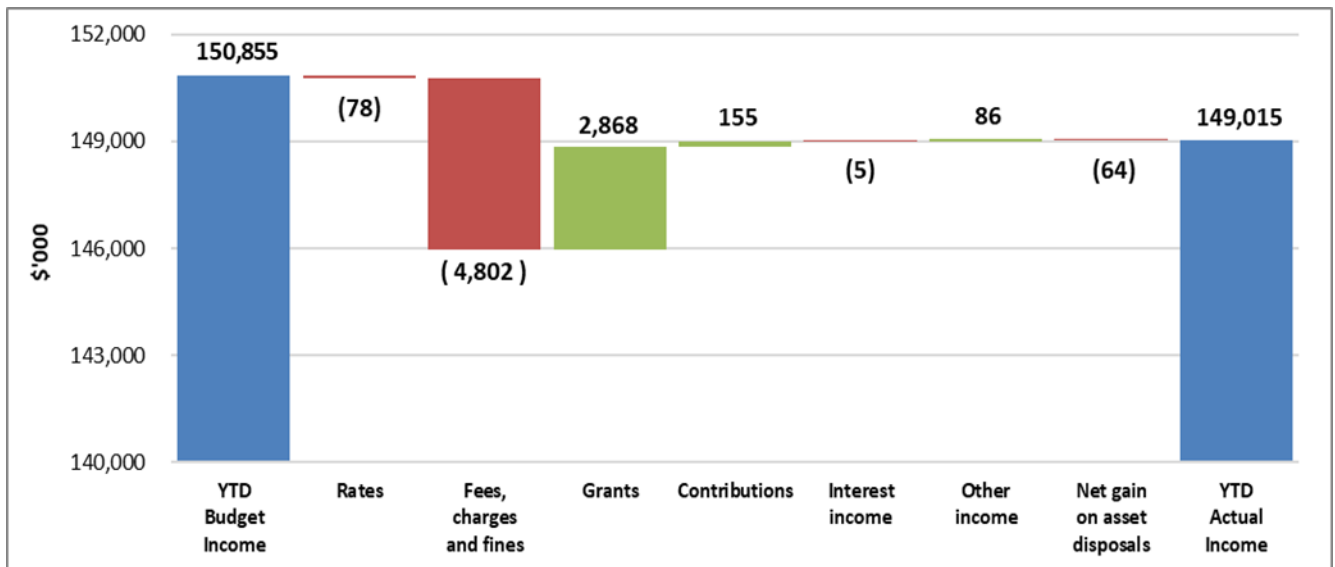
	2021/22 30-Sep-21 \$'000	2020/21 30-Jun-21 \$'000
<b>ASSETS</b>		
<b>Current assets</b>		
Cash and cash equivalents	15,949	21,363
Trade and other receivables	138,287	15,474
Other financial assets	219,681	228,739
Other assets	441	1,366
<b>Total current assets</b>	<b>374,358</b>	<b>266,942</b>
<b>Non-current assets</b>		
Trade and other receivables	427	475
Investments in associates	6,361	6,361
Property, infrastructure, plant & equipment	3,565,794	3,565,618
Intangible assets	684	775
<b>Total non-current assets</b>	<b>3,573,266</b>	<b>3,573,229</b>
<b>Total assets</b>	<b>3,947,624</b>	<b>3,840,171</b>
<b>LIABILITIES</b>		
<b>Current liabilities</b>		
Trade and other payables	37,815	35,883
Trust funds and deposits	13,230	12,973
Provisions	19,054	18,839
Lease Liabilities	526	565
<b>Total current liabilities</b>	<b>70,625</b>	<b>68,260</b>
<b>Non-current liabilities</b>		
Provisions	1,745	1,745
Other liabilities	2,697	2,697
Lease Liabilities	1,002	1,114
<b>Total non-current liabilities</b>	<b>5,444</b>	<b>5,556</b>
<b>Total liabilities</b>	<b>76,069</b>	<b>73,816</b>
<b>Net assets</b>	<b>3,871,554</b>	<b>3,766,355</b>
<b>EQUITY</b>		
Accumulated surplus	1,579,070	1,473,870
Reserves	2,292,485	2,292,485
<b>Total equity</b>	<b>3,871,554</b>	<b>3,766,355</b>

## Cash Flow Statement for the period ending 30 September 2021

	2021/22 30-Sep-21 Inflows/ (Outflows) \$'000	2020/21 30-Sep-20 Inflows/ (Outflows) \$'000
<b>Cash Flows from Operating Activities:</b>		
Rates	20,564	19,928
Statutory fees and fines	1,807	1,240
User fees	8,648	4,369
Grants - operating	5,631	5,852
Grants - capital	-	336
Contributions - monetary	1,468	2,061
Interest received	265	662
Other receipts	826	396
Fire Services Property Levy collected	3,050	2,622
Employee benefits	(19,501)	(18,086)
Materials and services	(25,750)	(26,141)
Other payments	(3,574)	(3,316)
Fire Services Property Levy paid	-	-
<b>Net cash from operating activities</b>	<b>(6,566)</b>	<b>(10,077)</b>
<b>Cash Flows from Investing Activities:</b>		
Payment for property, infrastructure, plant and equipment	(7,803)	(7,599)
Proceeds from sale of property, infrastructure, plant and equipment	145	102
(Purchases)/sales of financial assets	9,058	13,154
Repayment of loans and advances from community organisations	(89)	(59)
<b>Net cash used in investing activities</b>	<b>1,311</b>	<b>5,598</b>
<b>Cash Flows from Financing Activities</b>		
Repayment of lease liabilities	(150)	(240)
Interest paid	(9)	-
<b>Net cash used in financing activities</b>	<b>(159)</b>	<b>(240)</b>
<b>Net Increase/(decrease) in cash and cash equivalents</b>	<b>(5,414)</b>	<b>(4,719)</b>
Cash and cash equivalents at 1 July	21,363	24,658
<b>Cash and cash equivalents as at end of period</b>	<b>15,949</b>	<b>19,939</b>

## Operating Income and Expenditure

**Graph 1.1: Year-to-date Operating Income Variance**

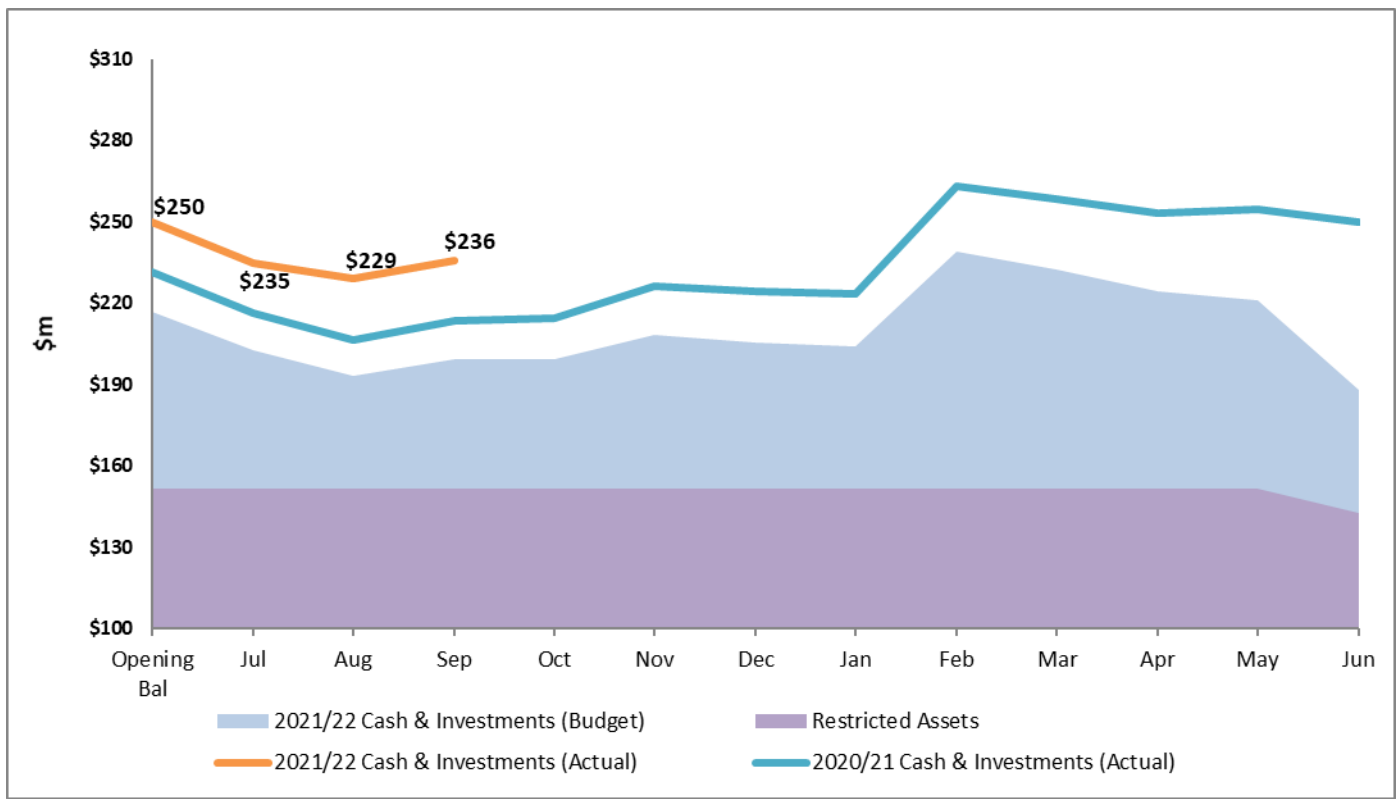


**Graph 1.2: Year to Date Operating Expenditure Variance**



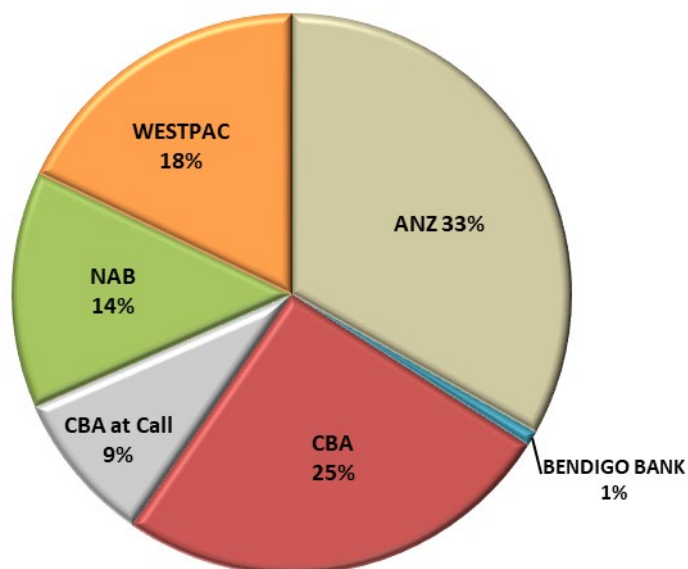
## Cash and Investments

**Graph 2.1: Cash Flow Comparison**

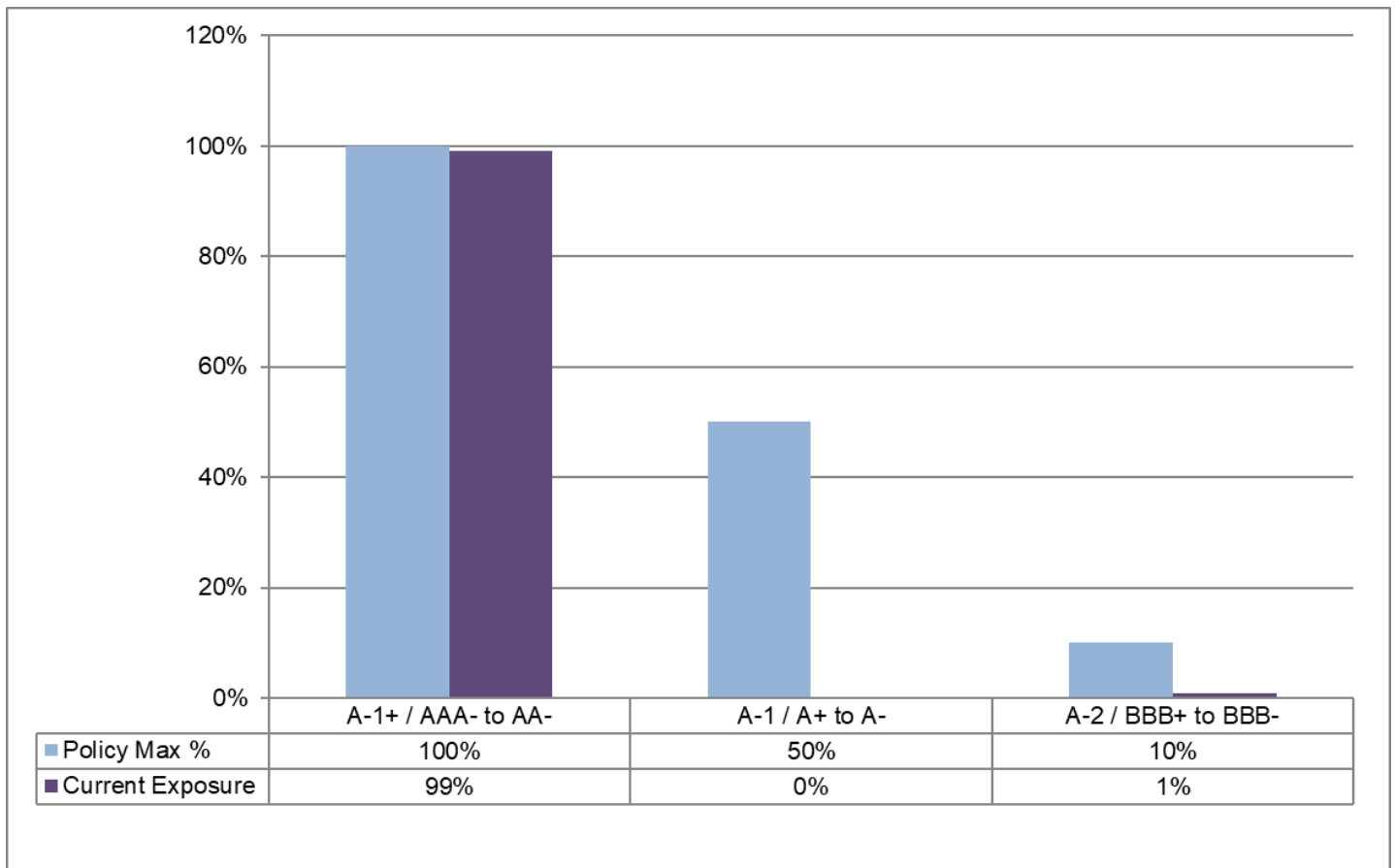


Note: Restricted Funds includes cash that is subject to external restrictions such as trust funds and deposits, Public Open Space Reserve and the Car Parking Reserve. It also includes funds allocated for specific future purposes such as the Aged and Disability Reserve, Community Development Reserve,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

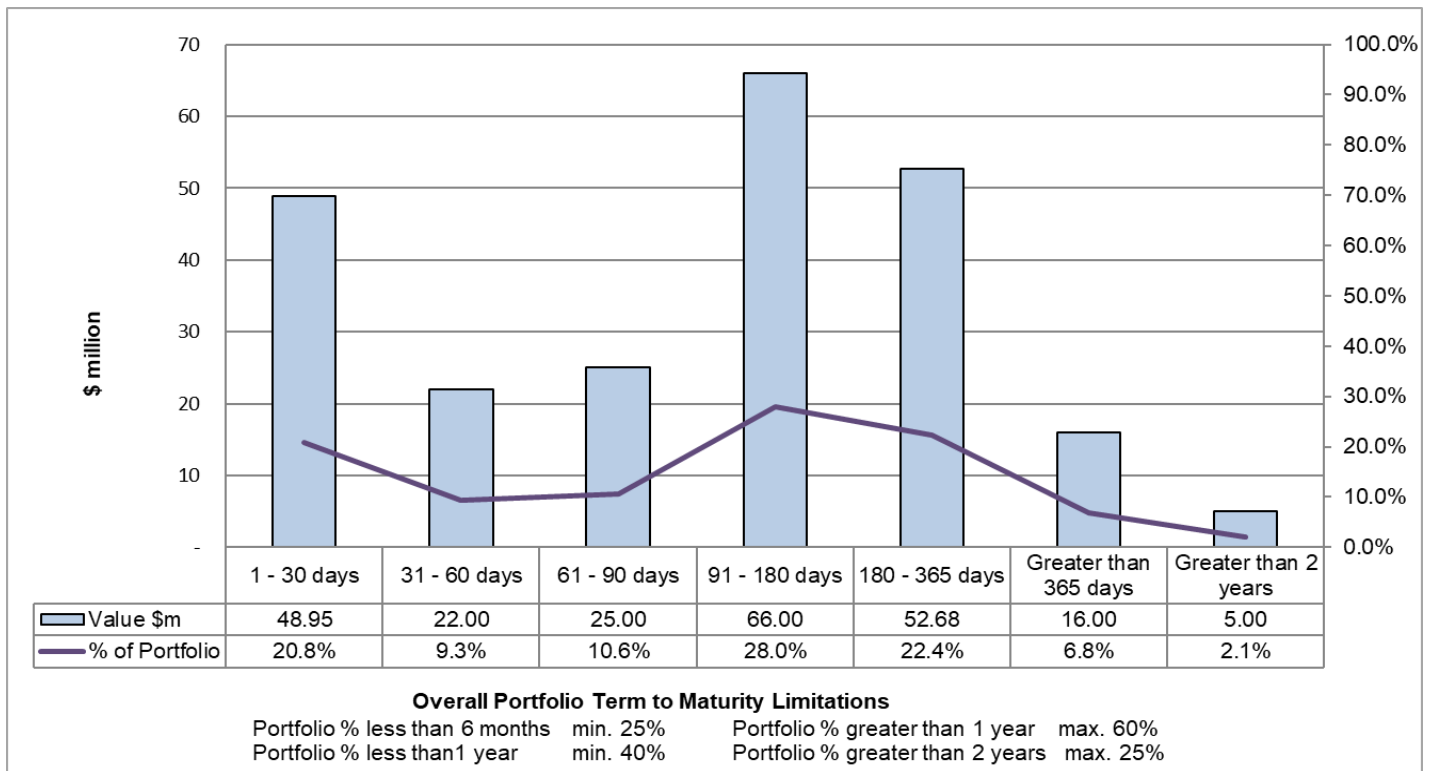
**Graph 2.2: Investment by Institution**



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

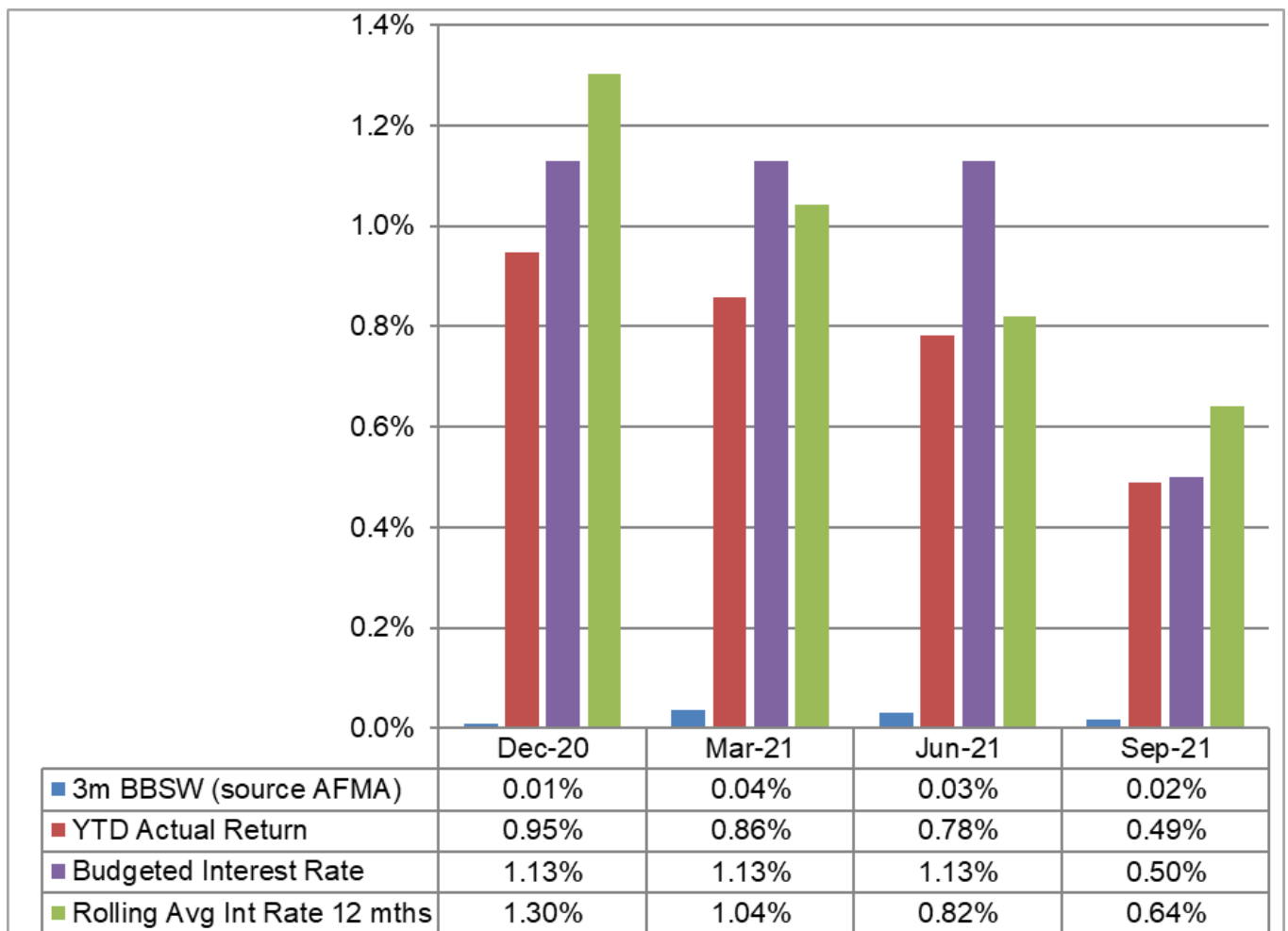


**Graph 2.4: Cash and Investment Portfolio Term to Maturity**





**Graph 2.5: Investment Benchmark Indicator**

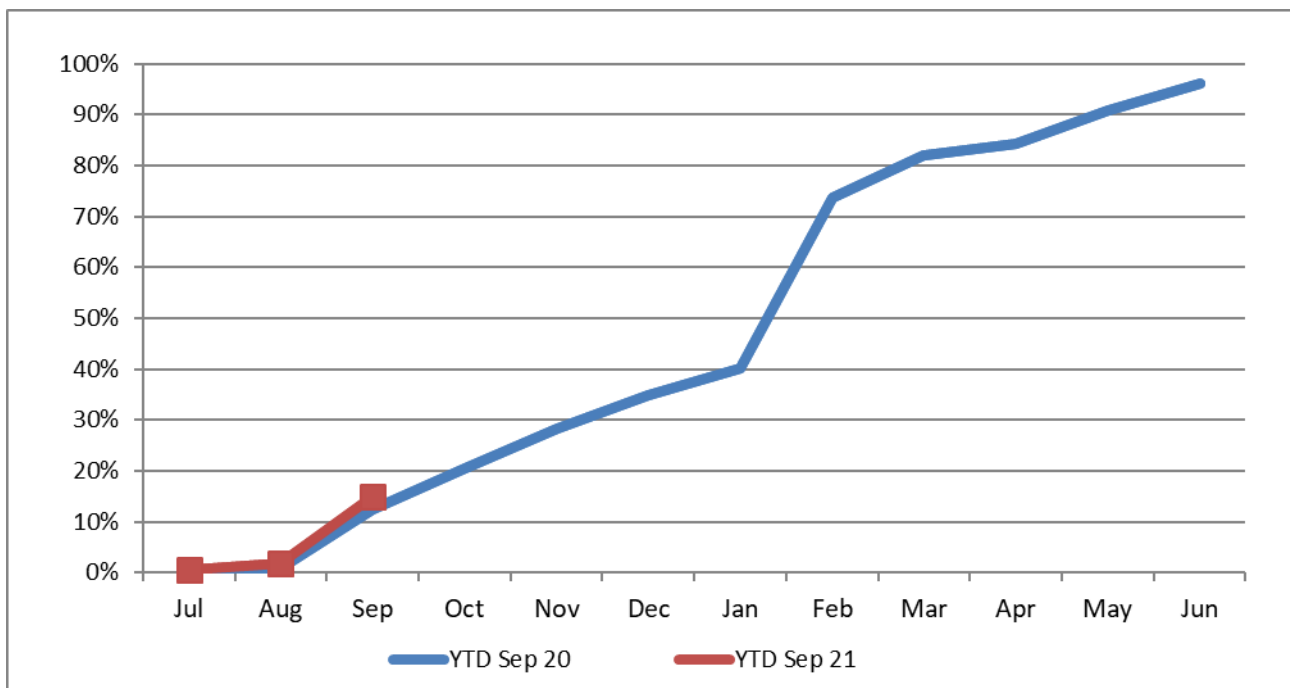


## Rate and Other Debtors

**Table 3.1: Current Rates Collected**

	30-Sep-21	30-Sep-20	31-Aug-21
	\$'000	\$'000	\$'000
<b>YTD Current Rates Collected</b>	18,840	15,087	2,270
<b>% Current Rates Collected</b>	14.91%	12.48%	1.80%

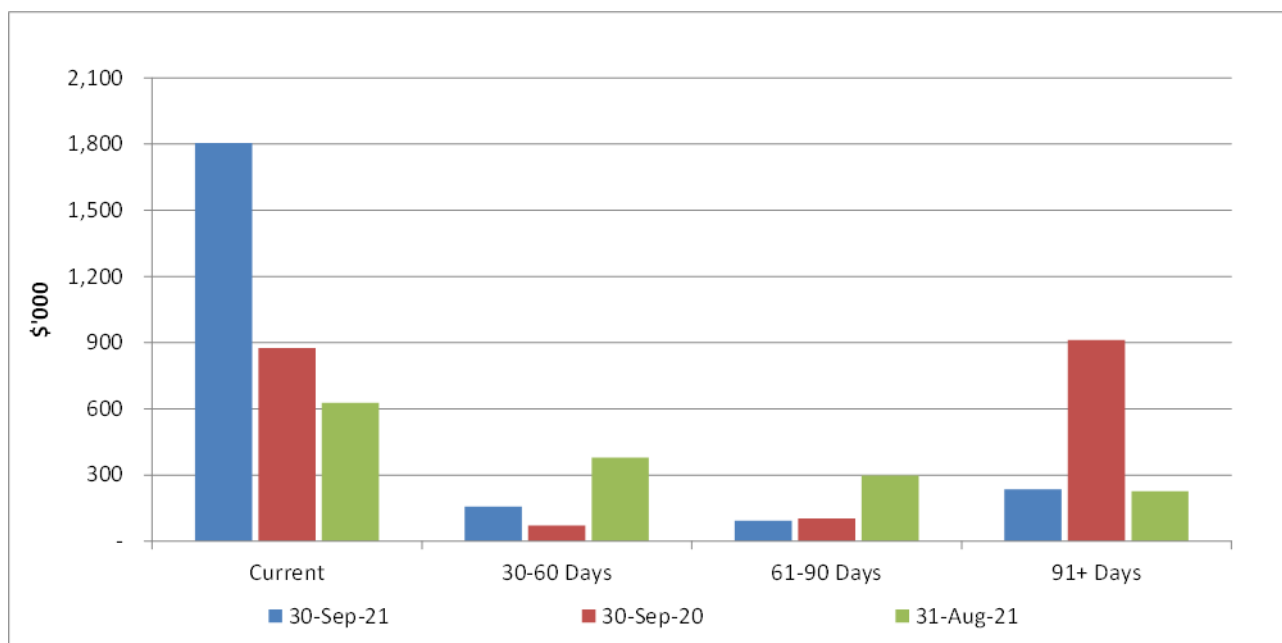
**Graph 3.1: Percentage of Current Rates Collected**



**Table 3.2: General and Sundry Debtors**

	30-Sep-21	30-Sep-20	31-Aug-21
	\$'000	\$'000	\$'000
<b>Current</b>	1,804	875	627
<b>30-60 Days</b>	156	70	379
<b>61-90 Days</b>	93	103	297
<b>91+ Days</b>	235	911	226
<b>Total Owing</b>	<b>2,288</b>	<b>1,959</b>	<b>1,529</b>
<b>Total over 60 days</b>	328	1,014	523
<b>% over 60 days</b>	14.3%	51.8%	34.2%
<b>Total over 90 days</b>	235	911	226
<b>% over 90 days</b>	10.3%	46.5%	14.8%

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

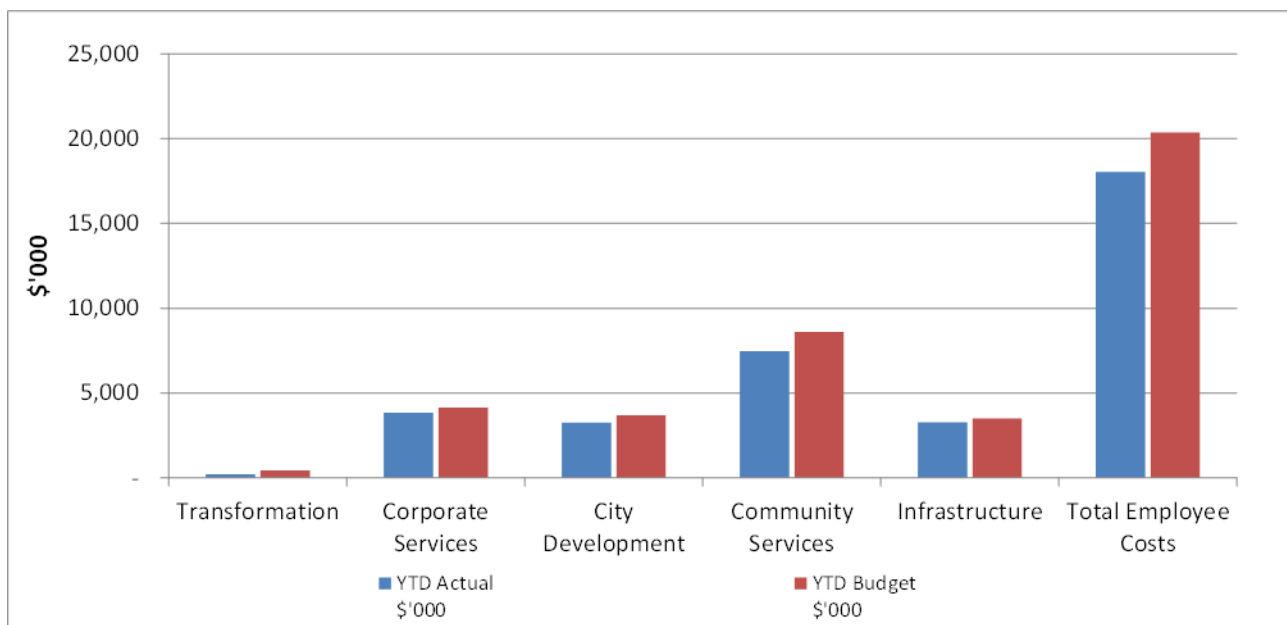


## Employee Costs

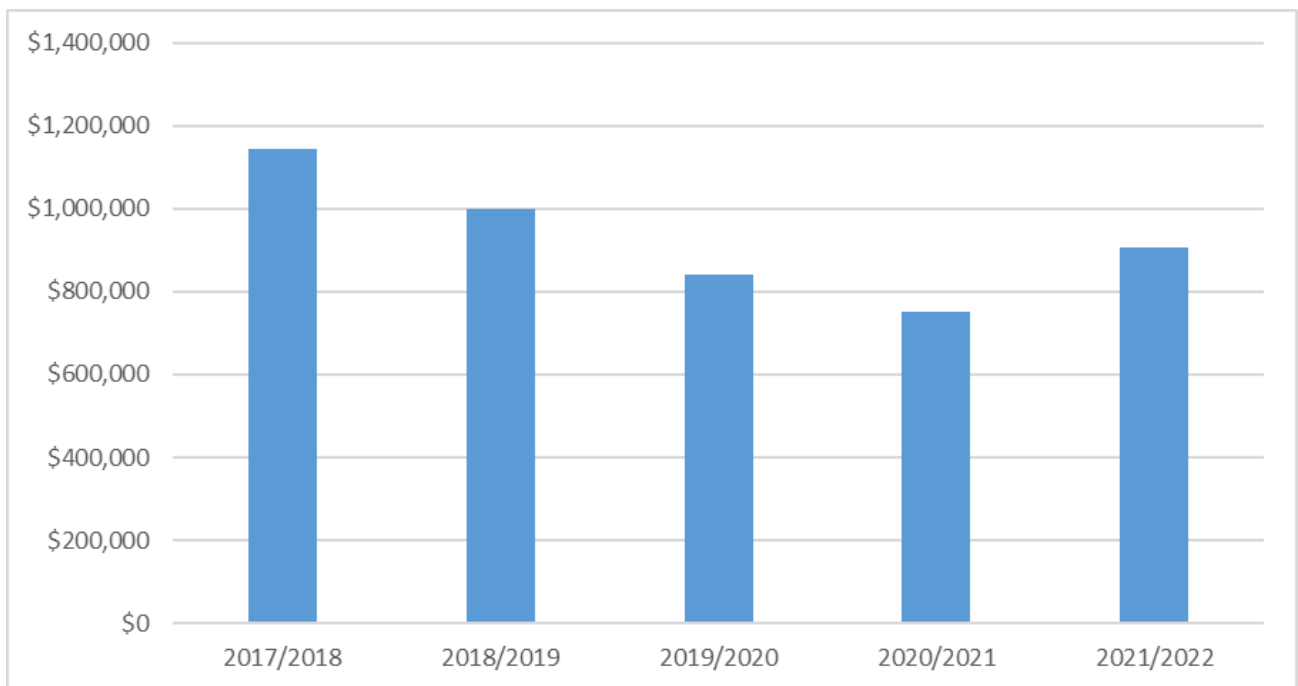
**Table 4.1: Employee Costs by Division**

Division	YTD Actual \$'000	YTD Budget \$'000	YTD Variance \$'000
Transformation	205	446	241
Corporate Services	3,845	4,137	292
City Development	3,248	3,689	441
Community Services	7,484	8,617	1,132
Infrastructure	3,263	3,486	224
<b>Total Employee Costs</b>	<b>18,045</b>	<b>20,374</b>	<b>2,329</b>

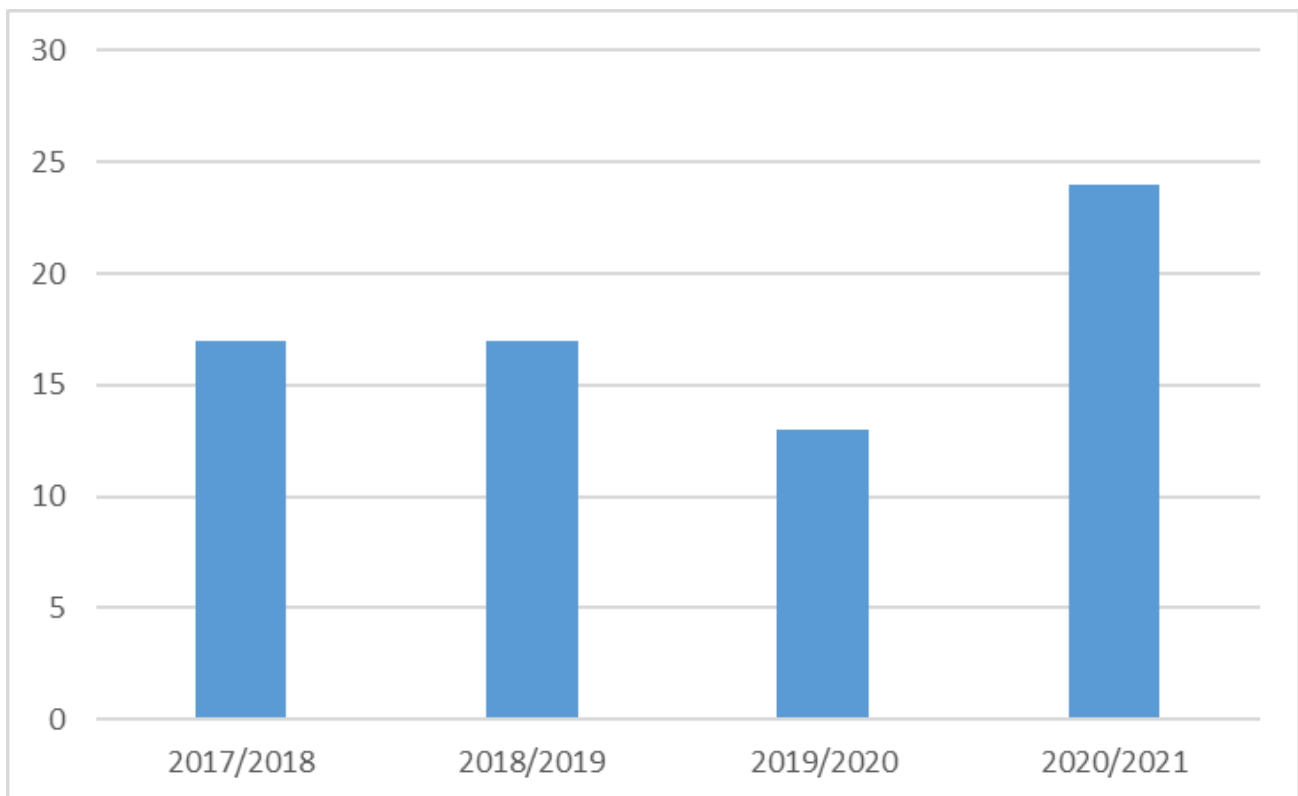
**Graph 4.1: Employee Costs – Actual to Budget Comparison**



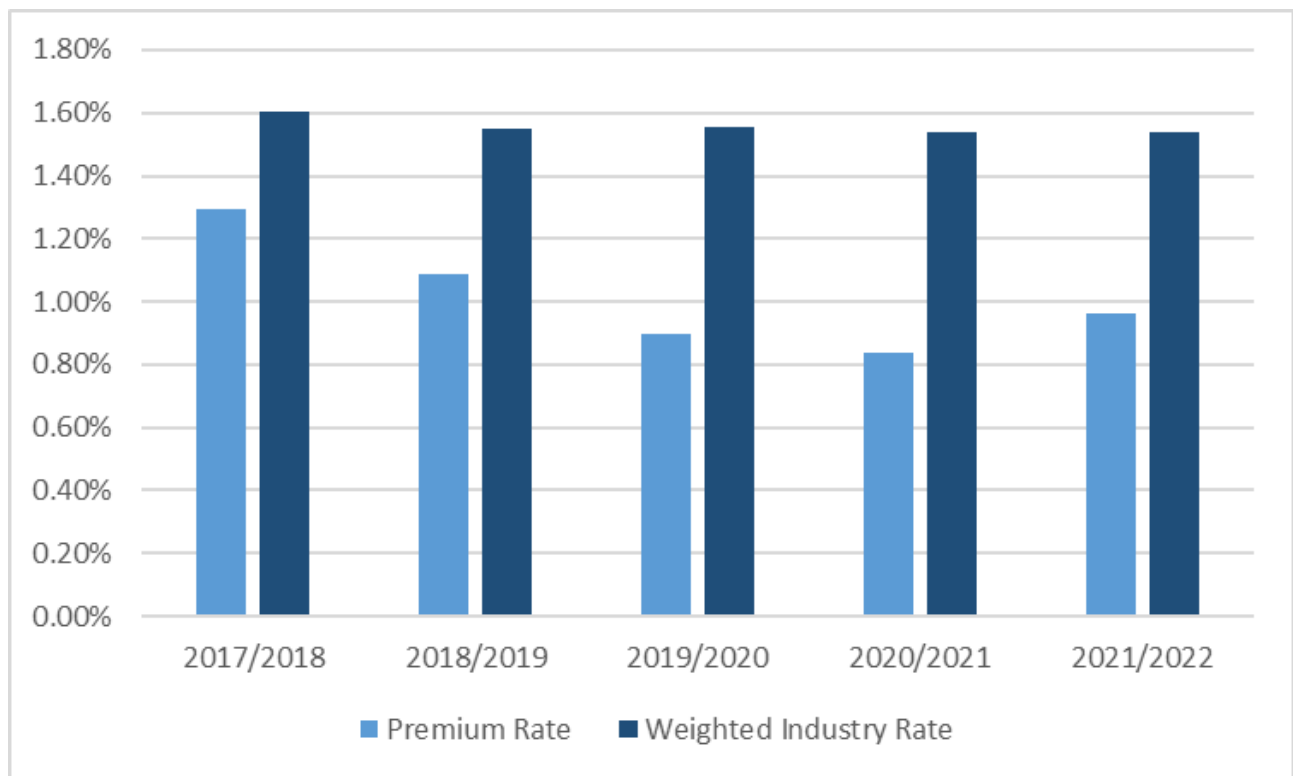
**Graph 4.2: Workers Compensation Claim Costs**



**Graph 4.3: Employee Costs – Workers Compensation Claims**



**Graph 4.4: Premium Rate Vs Industry**



**Graph 4.5: WorkCover Premiums**

