

Attachment

Ordinary Council Meeting

Monday 21 May 2018

9.1.1 Quarterly Performance Report for the quarter ended 31 March 2018

Attachment 1 Quarterly Performance Report - Q3 January - March 2018 2



Quarterly Performance Report

Whitehorse City Council



January–March
2018

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Quarterly Performance Report - Q3 January - March 2018

Introduction

The Quarterly Performance Report for the third quarter ended 31 March 2018 provides a detailed report of performance against the major initiatives and initiatives identified in the *Adopted Budget 2017/18*. This report also provides a high-level summary of Council's services, including highlights and challenges for the quarter. These major initiatives, initiatives, and services contribute to the achievement of the *Council Plan 2017-21*.

The Quarterly Performance Report contains the following sections:

- Section 1 – Chief Executive Officer's Overview
- Section 2 – Performance against *Council Plan 2017-21*
- Section 3 – Performance against Customer Service Targets
- Section 4 – Business Improvement
- Section 5 – Capital Works Report
- Section 6 – Financial Report
- Section 7 – Audit Advisory Committee Minutes

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Quarterly Performance Report - Q3 January - March 2018

Section 1 – Chief Executive Officer's Overview

I am pleased to present the Quarterly Performance Report for the third quarter ended 31 March 2018.

The third quarter of the 2017/18 financial year has seen significant activity from all areas of Council, including the following key highlights:

- *Bennettswood Reserve Pavilion Redevelopment* - Construction is complete and the new pavilion has been handed over to tenant clubs. Removal of the existing pavilion can now be carried out.
- *Municipal Tree Wide Study Recommendations* - The Minister for Planning approved interim tree protection controls on 8 February 2018. Further work is being undertaken to provide justification to the Minister for permanent controls.
- *Nunawading Community Hub* – Contractor Expression of Interest process completed in March 2018. Five contractors have been shortlisted.
- *Local Business and Community Events* - Whitehorse "Boost your Business" 2018 Program was held in March. Five business workshops were delivered on topics covering Visitation & Tourism, Business Networking, Attracting Customers to your Business, Staff & Employment and Increasing Traffic to your Business Website. The "Boost your Business" Program attracted over 120 business participants.

The activities above, as well as many other activities outlined in this report, align directly with the strategic directions and goals (strategic objectives) of the *Council Plan 2017-21*. Of the 37 major initiatives and initiatives in the *Adopted Budget 2017/18*, 5 are complete, 28 are on track, 1 is below target, 2 have been deferred, and 1 is not yet due to commence (see graph overleaf).

These are some of the activities that improve the municipality and contribute to the community's vision of the City of Whitehorse as a healthy, vibrant, prosperous and sustainable city supported by strong leadership and community partnerships.

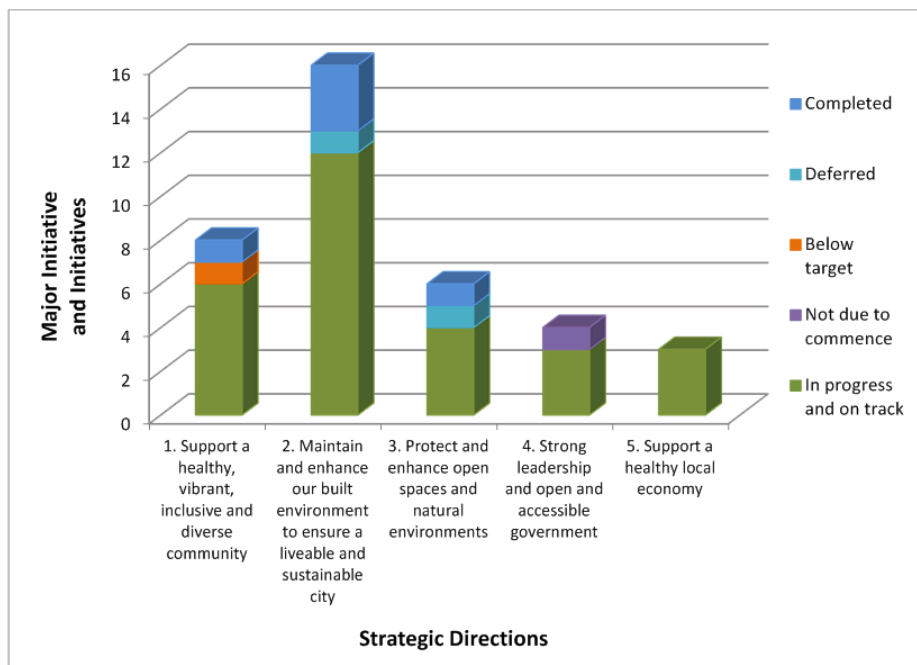
Further details about all major initiatives and initiatives, including services provided by Council, can be found in Section 2 – Performance against *Council Plan 2017-21*.

Noelene Duff
Chief Executive Officer
Whitehorse City Council

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Performance against Major Initiatives and Initiatives in the Adopted Budget 2017/18
for October –December 2018



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Section 2 – Performance against Council Plan 2017-21

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

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

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

Each strategic direction section is structured as follows:

- **Major initiatives** – identified in the Annual Plan, which is part of the *Adopted Budget 2017/18*, these are significant projects that will directly contribute to the achievement of the *Council Plan 2017-21* and have a major focus in the budget.
- **Initiatives** – identified in the Annual Plan, which is part of the *Adopted Budget 2017/18*, these are actions that are once-off in nature and/or lead to improvements in services.
- **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:



Activity tracking within planned target or complete.



Activity tracking at less than the planned target, but expected to be complete by the end of the financial year.



Activity deferred.

Not started Activity not yet due to commence.

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

Annual Plan Major Initiatives and Initiatives Update

Major Initiative	Description	Responsible Officer	Target completion date	Current Status	Progress Against Target	Progress Comments
Nunawading Community Hub Development	Develop the Nunawading Community Hub and engage with stakeholders to develop an inviting, highly accessible place with a range of flexible internal and external spaces for active and passive activities, providing for a broad range of groups and individuals now and into the future.	Head of Major Projects and Buildings	June 2018	In progress	 GREEN	Contractor Expression of Interest process completed in March 2018. 5 contractors shortlisted. Tender period scheduled to commence late May 2018 with a four-week tender period (to allow for current market conditions). Evaluation will commence in July 2018.
Whitehorse Centre	Commence redevelopment of the Whitehorse Centre to upgrade and expand facilities to meet current and future community needs for performing arts, exhibitions and functions activities. This will include an increase in audience capacity and stage size, an additional smaller theatre, increase in foyer space and improved disability access.	Head of Major Projects and Buildings	June 2018	In progress	 AMBER	Recruitment for Principal Project Manager is ongoing. Terms of Reference have been approved. Project Control Group is meeting monthly.
Municipal Public Health and Wellbeing Plan 2017-21	Commence implementation of the Municipal Public Health and Wellbeing Plan (MPHWP), which identifies key priorities and objectives to implement over the next four years to improve the health and wellbeing of the municipality.	Manager Community Development	June 2018	In progress	 GREEN	The implementation of the Plan is currently in progress. 1. Development, implementation and evaluation of the Municipal Public Health and Wellbeing Plan: In the process of producing a draft Summary of the MPHWP 2. Development and implementation of health promotion and community safety strategies, activities and initiatives across Council and the community.





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Major Initiative	Description	Responsible Officer	Target completion date	Current Status	Progress Against Target	Progress Comments
						<p><i>Community Safety</i></p> <p>Working with Vic Police regarding signage design for Theft from Motor Vehicle (TFMV) bi-lingual project</p> <p><i>Prevention of Violence Against Women/Family Violence</i></p> <p>Established the Whitehorse Prevention of Family Violence and Violence Against Women Collaborative Action Working Group and Terms of Reference. The first meeting of the group was held in March with 19 people from a broad range of organisations.</p> <p>Collaborated with Health and Family Services to design and deliver Family Violence session for the Whitehorse Early Years Network.</p> <p>Contributed to Action Planning for Eastern Metropolitan Region Together for Equality and Respect Strategy 2017-2021.</p> <p>Conducted preliminary discussions with Disability service provider for collaboration on a PVAW project.</p> <p><i>Reducing Harm from Alcohol</i></p> <p>Regional advocacy and planning to reduce harm from alcohol (Action on Alcohol Flagship Group).</p>


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Initiative	Description	Responsible Officer	Target completion date	Current Status	Progress Against Target	Progress Comments
Healesville Freeway Reserve Precinct	High level planning and coordination for the precinct including preparation for the redevelopment of Strathdon House and implementation of the Morack Golf Course strategic plan commencing in 2018/19.	General Manager City Development	June 2018	In progress	 GREEN	Consultant engaged and undertaking due diligence work.
CCTV Renewal and Upgrade Program	Continue to promote community safety through enabling footage from Council-owned CCTV at Mitcham Station, Britannia Mall and Box Hill Mall to be transmitted to the new Forest Hill and Box Hill Police stations.	Manager Engineering and Environmental Services	December 2017	Completed	 GREEN	Project complete.
Resilient Melbourne Strategy	Continue to participate in the Resilient Melbourne Strategy to better understand the challenges the community and wider Victoria face. Whitehorse City Council will participate through further community led activation, following from Councils involvement in the pilot Neighbourhood Project 2016/17.	Manager Community Development Manager Planning and Building	June 2018	In progress	 GREEN	Consultants have undertaken workshops and continued to work on the toolkit, preparing first draft of community information.
Box Hill Additional Cleaning Resources	Continue to maintain the appearance, safety and cleanliness of the municipality.	Manager City Works	June 2018	In progress	 GREEN	An additional Cleansing Officer dedicated to the central Box Hill area is continuing to support the existing Cleansing Officer. Additional footpath sweeping in central Box Hill is continuing particularly in the early hours of Saturday mornings and Sunday mornings after busy Friday afternoons, Friday nights and Saturday nights. A contractor is continuing to sweep the footpaths five days per week from Thursday to Monday, including Public Holidays.

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Initiative	Description	Responsible Officer	Target completion date	Current Status	Progress Against Target	Progress Comments
Review of Local Law Enforcement	Undertake a review of enforcement of <i>Whitehorse City Council Community Local Law 2014</i> to improve enforcement of, and compliance with, the Law.	Manager Compliance	June 2018	In progress		Internal stakeholders were interviewed and responses to questionnaires collated by the consultants. Benchmarking strategy and peer interviews planned for April 2018. Final report to be presented to Council in July 2018. Seasonal staff engaged to undertake targeted activities in quarter four.

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Quarterly Service Highlights

Service	Description	Quarterly Service Highlights
Libraries	This service represents Council's contribution to the Whitehorse Manningham Regional Library Corporation which provides public library services at four locations within the municipality. It provides a customer focused service that caters for the cultural, educational and recreational needs of residents and provides a focal point for the community where they can meet, relax and enjoy the facilities and services offered.	<ul style="list-style-type: none"> ▪ Launch of the "So you want to write series" in February, with over 25 sessions scheduled throughout 2018. 200 people have already participated in 6 sessions. ▪ Jon Faine shared his Desert Island reads with 90 attendees at Nunawading Library. ▪ Work commenced on the Box Hill Library refurbishment project. ▪ Centrelink advice sessions for retirees and those planning for retirement held at Box Hill. ▪ Implementation of an Electronic Records Management System commenced. ▪ \$12,000 grant received through the Be Connected – Australian Digital Alliance scheme to purchase a suite of iPads for senior's digital literacy training throughout the libraries. ▪ \$20,467 received through the State Library Victoria Adult Literacy Innovation Grants Program to deliver the "Families Ready to Read" project in collaboration with Deakin University. ▪ Library tent and children's activity at Box Hill Chinese New Year on 17 February.
Community Development	This service focuses on the development of policies and strategies and providing support to the Whitehorse community, in particular relating to areas of social health and wellbeing, ageing population, people with disabilities, diversity, volunteering, and provides community grants to local not-for-profit groups and organisations. Council also offers support with community festivals, including Chinese New Year and Moon Festival.	<ul style="list-style-type: none"> ▪ The successful delivery, in partnership with Council's Events team, of Global Fiesta to celebrate International Harmony Day. Held in Box Hill Gardens on Sunday 18 March, community members enjoyed vibrant multicultural stage performances, music, activities and food from around the world. ▪ Applications for the Whitehorse Community Grants Program (2018-2019) opened on the 26 February. ▪ First quarterly meeting for 2018, held with Neighbourhood and Community House managers and representatives of Committees of Management. ▪ Expressions of interest for members for the Whitehorse Disability and Reconciliation Advisory Committees were promoted extensively to the community. ▪ Delivered NDIS information sessions to Maternal & Child Health nurses and to Council officers broadly. ▪ Disability Awareness Training was provided to Council Officers. ▪ The Eastern Affordable Housing Alliance (EAHA) Executive, Chaired by Cr Ellis, had their first meeting of the year. The focus of 2018 is advocating for increased social and affordable housing in the lead up to the State election. ▪ Council engaged Our Say as the providers of its online community engagement portal.
Cultural Facilities and Programs	This service 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. Cultural facilities include the Whitehorse Centre, Box Hill Town Hall and other minor halls, Box Hill Community Arts Centre, Whitehorse Artspace, Schwerkolt Cottage and	<ul style="list-style-type: none"> ▪ Box Hill Community Arts Centre (BHCAC) <ul style="list-style-type: none"> ▪ A stencil workshop was organised for the January school holiday program with Blender Studios – a professional street art company working with youth. Artwork produced through the BHCAC program was used for a street art installation at the Box Hill Skate Park alongside the professional painting by Blender Studios. ▪ There has been a positive response to enrolments for Term One and Two classes with many of the adult ceramic classes booked out.

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Service	Description	Quarterly Service Highlights
	Museum Complex. A range of Council events are also offered including the Australia Day Concert, Carols Concert, Spring Festival, Heritage Week and Swing Pop. Boom! Music Series. Council also offers support with community festivals including Chinese New Year and Moon Festival.	<ul style="list-style-type: none"> Artist in Residence for 2018 are Maria Radun and Katherine Marmara who commenced this quarter. Maria is producing portraits of members of the Whitehorse community who have migrated to Australia and Katherine is working with the natural environment. Both artists will have exhibitions in the BHCAC gallery in June. Exhibitions for the quarter have included BHCAC Basket Weaving Students exhibition and the City of Whitehorse On the Sheep's Back photographic exhibition. An exhibition was also held for International Women's Day featuring four women artists. All the exhibitions have been well received. <p>Heritage</p> <ul style="list-style-type: none"> Planning has commenced for Council's participation in the Open House Melbourne (OHM) Program at the Box Hill Community Arts Centre, Box Hill Town Hall and Schwerkolt Cottage and Museum on Saturday 28 July 2018. The OHM purpose is to foster an appreciation and understanding of the value of architecture, urban design and design excellence. Schwerkolt Cottage and Museum Complex continues to enjoy good visitation and positive feedback from the community. Visitor statistics are tracking well, including private group tours of the Cottage and Museum. <p>Box Hill Town Hall (BHTH)</p> <ul style="list-style-type: none"> The BHTH hosted the International Women's Day breakfast held by Rotary raising money for the Butterfly Foundation. The event was very successful and the Foundation was appreciative for the service they received at the BHTH. Guest Speakers included Debra Robertson - Detective Superintendent Victoria Police and Dr. Lee Hamley - Chief Medical Officer at The Alfred Hospital. The BHTH main kitchen underwent renovation this quarter to bring it in line with current standards and meet service demand. Although this has impacted bookings to the Main Hall it has also presented the opportunity of having the main floor and skirting boards sanded back and polished for the first time in many years. The Forest Hill Community Hall has also undergone a refurbishment to the kitchen and toilet facilities. Community clients were relocated during the period and with the upgrade now complete they have returned with positive feedback for the new amenities. <p>Festivals</p> <p><i>Australia Day Concert & Fireworks</i></p> <ul style="list-style-type: none"> Whitehorse Australia Day Concert was delivered on Friday 26 January despite a storm and constant rain. The concert and fireworks continued with lower than usual attendance of approximately 5,000 people across the entire event. <p><i>Swing Pop Boom – Moonlight Cinema – Gardiners Creek Reserve</i></p> <ul style="list-style-type: none"> This outdoor cinema event was held at Gardiners Creek Reserve in Burwood on Friday 9 March, with approximately 350 people in attendance. This was the first time the Swing Pop Boom event has been held

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Service	Description
Quarterly Service Highlights	<p>in the Riversdale Ward. The film Beauty and the Beast was a popular choice, as families gathered together amongst the picturesque landscape of the park.</p> <p><i>Swing Pop Boom – Shake at the Lake</i></p> <ul style="list-style-type: none"> The second Swing Pop Boom event of the season was successfully delivered on Sunday 25 March, with approximately 350 people in attendance. A dance-filled program of music including Swing, Jazz, and Irish tunes saw guests dance in the beautiful parkland of Blackburn Lake Sanctuary. <p>Whitehorse Artspace (Art Collection & Programs)</p> <ul style="list-style-type: none"> Donations and Acquisitions: donations to the Art Collection have included an early Ernest Buckmaster still life painting, Hydrangeas. The painting adds to the growing number of exceptional artworks by this notable artist in the Collection (Whitehorse now owns six of this artist's works, including an early work that was the foundation acquisition from 1927). Another welcome donation was a large art quilt, Serenity made by local resident Jane Rogers. Two small ceramics by Jill Symes have also been accepted as donations to the Art Collection. Exhibitions: two main exhibitions have been staged in Artspace during the first quarter of 2018. Echoes of Nature, an exhibition of Chinese Brush Painting and Women in the Whitehorse Art Collection - an exhibition of artwork by over 70 important Australian women artists. This exhibition was opened on International Women's Day, 8 March, with Lecturer Annika Koops from Deakin University as guest speaker. Shown in the All Nations Foyer, alongside Artspace, was an exhibition of portraits by Janine Good of 20 diverse Australian faces. The show was launched by Damien Kingsbury, Professor of International Politics at Deakin. The exhibition was on Harmony Day, 21 March, as an official Harmony Day event. <p>Whitehorse Centre</p> <ul style="list-style-type: none"> The 2018 Professional Theatre and Variety Season, entitled Wild, has had broad appeal and subscription numbers are higher than those for the same period in 2017. The first three shows for the year have been very successful with the season opening two performances by Bobby Fox and three performances of A Little Night Music all sold out. The performances of Hart, a one person verbatim theatre piece about the experiences of the Stolen Generations, attracted students from 10 secondary schools across Melbourne and the community engagement activity of post-show Q&As were well attended. The Midweek Matinee program commenced in February and has again proved very popular with the first two live performances sold out. Affordable, quality, daytime entertainment in the municipality enables social engagement and connectedness and is a valued wellbeing program for the Whitehorse community.

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Service	Description	Quarterly Service Highlights
Parks Planning and Recreation	This service manages the utilisation of community recreation facilities such as sporting grounds and pavilions, provides support to community groups and provides planning and strategy development for parks and recreation facilities and infrastructure.	<p>Elgar Park South Pavilion</p> <ul style="list-style-type: none"> There is \$350,000 allocated in the 2017/18 Capital Works Budget for the design of the Elgar Park South Pavilion with \$3.05M in the following year for construction. The Project Working Group comprising of representatives from Box Hill North Cricket Club, Box Hill North Football Club and Mont Albert Cricket Club, Council Officers and Centrum Architects continue to develop a concept plan to meet Council and Club requirements. <p>Livingstone Brick Pavilion Redevelopment</p> <ul style="list-style-type: none"> There is \$400,000 allocated in the 2017/18 Capital Works Budget for the redevelopment of the Livingstone Brick Pavilion. After completing the design work in collaboration with the tenant clubs in 2017 the project was tendered and a contractor appointed. Works will involve an internal refurbishment of the building to improve functionality of the pavilion and the ability to service both sports fields. <p>Surrey Park Female Friendly Pavilion Redevelopment</p> <ul style="list-style-type: none"> There is \$140,000 allocated in the 2017/18 Capital Works Budget for the upgrade of the change room amenities to be more female friendly. Works include, but are not limited to, the installation of shower cubicles; mirrors and vanity space, replacement of urinals with pans; and washable finishes. After completing the design work in collaboration with the tenant clubs in 2017 the project was tendered and a contractor appointed. <p>City Oval Sports Field Floodlighting</p> <ul style="list-style-type: none"> As part of a report commissioned in 2014, which involved a structural assessment of Council's seasonally allocated sports fields, the sports field lighting at City Oval is being replaced in 2017/18. <p>Hagenauer Athletics Track – Resurfacing works</p> <ul style="list-style-type: none"> Council has committed \$540,000 as part of its 2017/2018 budget to undertake the Hagenauer Athletics Track, located in Box Hill. The track hosts the Box Hill Athletic Club and the Box Hill Little Athletics Club. Works were completed in February and included resurfacing the entire track, the two long jump/triple jump runways, install new take off boards and blanks, and upgrade of the two existing shot put circles. <p>Blackburn Lake Sanctuary – Internal Displays Project</p> <ul style="list-style-type: none"> The upgrade of the internal displays area within the Visitors Centre has begun following appointment of a contractor. The allocated budget towards this project in the 2017/2018 Capital Works program is \$300,000. A project working group including Council Officers and members of the Advisory Committee has been established and has worked through the detailed design process of the project which includes updating the exhibition space and interior design improvements. The updated internal design includes the use of digital technology to enhance the Visitor's experience to the centre and complement the existing education program. The project is due to be completed in mid-June 2018.

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Service	Description	Quarterly Service Highlights
		<p>Rowland Street Mont Albert – New Park</p> <ul style="list-style-type: none"> After consultation with the local community the Landscape Concept Plan was finalised for the new park in Rowland Street, Mont Albert. Construction began on the small local park in late February with the following works to be undertaken: <ul style="list-style-type: none"> Planting of various garden beds, shrubs and trees; Development of gravel paths into the park; Installation of park furniture; and Establishing informal grassed open space areas.
Leisure Facilities	This service provides the Whitehorse community with a range of leisure facilities including Morack Golf Course, aquatic facilities including Aqualink Box Hill and Aqualink Nunawading, Sportlink and Nunawading Community Centre.	<ul style="list-style-type: none"> A half price join fee promotion for total fitness and family memberships was conducted from 26 Jan to 8 February. 259 members joined across the 2 Aqualink Centre's ready to kick off the new year. At the end of February, Aqualink finished with the highest combined amount of total members since the Aqualink Box Hill redevelopment. This can be attributed to the introduction of the revamped Family Memberships which has seen a healthy uptake of the membership. A new group fitness class, Belly Dancing was launched at both Aqualink Centres in January, after trialling at Aqualink Nunawading in August 2017. Classes have been extremely popular with numerous positive feedback received and requests for additional classes to be added to the timetables. Recruitment has begun for new belly dancing instructors to assist in new classes being added to timetable. The 9 Week Challenge for 2018 has 58 participants taking part in the third 9 Week Challenge. A new and improved nutritional booklet was provided including 36 recipes and 9 week meal plan. Super Saturday group training sessions were held each week alternating between both Aqualink Centres averaging 26 participants. Aqualink Box Hill Group Fitness attendance achieved over 10,000 participants for the first 3 months of 2018 after achieving this milestone 5 months in 2017. This was a fantastic result considering January is traditionally a low attendance month with a reduced timetable, and March included Easter and Labour Day public holiday. This is a 5% increase in monthly attendance compared to 2017. Aqualink Box Hill's Tennis Workout program launched in late February with free sessions taking place in the week prior to the program beginning. The free sessions were well supported with 33 participants across the four sessions. The ongoing Tennis Workout Program ran for the following five weeks and saw interest from centre members and regular tennis players. The program will be relaunched later in the year after the Winter season.
Sports Fields	This service maintains Council's network of sports fields to the required service standards allowing the community to safely participate in organised and informal community sport. It is responsible for the design, installation, maintenance and renewal of sports field	<ul style="list-style-type: none"> Upgrade works continued at Ballyshanassy Park that will see an improved surface for the tenant clubs and local community. Cricket season completed. Finals were played in March. Oversowing undertaken on Wembley, Mahoney's Soccer and City Oval as well as various other grounds in preparation for the winter season. Livingstone Primary East ground has been levelled and turf laid. It will be open for the winter season.

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Service	Description	Quarterly Service Highlights
Whitehorse Home and Community Services	<p>infrastructure and the supervision and project management of sports field capital projects.</p> <p>This service provides a range of home and community care services, supporting people who are elderly, frail or with disabilities and their carers to stay active, independent and living at home as long as possible. Services include home delivered and community based meals, personal and respite care, transport, domestic and home maintenance, planned activities and social support, and social housing at two residential housing facilities.</p>	<ul style="list-style-type: none"> ▪ Growth retardant sprayed on various grounds to control the growth over the summer period. ▪ Hybrid turf laid at Mont Albert Reserve cricket net run ups and Wembley Park in goal squares. ▪ Number of referrals for services received – 997. ▪ New consumers receiving services – 243. ▪ Customer Service Grade of Service - 89%. ▪ Assessment - 2,283 hours (632 consumers). ▪ Occupational Therapy - 247 hours. ▪ Domestic Assistance - 18,079 hours. ▪ Personal Care - 5,768 hours. ▪ Respite Care - 633 hours. ▪ Home Modifications & Home Maintenance - 1,112 hours. ▪ Food Services - 19,348 hours. ▪ Assistance with food preparation - 418 hours. ▪ Social Support Groups - 6,838 hours. ▪ Assisted Transport - 910 hours. ▪ Escorted Activities (shopping) - 2,544 hours. ▪ Transport (community) - 7,754 hours or 5,147 trips. ▪ Regional Assessment Service (RAS) has supported vulnerable older eligible consumers to identify needs and goals and connect support independence and wellbeing living in the community, RAS has met Commonwealth KPIs while experiencing higher than average number of referrals. ▪ Growth of 18% in consumer referrals for services from My Aged Care (845 in Q1 to 997 in Q3). ▪ Through the Municipal Association of Victoria (MAV) and in partnership with the Eastern Metropolitan Regional Councils and the State Department of Health and Human Services (DHHS), Whitehorse City Council actively advocated for the continued needs based funding for people under 65 who are not eligible for National Disability Insurance Scheme (NDIS) to support their living in the community and reduce dependency on health services. ▪ Transition to the NDIS is in progress with 29 consumers transitioned to date with a further 30 consumers to be transitioned within the next quarter. ▪ Continued collaboration with Carrington Health to ensure streamlined coordinated responses to the consumers of the Allied Health and Home Maintenance programmes ▪ Mountainview Cottage regularly transforming through decorations & program activities to celebrate New Year, Australia Day, Chinese New Year, Moomba, St Patrick's Day & Easter. These activities provide great opportunities for social engagement and recognition of diversity ▪ Mountainview Cottage is conducting an Intergenerational Partnership Project with the Starfish Child Care Centre. Consumers and children have participated in join activities with consumers sharing cooking skills with children aged 4-5 years of age.

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Service	Description	Quarterly Service Highlights
Family Services	This service area provides family oriented support services including centre based childcare (Whitehorse Early Learning Service), integrated kindergarten, inclusion support, maternal and child health and youth support services.	<p>Community Programs</p> <ul style="list-style-type: none"> The first meeting of the new Whitehorse Early Years Sector Network held in March 2018. The 2018 Parenting Information Forum program has been developed and promoted – first Forum being held in late March. <p>Youth Services</p> <ul style="list-style-type: none"> The recruitment of new young people to the volunteer youth committees, Whitehorse Youth Representative Committee and FreeZA Committee. The Whitehorse Youth Representative Committee presented their 2017 Annual Report to Council in March. The continuation of the State government funded, School Focused Youth Service under the new 2018 – 19 guidelines. Whitehorse Youth Services able to support young people who are considered vulnerable to premature disengagement from school. <p>Maternal & Child Health (MCH)</p> <ul style="list-style-type: none"> 442 birth notifications were recorded for the March quarter provided a year to date figure of 1,311– this figure is lower than the long-term average. The Enhanced MCH service supporting several extremely vulnerable families experiencing major health and social issues. The complexity of issues faced by our EMCH clients has increased with many families experiencing family violence, drug and alcohol abuse, mental health issues and isolation. Planning is underway for the implementation of the supported playgroups, which will begin in 2nd term. Training of volunteers by MCH nurses for the Multiple Birth Association volunteer support group has been very well received by the group, with many of the volunteers assisting families in Whitehorse <p>Early Childhood Services</p> <ul style="list-style-type: none"> WELS continues to implement the federal and state government learning frameworks in 2018 – including the expansion of education tools to include technology. WELS is preparing for the Revised Quality Assessment and Rating system.
Environmental Health	This service area provides health education and protection services such as immunisations, food safety management, communicable disease surveillance, tobacco control and environmental protection.	<p>Environmental Health</p> <ul style="list-style-type: none"> Meeting Council's statutory requirements under the Food Act and Public Health & Wellbeing Act: - 276 (745 YTD) Mandatory Assessments/Inspections; 53 (136 YTD) Complaint Inspections; 149 (483 YTD) Routine Inspections; 84 (374 YTD) Non-Compliance/Follow Up inspections; and 15 (46 YTD) Formal Orders/Notices issued which includes Penalty Infringement Notices and Seizures. <p>Immunisation Program</p> <ul style="list-style-type: none"> A total of 2,753 (9,873 YTD) vaccinations were administered to 1,366 (3,365 YTD) children for the quarter as part of Council's public childhood immunisation program.

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Service	Description	Quarterly Service Highlights
Compliance	This program includes a range of Council's regulatory functions to ensure the safety and wellbeing of the community including domestic animal management, school crossing supervision, Council's local law framework and managing parking controls across the municipality to ensure fair and equitable access to on-street parking for the community, and to ensure that streets are safe for pedestrians and other road users.	<ul style="list-style-type: none"> A total of 2,842 (9,953 YTD) vaccinations were administered as part of Council's school immunisation program. This includes the implementation of the Meningococcal W program to all year 10 to 12 students which Council administered a significant additional number of vaccinations to school students. <p>Building on the highlights for the previous quarter:</p> <ul style="list-style-type: none"> Compliance Department continues to consolidate the contracts awarded in the first half of the financial year. Both contracts have exceeded financial expectations providing a positive financial outcome. The Compliance Capital Program was completed under budget. Five Business Continuity Incidents were managed in the quarter through the Departmental Recovery. The Municipal Emergency Resource Officer was activated three times in the period to provide support to emergency response providers. Extended Hour Parking Service continues to exceed the Contractual Standards. Improved Reporting Framework established providing real time information leading to opportunities being identified to improve quality and performance. Monthly, Quarterly and Half-yearly reporting done using customised and intuitive Dashboards. Nine key improvement projects identified and Prioritisation Matrix drafted in preparation for the Improvement Champions Program which is due to commence on 30 April 2018. In March 2018, 20 more Skip Bin companies have been contacted to extend the Continuous Improvement Program by providing them on-line access. Out of the 20 companies, five have already registered and more are expected to register during the coming months, increasing the time and cost savings.

9.1.1 – ATTACHMENT 1.

Quarterly Performance Report - Q3 January - March 2018


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

Annual Plan Major Initiatives and Initiatives Update

Major Initiative	Description	Responsible Officer	Target completion date	Current Status	Progress Against Target	Progress Comments
Box Hill Affordable Housing Project and Affordable Housing Strategy	Council along with the Department of Health and Human Services (DHHS) is exploring the potential for a vibrant and innovative housing development in Box Hill. The vision is for a building that will include a mix of affordable and private housing as well as potential commercial opportunities.	Manager Community Development	June 2018	In progress		The Box Hill Affordable Housing Project is progressing in accordance with the project timelines. Port Phillip Housing Association assumed tenancy management of Combarton Street Rooming House and Gowanlea in early February 2018. Vendor Approval provided to the preferred proponent to enable them to lodge their Planning Application for Bruce Street, Box Hill.
Bennettswood Reserve Pavilion Redevelopment	Removal of the existing pavilions and construction of a new pavilion which includes female friendly change rooms and a multipurpose space.	Head of Major Projects and Buildings	February 2018	In progress		Construction is complete and new pavilion handed over to tenant clubs. Demolition of existing pavilions can now be carried out.
Elgar Park North Sports Pavilion Redevelopment	Redevelopment of the Elgar Park North Pavilion.	Head of Major Projects and Buildings	February 2018	Complete		Project complete.
Harrow Street Carpark Redevelopment -	Complete the design stage of a multi-deck car park.	Head of Major Projects and Buildings	June 2018	In progress		Tender period and tender evaluation phase was completed in March 2018. Councilor Briefing and consideration at Ordinary Council Meeting scheduled for April 2018. Appointment of Builder will be April 2018 (subject to conditions).

9.1.1 – ATTACHMENT 1.

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Major Initiative	Description	Responsible Officer	Target completion date	Current Status	Progress Against Target	Progress Comments
Protect neighbourhood character in Box Hill, Mitcham, Vermont and Vermont South	Develop policy and principles that define and guide responsible and appropriate development. This initiative seeks to implement recommendations 2 and 35 in the <i>Whitehorse Housing Strategy 2014</i> .	Manager Planning and Building	June 2018	Deferred		<p>Preliminary review of two potential heritage /neighbourhood character precincts in Box Hill is nearing completion. This may result in the need for more detailed investigation to support any future planning controls.</p> <p>Review of the three areas located in Bush Suburban precinct 9 in Mitcham, Vermont and Vermont South will not proceed this financial year as this work is dependent on the additional work needed to support permanent Municipal Tree controls as required by the Minister for Planning.</p>

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Initiative	Description	Responsible Officer	Target completion date	Current Status	Progress Against Target	Progress Comments
Advocate for public transport routes and connections	Continue to work with key stakeholders in advocating for public transport routes and connections within the City of Whitehorse, including advocating for upgrade of the Box Hill public transport interchange and the extension of Tram Route 75 from Vermont South to Knox City.	Manager Engineering and Environmental Services	June 2018	In progress		Council continues to actively advocate to the State Government for the urgent upgrade of the Box Hill Transport Interchange so that safety, connectivity, security and convenience issues are addressed. Advocacy activities in this Quarter include meetings with Members of Parliament and the production of a video for placement of the Eastern Transport Coalition's website Ongoing advocacy through Council's involvement in the Eastern Transport Coalition for tram route 75 to be extended from Vermont South to Knox and for the level crossing on Mont Albert Road Mont Albert to be grade separated. Strong advocacy to the State Government to ensure traffic, public transport, walking and cycling infrastructure and services are not detrimentally impacted by the decision to proceed with alignment option A for the North East link project. Liaison with VicRoads to plan walking and cycling routes that connect with public transport stops and stations, particularly the Box Hill to Ringwood shared use path. Ongoing requests to Public Transport Victoria for improved bus stop facilities.
Morton Park Pavilion Redevelopment	Undertake a feasibility study / develop a business case.	Head of Major Projects and Buildings	March 2018	In progress		Further works pending Council decision.
Walker Park Pavilion Redevelopment	Undertake scoping and a concept plan.	Head of Major Projects and Buildings	December 2017	Complete		Further works pending Council decision.

9.1.1 – ATTACHMENT 1.

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Initiative	Description	Responsible Officer	Target completion date	Current Status	Progress Against Target	Progress Comments
Design Guidance Framework – Intensive Development	Undertake further strategic work on design guidelines to support implementation of a potential Design and Development Overlay.	Manager Planning and Building	June 2018	In progress		Background work is completed and Phase 1 of community consultation is being undertaken.
Energy Efficient Street Lighting Changeover Program	Street lighting lamp changeover from inefficient mercury vapours to LED lamps.	Manager Engineering and Environmental Services	September 2017	Complete		Project complete.
Environmentally Sustainable Development (ESD) Advisory Services	Continue to implement actions of the draft <i>Whitehorse Sustainability Action Plan</i> .	Manager Planning and Building	June 2018	In progress		Council continues to implement the approved Environmentally Sustainable Development policy and to provide feedback to the state government via Council Alliance for a Sustainable Built Environment (CASBE).
Sustainability Strategy Implementation	Continue to deliver the key actions outlined in Section A of the <i>Sustainability Strategy Action Plan</i> as well as priority new actions such as improving the management of Council's environmental data, the increased use of sustainability-focused online community engagement programs and new energy-saving initiatives.	Manager Engineering and Environmental Services	June 2018	In progress		<p>Council adopted a revised approach towards becoming carbon neutral in 2022, including accelerating the installation of energy-efficient and energy-saving measures in Council facilities over the next 3 years, to achieve improved economic and environmental outcomes for Council and the community.</p> <p>Continued promotion and recruiting for Green Money program, providing incentives and rewards for residents to undertake sustainable activities at their home, work or generally in their lifestyle.</p> <p>Supported local schools to participate in a range of Sustainable schools programs in 2018, including 5 local schools that are participating in the Schools Water Efficiency Program (SWEF), 7 additional schools participating in the Stephanie Alexander Foundation Kitchen Garden scheme (SAFKG), & another 7 schools that are participating in the Resource Smart programs.</p> <p>Continued participation in projects with Eastern</p>

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Initiative	Description	Responsible Officer	Target completion date	Current Status	Progress Against Target	Progress Comments
						<p>Alliance for Greenhouse Action (EAGA) to reduce energy consumption and subsequent greenhouse gas emissions. EAGA Projects included:</p> <ul style="list-style-type: none"> - Commenced planning for "Scaling Up Solar on Council Facilities" project that will assess various Council facilities and identify opportunities for further solar installations; - Made submissions to Victorian Government for more funding opportunities for local government to deliver sustainability programs, to upgrade streetlighting on major roads with energy-efficient lights and comment on the review of Feed-in Tariffs to encourage solar panel installations; - Promoted the Solar Savers program to help pensioner home-owners to install solar panels in a cost-effective manner; and - Made submissions to the Federal Government about Emissions Reduction Fund. <p>Continued discussions with utility service providers in preparation for a new electricity contract.</p> <p>Finalised planning for Smarter Living workshop season for 2018, and delivered first workshop in March on 'Root to Tip Cooking' focussing on growing and cooking your own vegetables.</p> <p>Planned and finalised the program for Sustainable Living Week 2018 in May/June, with key speakers and 18 events planned on topics such as War on Waste, climate change, energy efficiency, sustainable food practices, gardening and creative arts using recycled materials.</p> <p>Planned an Eastern Alliance for Sustainable Learning (EASL) Student Leadership Conference to</p>

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9.1.1 – ATTACHMENT 1.

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Initiative	Description	Responsible Officer	Target completion date	Current Status	Progress Against Target	Progress Comments
Box Hill Activities Area Car Parking Strategy	Implement the Box Hill Central Activities Car Parking Strategy.	Manager Engineering and Environmental Services	June 2018	In progress		provide advanced skills to students about leading and implementing sustainable projects at school and at home. Continuing to retrofit Council buildings with energy & water-saving devices. Providing rebates for residents who install solar panels, battery storage, solar hot water or water tanks. New developments are assessed to ensure inclusion of environmentally sustainable design features. Community workshops and activities delivered to encourage a healthy and sustainable lifestyle through cycling, walking, and the use of public transport. Providing programs that promote the benefit of trees and the natural environment, such as tree education activities, bushland discovery walks, tree planting and indigenous & native plant gardening.
	Undertake a feasibility study to better understand the demands of various indoor sports and facility provision.	Acting Manager Leisure, Parks and Recreation	June 2018	In progress		Council's traffic consultant O'Brien Traffic has continued to review and implement the actions from the Box Hill Car Parking Strategy. Parking demand and utilisation surveys were also undertaken in February and March 2018. Following appointment of project consultants @Leisure Planners, a project and communications plan was developed, and an internal staff workshop conducted in January. A media release was distributed and information promoting the project was included in the Whitehorse News and on Council's social media platforms.

9.1.1 – ATTACHMENT 1.

Quarterly Performance Report - Q3 January - March 2018

Initiative	Description	Responsible Officer	Target completion date	Current Status	Progress Against Target	Progress Comments
Private Buildings on Council Land	Continue compliance reviews with key stakeholders.	Manager Assets and Capital Works	June 2018	In progress	 GREEN	Work is continuing on the development of an overall plan for the future of privately constructed community buildings on Council land. Useful discussions with Scouts and utility companies continue to be had on the future of some of these assets.
Student Accommodation Policy	Review Student Accommodation Policy.	Manager Planning and Building	June 2018	In progress	 GREEN	SGS Consultants have been appointed and are undertaking background analysis.

9.1.1 – ATTACHMENT 1.

Quarterly Performance Report - Q3 January - March 2018

Quarterly Service Highlights

Service	Description	Quarterly Service Highlights
Planning	This program provides for the provision of statutory and strategic land use planning. The statutory planning functions include processing applications, amendments and subdivisions, together with ensuring compliance of land uses and developments with Whitehorse's planning controls. Strategic planning functions include development and implementation of structure plans and Urban Design Framework development; review and updating of the <i>Whitehorse Planning Scheme</i> , as well as local planning policy projects. The program also includes a Heritage Adviser and provides for the department's additional role of implementing Structure Plans and managing Council's <i>Place Making Program</i> in Box Hill.	<p>Strategic Planning</p> <ul style="list-style-type: none"> The Burwood East Brickworks and Forest Ridge Development Plans were endorsed. Amendment C191 came into effect on 8 February 2018, applying an interim Significant Landscape Overlay (SLO) to protect trees on all residential land not already affected by a permanent SLO. The interim control expires 31 December 2018 while Council undertakes further work toward permanent tree protection controls. Amendment C193 for 289-291 Morack Road, Vermont South, to rezone Commonwealth designated land to the General Residential Zone and apply relevant overlays was submitted to the Minister for Planning for approval. Amendment C194 relating to 517-521 Station Street and 2-8 Oxford Street in Box Hill was submitted to the Minister for Planning for approval, after Council considered the independent Panel report. Consultants commenced background analysis and community consultation on the Residential Corridors Study to prepare built form guidelines along key road corridors (Burwood Highway and Whitehorse Road) where the Residential Growth Zone has been applied. Consultants were appointed and commenced the student accommodation review. Work commenced on preparing an Urban Realm Treatment for the Box Hill Metropolitan Activity Centre. The review of the Whitehorse Planning Scheme is in progress The final stage of the Neighbourhood Project progressed. The Place Activation Guidelines will work towards reviewing and refining Council's processes around place activation and community-led placemaking. DELWP is coordinating Council's input on the Eastern Region Land Use Framework Plan which is an action under Plan Melbourne Refresh Council lodged a submission in response to State government reforms to residential aged care planning scheme provisions.

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Service	Description	Quarterly Service Highlights
Building Services	The principal focus of this program is to enhance the health, safety and amenity of the built environment through administration of Council's responsibilities under the <i>Building Act 1993</i> and <i>Building Regulations 2006</i> . The program includes the administration, education and enforcement of various public and community safety aspects, provision of a community focused building permit service, maintenance of various registers and records required by the <i>Building Act 1993</i> , provision of information and investigation of building related matters.	<ul style="list-style-type: none"> Building Services continue to receive a high number of applications for 2018 for building siting dispensations. Applications for building appeals continue to increase where applications do not meet Councils guidelines and regulations. After a long recruitment campaign. The Building Services Team have now secured a new Deputy Municipal Building Surveyor, Assistant Building Surveyor and Cadet Building Surveyor Positive meetings continue with Council's record continuous improvement officer to explore most efficient transition to paperless office. To move to full electronic data capture, recording and information transfer for all Building and Planning files. A push towards electronic mobile office for officers on the road is now under discussion as part of the transition. Councils Building Services Team have also been busy attending Court and issuing a number of Emergency Orders on a number of unfenced swimming pools. Commenced building audit programme with the Victorian Building Authority on buildings suspected with combustible cladding.
Engineering Services	This includes provision of transport engineering services including strategic traffic and sustainable transport planning and traffic investigations and reports; capital works project scoping, design and construction supervision; civil asset protection, and the strategic management of Council roads and drainage assets.	<p>Design</p> <ul style="list-style-type: none"> Road reconstruction works completed at Laurel Grove North, Blackburn. Road reconstruction works at Haig Street, Box Hill South continuing. Road reconstruction works at Hood Street, Mont Albert commenced. Completed Local Road Rehabilitation program. Streetscape improvement works at 850 Whitehorse Road reached practical completion. Streetscape improvement works at Houston Shopping Centre commenced. Streetscape improvement works at Highbury Road/Middleborough Road reached practical completion. Commenced detail design plans for Megamile Precinct Renewal. Hagenauer Reserve Athletics Track resurfacing works are continuing and nearing practical completion. Bluebell Hill Reserve play space upgrade reached practical completion. Box Hill Gardens Play Space and Community Gathering Space works commenced. <p>Transport</p> <ul style="list-style-type: none"> Hosted 1 'Wiser Driver' course for senior road users. Hosted 2 'CycleWise' cycling courses for adults (1 intermediate course and 1 for novice riders). Continued to work with the State Government to plan pedestrian and cyclist infrastructure improvements along the 'Chirnside Park to the Mordialloc Strategic Cycling Corridor' and the 'Box Hill to Ashburton Strategic Cycling Corridor'.

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Service	Description
	<p>Quarterly Service Highlights</p> <ul style="list-style-type: none"> Continued delivery of the 'L2p' learner driver mentor program. Continued review of car parking restrictions within the Box Hill Major Activity Centre. Continued planning with representatives of other municipalities in eastern Melbourne for the development of the Eastern Regional Trails Strategy. Continued to identify 'Easy Ride' cycling routes throughout the municipality. Worked with Box Hill Institute students to support the 'Shine a Light on Road Safety' campaign. This included a presentation and discussion about the key high risk behaviours for youth in relation to road safety. Commenced review of Whitehorse Traffic Management Strategy. Promote the new VicRoads Road Smart program, which is the Year 10 program that replaces Keys Please. Hosted an 'Active Transport Forum' for to provide information and seek feedback regarding Council active transport programs and projects. Council continues to advocate to the State Government for: <ul style="list-style-type: none"> Pedestrian and cyclist improvements connected with the 'Chirnside Park to Mordialloc; Strategic Cycling Corridor' and the 'Box Hill to Ashburton Strategic Cycling Corridor'; Construction of a shared use path along the former Healesville Freeway Reservation; Urgent upgrade of the Box Hill transport interchange; Minimise detrimental impacts of widening of the Eastern Freeway as part of the North East Link project; and Appropriate design and construction of the Laburnum sections of the Box Hill to Ringwood shared path. <p>Engineering Assets</p> <ul style="list-style-type: none"> The inspection and condition assessment of a selection of drainage assets is under way. The project is planned for completion by the end of June 2018. There have been an increased number of applications for consents to undertake works in road reserves as well as other applications relating to building works and civil infrastructure. Also increased number of Planning Referrals requiring comments from Engineering Asset Team related to the civil infrastructure. Project for preparation of data required for valuing of the land under the Council's roads required for Financial Audit under way, planned for completion by the end of June 2018. Involvement in the approval of various stages of the development at the old Brickworks Site at 78 Middleborough Road, Burwood East.

9.1.1 – ATTACHMENT 1.

Quarterly Performance Report - Q3 January - March 2018

Service	Description	Quarterly Service Highlights
City Works - Engineering Works and Cleansing	This service is responsible for ensuring the ongoing cleanliness and maintenance of Council's roads, footpaths, kerb and channel, stormwater drainage pits and pipes, roadside furniture, bridges, path structures and shopping centres within the municipality including street sweeping, litter bin collection, removal of dumped rubbish and the provision of an afterhours emergency response service.	<ul style="list-style-type: none"> Attended to 3,482 requests. Made safe 258 footpath slabs. Replaced 2,289 square metres of footpath slabs. Repaired or replaced 504 signs. Cleaned 542 stormwater drainage pits. Cleared 2,674 lineal meters of stormwater drainage pipe. Removed 65 tonnes of rubbish from Gross Pollutant Traps. Responded to 393 requests to collect dumped rubbish. Collected 18 tonnes of dumped rubbish. Collected 82 dumped mattresses. Collected 90 tonnes of waste from Council's street litter bins. Attended to 245 sites to remove graffiti vandalism. Removed 1,719 square metres of graffiti from Council and private property. Responded to 172 after-hours emergency requests. Swept 559 tonnes of rubbish and debris from Council roads and car parks. Continued BBQ cleaning, township cleansing and cleaning of conventional and automated public toilets. Continued the pavement crack sealing program and line marking maintenance program. Continued capital renewal program for kerb and channel, footpaths and drainage pit lids. Works commenced in March 2018 on the reconstruction of the boardwalk in Koonung Creek Wetlands. Works are planned to be complete by the end of June 2018.
City Works - Fleet	This service provides for the operation of Council's Operations Centre and the replacement, maintenance, insurance and registration costs of Council's plant and vehicle fleet.	<ul style="list-style-type: none"> Continued to service and maintain fleet of vehicles and plant in Council's Workshop. Received delivery of 10 replacement passenger vehicles. None were disposed of at auction during the quarter. Vehicles were being used as loan cars while hail damage repairs were under undertaken. Requested quotations for supply and delivery of 16 passenger vehicles. Prime mover and trailer combination were sold at auction in March 2018. Awarded contract for a replacement footpath sweeper. A new contract was awarded for the supply of bulk fuel, fuel card services, oils, lubricants and vehicle care products.
Major Projects	This service is responsible for the planning and delivery of major projects.	<ul style="list-style-type: none"> Head of Major Projects and Buildings has been appointed and will commence in April 2018. Major Projects Councilor Reference Group met January 2018. Major Projects resource plan procurement options being evaluated. Recruitment of new staff and consultants to deliver projects ongoing.

9.1.1 – ATTACHMENT 1.

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Service	Description	Quarterly Service Highlights
Assets and Capital Works	This service is responsible for the development, monitoring and performance reporting of Council's Capital Works Program and the planning and implementation of asset management improvement initiatives across the organisation including the continuing implementation of Council's corporate Asset Management System.	<ul style="list-style-type: none"> Work has continued on the development of the 10-year capital works program, and in particular, the development of a draft 18/19 capital works program. This will form part of the budget papers that will be considered by Council and by the community. In addition, efforts continue on the delivery of activities outlined in the action plan associated with the Asset Management Strategy. In particular, the asset management mobility strategy has progressed to the stage where a preferred procurement methodology has been decided upon.
Facilities Maintenance	This service provides reactive and preventative maintenance and minor capital renewal of Council's many buildings and structures. Includes scheduled inspections and maintenance to satisfy Building Code Essential Safety Measures Regulations and defined level of service standards to ensure the facilities present in a safe, secure and fully operational state for use by Council staff and the public.	<ul style="list-style-type: none"> Forest Hill Hall had an upgrade - fit out with new kitchen and a conversion of toilets to include fully compliant accessible facilities. A series of painting renewals were completed including: <ul style="list-style-type: none"> - Blackburn (The Pines) Senior Citizens; - Blackburn South Hall; - Box Hill Town Hall; - Blackburn Children's Services Centre; and - Watts Street Children's Services Centre. Boundary fencing replacements were undertaken at: <ul style="list-style-type: none"> - Larch Street Kindergarten; - Florence Road Kindergarten. Hazardous materials were removed from: <ul style="list-style-type: none"> - Nunawading Toy Library; - Blackburn Cycling Club; and - East Burwood Hall. Renewed the domestic water line and fire service from the meter to the building at Nunawading Community Centre following a burst in the aging steel pipe work. Reviewed and updated the Whitehorse City Council building asbestos management plan.

9.1.1 – ATTACHMENT 1.

Quarterly Performance Report - Q3 January - March 2018

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

Annual Plan Major Initiatives and Initiatives Update

Major Initiative	Description	Responsible Officer	Target completion date	Current Status	Progress Against Target	Progress Comments
Municipal Wide Tree Study Recommendations	Maintain and protect valued residential areas in Whitehorse, through implementation of the <i>Municipal Wide Tree Study</i> recommendations.	Manager Planning and Building	June 2018	In progress	 GREEN	The Minister for Planning approved interim tree protection controls on 8 February 2018 but refused Council's authorisation request for permanent tree protection controls. The Minister requires Council to undertake further investigation to justify the permanent controls. A brief is being prepared and funding to undertake the work has been referred to the 2018/2019 budget process.
"Pipetrack" Shared Path	Construction of shared path between Mahoneys Road and Springvale Road, Forest Hill for use by cyclists and pedestrians.	Manager Engineering and Environmental Services	June 2018	Deferred	 RED	Use of pipe track to undertake SSRIP initiative (strategic corridor shared user path) between Ballantyne Street and Mt Pleasant Road (of which Council's works were to be part of), are not permitted to proceed by Melbourne Water due to required maintenance of water supply mains within the pipe track that are scheduled to occur over the next few years by Melbourne Water.

9.1.1 – ATTACHMENT 1.

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Initiative	Description	Responsible Officer	Target completion date	Current Status	Progress Against Target	Progress Comments
Activity Centre Streetscape Improvement Program	Renewal and upgrade to the various streetscapes across the municipality including ongoing improvements to Box Hill Commercial Activity Area.	Manager Engineering and Environmental Services	June 2018	In progress		850 Whitehorse Road, Box Hill (Whitehorse Towers site) streetscape improvement works reached practical completion. Houston Shopping Centre Streetscape improvement works commenced and are continuing. Highbury Road/Middleborough Road Streetscape improvement works reached practical completion. Commenced detail design drawings for Megamile Precinct Renewal.
Box Hill Skate Park Extension	Construction works to extend Box Hill Skate Park and will include a separate new beginner area, introduction of street 'plaza' style skating elements, a new basketball half-court, upgrade to the main bowl, removal of the existing shade shelter and construction of two new shade shelters, installation of lighting and additional seating.	Manager Engineering and Environmental Services	September 2017	Complete		Project complete.
Urban Forest Strategy Implementation	Achieve an increase in overall tree numbers within Whitehorse through the ongoing implementation of the <i>Street Tree Upgrade Program</i> and <i>Indigenous Tree Planting in Parks Program</i> .	Manager ParksWide	June 2018	In progress		Continued 17/18 street tree infill program and indigenous park tree planting program.
Whitehorse Urban Biodiversity Strategy 2024	Develop an inventory of Whitehorse biodiversity assets and urban habitat.	Manager ParksWide	June 2018	In progress		Whitehorse Biodiversity inventory project continuing. Survey commenced in September 2017 and will take approximately 15 months to complete to allow for seasonal variations.

9.1.1 – ATTACHMENT 1.

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Quarterly Service Highlights

Service	Description	Quarterly Service Highlights
Sustainability, Waste and Recycling	This service facilitates the implementation of actions from the Sustainability Strategy particularly in the 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. Waste services are provided through external contractors.	<ul style="list-style-type: none"> Collected 764,563 garbage bins, 562,209 recycling bins and 175, 191 garden organics bins for the quarter. Collected hard waste and bundled pruning's from 10,048 hard waste bookings for the quarter. Continued the development of Council's new Waste Management Strategy, with the completion of an initial strategic review, development of a community engagement plan, completion of internal stakeholder consultation regarding Council's waste services and needs, and the commencement of an extensive period of community consultation. Continued promotion and recruitment of Green Money, a new online platform and program to reward sustainable behaviours actioned by the Whitehorse community such as recycling and reducing waste. Finalised the 218 Smarter Living workshop series, a joint program with Manningham Council, featuring workshops on reducing food waste, War on Waste, zero waste home, Tiny Home, and reducing coffee waste. Participated in discussions and strategic planning sessions to deal with significant changes in the recycling industry in 2018 as a result of the world-wide collapse of recycling commodity prices and export availability. These changes have the potential to increase the cost of recycling at all Councils, hence there have been intensive discussions with recycling contractors, Victorian Government and other Councils about how best to continue and sustain recycling services. Finalised planning for and commenced promotion of Council's 2018 Renew collection and Drop Off Day in May, for the recycling of unwanted household items. Continued to provide direct recycling education as part of Bin Inspections Program.
Whitehorse Recycling and Waste Centre	This service provides Council's Recycling and Waste Centre for the disposal of general or bulky non-hazardous waste, including building and demolition materials. The centre incorporates the latest technologies and follows best practice industry guidelines to ensure safety, minimum waste contamination and efficient traffic management.	<ul style="list-style-type: none"> The Whitehorse Recycling and Waste Centre performed 35,682 transactions and received a total of 10,684 tonnes of general waste, 3,519 tonnes of green/timber waste mulched and recycled, 5,235 tonnes of cardboard and paper recycled, 454 tonnes of steel recycled, 165 tyres recycled and 490 mattresses. A total of 34% percent of material diverted and recycled.

9.1.1 – ATTACHMENT 1.

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Service	Description	Quarterly Service Highlights
Open Space Maintenance	ParksWide maintains and enhances open space sites for residents to enjoy the natural environment, to contribute to the visual attractiveness of the municipality and to ensure the safety of park users and visitors. It is responsible for the management of Council's bushland, open space and parklands including developing plant stock, landscaping, pruning, grass cutting and fire management. Council also provides an education program on ecological and environmental issues largely centred on Blackburn Lake Sanctuary.	<ul style="list-style-type: none"> Open Spaces areas were maintained through the summer period during a time of reduced rainfall. Spraying continued in parks for controlling of weed species. Audit completed by external conductor regarding the condition and age of the playspace units and recommended works scheduled. Fire Patrol program conducted throughout the summer period. Ongoing fuel reduction works as per 2017/2018 works program. As of end of January 185 of 188 actions signed were off. Lookout Trail lookout mound construction continued including installation of over 1,000 tonnes soil and 400 rocks. Rowland St Mont Albert landscape concept design and community consultation completed. Works commenced in early March Landscape Construction Services tender submissions received and evaluation undertaken. Tender to commence in April.
Tree Management	This service is responsible for the strategic and operational management of Council's street and park trees to meet community expectations as well as statutory and safety obligations. It includes planning for increasing the quantity and quality of trees within Whitehorse as well as maintaining the health and amenity of existing trees through inspections, pruning and removals in line with Council policy.	<ul style="list-style-type: none"> To date, 911 new and replacement trees identified for planting for 2018 Planting Season. It is estimated that approximately 1595 street trees will be planted for the financial year. Watering of new trees planted in previous 2 years has continued throughout the summer period. Cyclic block pruning is continuing throughout the municipality. Park Tree Pruning audits have commenced. Aging Urban Forest Renewal Program – Council has a number of significant avenues of the same species that are ageing and require replacement. The significant street tree avenues in Whitehorse have been identified and trees are inspected and assessed, for their useful life expectancy, health and structural integrity. Once trees have been identified as being a high priority for removal, they will be removed and replaced with established trees in the following planting season to ensure that there are no large gaps in our major avenues. The intent of this planting program is to systematically remove trees that have reached their Safe Useful Life (SULE) and replace them with advanced stock of 5 metres in height. It is envisaged that approximately 40 established trees per year be removed (30m+ in height) and replaced.

9.1.1 – ATTACHMENT 1.

Quarterly Performance Report - Q3 January - March 2018

Strategic Direction 4: Strategic leadership and open and accessible government

Annual Plan Major Initiatives and Initiatives Update

Major Initiative	Description	Responsible Officer	Target completion date	Current Status	Progress Against Target	Progress Comments
Digital Transformation Strategy	Implementation of year one of the <i>Digital Strategy 2017</i> .	Head of Business Technology	June 2018	In progress		An additional 2 roles were advertised in the quarter as per the Digital Strategy. Interviewing for a Content Officer role and a Content and User Experience (intranet) role will commence after Easter. A number of 'Quick Wins' identified in late 2017 have been delivered and are already showing positive results while the series of endorsed Proof of Concept (PoC) projects has seen solid progress including a foundational initiative successfully passing testing and ready for launch mid-April. Evaluation and prototyping of a potential Web Content Management System is underway. Digital and Social Media Leads have been heavily involved with stakeholder engagement and channel audits in order to customise strategies and policies to assist internal employees. The application of subject matter expertise to marketing campaigns has again delivered early benefits. The project plan continues to develop and refine, sequencing the many activities and priorities while coordinating the identification and baselining of program benefits. The Digital Team presented a comprehensive update at the Councillor's Budget Weekend in late March.


9.1.1 – ATTACHMENT 1.

Quarterly Performance Report - Q3 January - March 2018

Major Initiative	Description	Responsible Officer	Target completion date	Current Status	Progress Against Target	Progress Comments
Strategic Land Management Program	Complete due diligence on identified Council landholdings.	Manager Property and Rates	June 2018	In progress		Negotiated final settlement with VicRoads regarding Springvale Road grade separation. Commenced developing the proposed Harrow Street Car Park management tender documentation and procurement process. Reviewed all documentation regarding the significant sites.

9.1.1 – ATTACHMENT 1.

Quarterly Performance Report - Q3 January - March 2018

Initiative	Description	Responsible Officer	Target completion date	Current Status	Progress Against Target	Progress Comments
Implementation of requirements of the Local Government Act Review	Implementation of requirements of the <i>Local Government Act Review</i> .	Manager Civic Services	June 2018	Not started	Not due to commence	Council's submission on the Local Government Bill - Exposure Draft was finalised and submitted to Local Government Victoria by due date of Friday 16 March 2018. In addition, other information is being received and collated on the proposed changes that will result if the Bill is approved by State Government in its current form by June 2018. Until the Bill is approved and other information is made available by Local Government Victoria, including guidance notes and regulations, no further action at this stage can be practically undertaken, with any confidence.
Business Improvement Program	Continue to implement an organisation wide business improvement program focusing on benefits such as improving effectiveness, responsiveness, systems and reporting.	Head of Finance and Corporate Performance	June 2018	In progress	 GREEN	The business improvement program has focused on increasing capacity to meet the demands of a growing community and an increasing volume of transactions. During the quarter the program concentrated on updating Whitehorse's own improvement methodology and developing Continuous Improvement training in accordance with the Council approved the Business Improvement Strategy Phase II. We continue to see positive benefits as it relates to the customer experience; easier/faster, and financial.

9.1.1 – ATTACHMENT 1.

Quarterly Performance Report - Q3 January - March 2018

Quarterly Service Highlights

Service	Service Description	Quarterly Service Highlights
Council Support	Provision of services involved with the conduct of citizenship ceremonies, legal expenses, Council receptions and functions, general office expenses, Councillor development and training and the conduct of Council elections.	<ul style="list-style-type: none"> As also reflected in Quarter 2, the level of Council Support has continued similarly in Quarter 3. Operational requirements are being efficiently and professionally delivered in line with policies, practices and processes adopted by the organisation.
Civic Services	Includes the provision of customer service at Council's three service centres; governance services including coordination of Council meeting documents, managing Freedom of Information applications and maintaining Council's statutory records; fostering international relations particularly with Council's Sister City Matsudo, and cleaning and maintaining the municipal offices.	<p>The Civic Services Department has undertaken its core activities, as follows:</p> <p>Governance</p> <ul style="list-style-type: none"> Continued participation, oversight, advice provided in relation to statutory compliance matters such as Freedom of Information, Registers of Interest, Delegations and Authorisations. Supported visit by City of Matsudo staff member in February 2018 for a two week 'study visit' to Whitehorse; and collaboration with Box Hill Community Arts Centre staff for Matsudo Week 2018 events, workshops and projects. In addition, Green Tree Day planting event has been arranged for Friday 11 May 2018. Support and advice provided on Infocouncil electronic agenda management system and the Councillor Dashboard – the information hub for Councillors. Continued with preparation for Council's Australia Day 2018 Civic Awards and Citizenship ceremony. Substantiated 2018/2019 Budget preparation for Governance, Council Expenses, Headquarters and International Relations programs. <p>Customer Service</p> <ul style="list-style-type: none"> Calls to Council's Customer Service department increased, during what is traditionally a peak period, primarily due to Rate payment enquires and other seasonal events. A total of 36,753 calls were answered, 83.74% of these being connected to a customer service officer within 20 seconds. An increasing number of calls were resolved at the first point of contact which demonstrates the benefits of system and training initiatives. Council's Customer Service Centres assisted 13,111 customers over the counter and in addition, processed 13,189 in person cashing transactions. An additional 77,631 transactions were made through alternate payment options such as the internet, BPAY and Australia Post.
Communications	This service manages Council's communications activities including the production of Council publications such as the Whitehorse News and Annual Report. The service also manages content on Council's seven websites, six Facebook pages and produces printed and electronic	<ul style="list-style-type: none"> Published 3 copies of the Whitehorse News. Prepared 64 speeches. Designed and produced 120 publications including brochures, banners and postcards. Produced Annual Report Summary. Major promotions included: Australia Day Citizenship Ceremony and Concert, Swing Pop Boom festival season.

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Quarterly Performance Report for the quarter ended 31 March 2018
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Quarterly Performance Report - Q3 January - March 2018

Service	Service Description	Quarterly Service Highlights
	communication for the community, Councillors and the organisation.	<ul style="list-style-type: none"> Prepared 21 communication strategies on behalf of various departments. Responded to 28 media enquiries. Produced 57 media releases. Published 26 advertisements in Whitehorse Leader, promoting a range of Council events, services and initiatives. Produced 3 informative telephone on-hold messages.
Organisation Development	Provides human resource management services including staff recruitment, corporate training and development, industrial relations and volunteer advisory services.	<ul style="list-style-type: none"> Recruitment for New Business Initiatives has continued in the third quarter with employees engaged in the Digital team and project workers. Compliance training for volunteers in Meals on Wheels continued to be delivered during the quarter. The Emerging Leaders Program continues. The Workforce Planning project continues in specific areas of the organisation.
Risk, Health and Safety	This service administers Council's occupational health and safety program, ensures compliance with occupational health and safety legislation, manages Council's insurance program and implements the risk management framework.	<ul style="list-style-type: none"> Significant work has progressed on the Risk Framework, Policy and Strategy. This will incorporate Council's strategic and operational risks. In preparation for winter, the RST team has commenced planning for compliance training within the organisation to ensure the organisation meets its expectations under the OHS Act to provide refresher training to employees performing high-risk work. The Contractor Induction program has been running well - training has been arranged for contractor managers within Council to assist them in ensuring contractors are performing their works in a safe manner.
Finance and Corporate Performance	This service manages Council's corporate performance & planning, continuous improvement program, financial management and associated reporting, internal control and audit co-ordination, payroll, procurement and contract administration.	<ul style="list-style-type: none"> Supported delivery of Mayoral Budget Briefing event. Constructed Draft 2018/19 Budget for Council adoption and community consultation. Developed Whitehorse Continuous Improvement "Champion Toolbox" and Training Manual – training commences in April. Launched Accounts Payable and Procurement monthly dashboards – highlighting KPI's. Continued positive management of sundry debtors. Functional support on the completion Fuel Cards and OH&S internal audit reports. Active vendors have been reduced from 6,000 to 3,000 due to a database clean-up. Disaster Recovery Testing successfully completed on Saturday 3 March.
Corporate Information	This service manages and maintains Council's corporate record system and information across the organisation.	<ul style="list-style-type: none"> Continued to respond to internal RM system/Information Management enquiries and privacy enquiries on a daily basis. Continued to process incoming correspondence in a timely manner. Continued to lodge Private Building Surveyors documentation in a timely manner. Continued to provide archiving and retrieval services in a timely manner. Continued to provide appropriate levels of training for RM system. Continued to monitor & maintain the Business Functional Classification Scheme in RM to ensure it

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Service	Service Description	Quarterly Service Highlights
Information Technology	This service manages and maintains Council's computer systems and networks.	<ul style="list-style-type: none"> serves its purpose and that it does not get out of date or fall into disuse. Continued to provide RM action tracking reports to the Executive and Managers. Continued to implement Data Migration Strategy. Continued with the RM system upgrade project process. Assisted with the upgrade of weighbridge and Point of Sale systems at the Recycling and Waste Centre to facilitate a better customer experience. Assisted in the planning of a major upgrade to council's electronic document and records management system. Assisted with the implementation of systems to prepare for changing government requirements in the childcare centres. Improved security and reduced the opportunity for cyber-attacks on Whitehorse web sites. Improved in-building Optus mobile coverage at the Civic Centre. Implemented new generation IT system infrastructure including improved application backup and restore capabilities. Completed a successful Disaster Recovery exercise for Whitehorse's finance system. Streamlined internal IT systems and processes gaining improved awareness of end user device configuration resulting in productivity increases and better customer experiences.
Property	This service manages Council properties, conducts property valuations, and maintains the Geographic Information System.	<ul style="list-style-type: none"> Completed Dogs off Leash analysis of Melbourne Water owned land. Commenced Centralised Valuations process for the 2019 level revaluation in accordance the Valuation of Land Act. Ongoing discussions with Parks Victoria regarding Vermont South boardwalk. Leasing advice regarding Childcare centres, Blackburn Station public toilet licence and other community based leases. Leased Council owned residential dwelling 21 Wattle Valley Road, Mitcham. Review of South Parade surcharge pits occupation. Completed Stages 3 & 4 for the 2018 level revaluation in accordance with the Valuation of Land Act and the Valuation Best Practice. First Right of Refusal Request review for former Freeway Reservation land. Review of potential easements at East Burwood Reserve and Elgar Park GIS Upgrade is ongoing. Undertook an extensive review of the IPS Field inspector app. Installed new (December 2017) aerial imagery. Assisted with the display of the asset class known as Land Under Roads. Continue to establish GIS architecture.

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Quarterly Performance Report - Q3 January - March 2018




Service	Service Description	Quarterly Service Highlights
Rates	This service undertakes rate revenues and fire services property levy collection.	<ul style="list-style-type: none"> Collected 53.9M in Council rates. Collected Fire Services Property Levy on behalf of the State Government. Issued approximately 4,600 overdue rate notices for late rate payments.
Watts Street Parking Service	This service provides multi-level car parking facilities in Watts Street, Box Hill.	<ul style="list-style-type: none"> The new ticketing infrastructure installed at the Watts Street car park in July 2017 which introduced multiple payment methods, has resulted in parking revenue at this facility increasing by approximately 20%. A review of the facility was undertaken to consider the installation of bike hoops. This review confirmed that bike hoops could be installed; a 2018/19 capital budget item is pending.
Emergency Management and Business Continuity	This service implements Council's responsibilities as detailed in the <i>Emergency Management Act 1986</i> , the <i>Municipal Emergency Management Plan</i> and <i>Business Continuity Policy</i> .	<ul style="list-style-type: none"> Four of the seven initiatives identified in s Strategic Direction Four have been finalised with the remaining in progress and scheduled to be completed by Quarter Four. Commenced preparation of an Emergency Management Education/Communication strategy involving all agencies involved in providing emergency management service provision.
Digital Transformation Strategy	This service provides the transition to digital platforms across the organisation aimed to deliver improved customer experience and operational benefits.	<ul style="list-style-type: none"> An additional 2 roles were advertised in the quarter as per the Digital Strategy. Interviewing for a Content Officer role and a Content and User Experience (Intranet) role will commence after Easter. A number of 'Quick Wins' identified in late 2017 have been delivered and are already showing positive results while the series of endorsed Proof of Concept (PoC) projects has seen solid progress including a foundational initiative successfully passing testing and ready for launch mid-April. Evaluation and prototyping of a potential Web Content Management System is underway. Digital and Social Media Leads have been heavily involved with stakeholder engagement and channel audits in order to customise strategies and policies to assist internal employees. The application of subject matter expertise to marketing campaigns has again delivered early benefits. The project plan continues to develop and refine, sequencing the many activities and priorities while coordinating the identification and baselining of program benefits. The Digital Team presented a comprehensive update at the Councillor's Budget Weekend in late March.

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Quarterly Performance Report - Q3 January - March 2018

Strategic Direction 5: Support a healthy and local economy

Annual Plan Major Initiatives and Initiatives Update

Initiative	Description	Responsible Officer	Target completion date	Current Status	Progress Against Target	Progress Comments
Local Business and Community Events	Encourage local businesses to work with the community in creating events which promote a sense of place.	Assistant Manager Investment and Economic Development	June 2018	In progress		Whitehorse "Boost your Business" 2018 Program was held in March throughout the week 19 March to 23 March. 5 Business Workshops on topics covering Visitation & Tourism, Business Networking, Attracting Customers to your Business, Staff & Employment and Increasing Traffic to your Business Website. The Small Business Mentoring Bus attended the Whitehorse Civic Centre to booked out sessions. The "Boost your Business" Program attracted over 120 business participants.
Nunawading/Megamille and Mitcham Activity Centre Structure Plan	Review the Structure Plan to provide guidance for future improvement and development in Nunawading/Megamille East and Mitcham Activity Centre.	Manager Planning and Building	June 2018	In progress		Quotations have been sought.
Box Hill Metropolitan Activity Centre	Review and action the biennial investment, development and economic update for the Box Hill Metropolitan Activity Centre.	Assistant Manager Investment and Economic Development	June 2018	In progress		The Box Hill Metropolitan Activity Centre continues to attract ongoing interest from investors, developers and businesses as the preferred location for investment in Melbourne's East. Key stakeholders as the Box Hill Institute, Epworth and Box Hill Central Shopping Centre are leading the investment growth with projects of significant economic and employment impact that will gather momentum in the coming months. Large commercial and residential projects e.g: Sky One are on the

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Initiative	Description	Responsible Officer	Target completion date	Current Status	Progress Against Target	Progress Comments
						way with sites in Prospect Street gathering significant interest from investors. The Victorian State Election is scheduled for November 2018 and should provide a platform for stakeholder advocacy towards the redevelopment of the Box Hill Transport Interchange.

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Quarterly Service Highlights





Service	Description	Quarterly Service Highlights
Investment and Economic Development	This service is responsible for the delivery of specific activities and programs outlined in the <i>Whitehorse Economic Development Strategy 2014-2019</i> .	<ul style="list-style-type: none"> ▪ "Down to Business" Newsletter issued to business in Whitehorse via hard copy distribution, eNewsletter, Business Groups and Trader Associations, etc. ▪ Whitehorse "Boost your Business" 2018 Program was held in March throughout the week 19 March to 23 March. 5 Business Workshops on topics covering Visitation & Tourism, Business Networking, Attracting Customers to your Business, Staff & Employment and Increasing Traffic to your Business Website. ▪ The Small Business Mentoring Bus attended the Whitehorse Civic Centre to booked out sessions. ▪ The "Boost your Business" Program attracted over 120 business participants. ▪ Whitehorse and Box Hill Visitor Guide "Discover and Experience" has been completed and distribution to commence in the first week of April 2018. The Visitor Guide is in response to the growing visitation and tourism market and location of new accommodation businesses in Whitehorse.

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Quarterly Performance Report - Q3 January - March 2018

Section 3 – Performance against Customer Service Targets

The performance indicators against the Customer Service Targets are measured across the organisation and are captured through our 14 contact centres.

Performance Indicator	Target	Actual	Trend	Progress Comments
Percentage of calls answered within 20 seconds	80%	86.48%	 GREEN	Council's call centre groups, combined, exceeded target for the volume of calls answered with 20 seconds. Over 86% of calls were connected to an officer inside 20 seconds, with an average speed to answer of 15 seconds.
Percentage of total calls answered	95%	95.72%	 GREEN	A total of 101,509 calls were offered to Councils queue groups, the highest volume per Quarter, year to date. Despite increased volumes, over 95% of calls were handled, with only 4,332 terminating prior to connection.
Enquiries resolved at first call	70%	67.00%	 AMBER	67% of calls answered were managed to conclusion at the initial contact point, an increase of almost 2% on previous month. The remaining queries required specialised assistance and were subsequently transferred to either a skilled officer or department. Ongoing First Call Resolution improvements are anticipated as a result of system enhancements and staff skill development.
Records management actions completed within allocated timeframes* (Records Manager)	95%	96.27%	 GREEN	Total number of actions – 20,285. Total number of overdue actions – 756.

* 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 4 – Business Improvement

Business Improvement Projects – Update January - March 2018

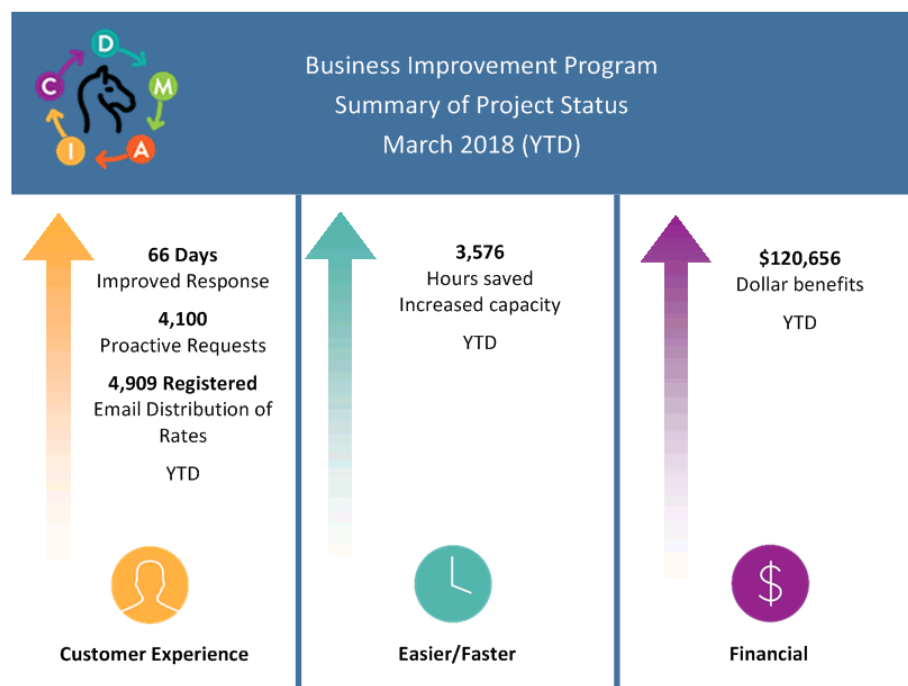
The Continuous Improvement team provides business improvement support to individuals and teams using Whitehorse's own Business Improvement Framework.

There is an emphasis on increasing capacity to meet the demands of a growing community and increasing transactional volumes. System functionality enhancements have been applied to several processes creating efficiencies as well as improving the customer experience.

During the quarter the program concentrated on updating Whitehorse's own Business Improvement Framework and developing training content in accordance with the Council approved Business Improvement Strategy Phase II. Training of twelve Whitehorse Continuous Improvement Champions will commence at the end of April.



















One new project, Intelligent Invoice Processing commenced and one project, Planning Objections – online moved from Current to Monitoring status. Fourteen projects are either active or complete and in monitoring at quarter end.

Resulting benefits for the year to date are shown in the summary diagram.



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Quarterly Performance Report - Q3 January - March 2018

 <div> Business Improvement Program Summary of Project Status March 2018 (YTD) </div>	
CURRENT PROJECTS	
1. Skip Bin Process	 
2. Land Information Certificates	  Digital
3. Invoices – Facilities Maintenance	 
4. 29A Demolition assessments online	 
5. Intelligent Invoice Processing	  
6. Building Certificates	   Digital
COMPLETED PROJECTS – BENEFITS REPORTED	
7. Planning objections – online	  
8. Parking Infringement review	 
9. Customer Service CARES stream	
10. Customer Service Systems Mobility	 
11. Electronic email Rates Notice	 
12. Councillor Requests (CityWatch)	 
13. Management Vehicle Detection Unit	 
14. Eco Print Strategy	 
COMPLETED PROJECTS	
1. Storm Response Process	
2. Fit for Work Process Review	
3. Legal Services review	
4. Street Number & Subdivision process	
5. Digital Rates Distribution and Payment	 
6. HACC Customer Service	
7. Parking Infringement Review	 
8. Customer Service Reporting Stream	

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Quarterly Performance Report - Q3 January - March 2018

Business Improvement Projects – Current Project Updates January to March 2018

Project Title	Opportunity Identified	Change Implemented	January to March activities
<p>Skip Bin Permits</p> <p>Change Champion: Community Laws</p>	<p>Council receives 1250 applications for skip bin permits issued by Community Laws. Existing process consumes 336.5hrs of administrative processing time with an opportunity to streamline the application and administrative process.</p>	<p>The ability for customers to apply for skip bin permits online.</p> <p>Benefits include an improved customer experience, reduced duplication of data entry, and automated reporting.</p> <p>Efficiencies in saving 6.5 minutes per permit or 135.4 hours per annum.</p> <p>Reduction in invoice referral process from 24 hours per annum to 12 minutes.</p> <p>Electronic document delivery function can provide a further cost saving in postage up to \$1,250.00.</p>	<p>Piloted roll out with two companies resulting in 25 applications being received online. Processing these permits provided a saving of 2.7 hours in administrative time and a saving in postage costs of \$25.00.</p> <p>Opportunities identified during the pilot roll out phase to improve customer experience were made. During March 2018, 20 additional companies were contacted to offer online access.</p> <p>Of the 20 companies, five have already registered and more are expected to register during the coming months, increasing the time and cost savings.</p>
<p>Land Information Certificates</p> <p>Change Champion: Property & Rates</p>	<p>Review the Land Information Certificate process (6,445 transacted in 2015/16) to apply an online transaction channel aimed at improving the customer experience and increasing administrative efficiencies through saved hours.</p>	<p>The Property Certificate Web Service will be used by customers to submit Land Information Certificates.</p>	<p>Testing of the online submission of Land Information Certificates is complete. Implementation of the improvement is scheduled for the upcoming quarter.</p> <p>Each online transaction will save 3 minutes and 20 seconds in administrative time. Based on 2015/16 volumes of 6,445 a potential annual saving of 358 hours in administrative time is anticipated.</p> <p>Measurement reporting to commence next quarter.</p>
<p>Invoice Process - Facilities Maintenance</p> <p>Change Champion: Facilities Maintenance</p>	<p>To review existing business processes in the receipt of approximately 3858 invoices per annum with a view to reduce the processing time. On average 10 minutes is spent processing each invoice. The focus is on increasing capacity for administration and reduced duplication.</p>	<p>Process mapping and swot analysis has identified the opportunity to utilise our corporate record management system to electronically capture, workflow and process these invoices. This application will remove the need to print, providing sustainable benefits and printing costs.</p> <p>Increased capacity will be achieved through administrative time savings identified through electronic process development and pilot.</p>	<p>Design of an improved process to increase capacity and reduce costs is nearing completion.</p> <p>Piloting and implementation of the improvements is scheduled for the upcoming quarter.</p>

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Project Title	Opportunity Identified	Change Implemented	January to March activities
29A Demolition Assessments Online Change Champion: Planning	<p>In 2016 there were 574 requests for demolitions (29A's). There is an opportunity to streamline the paper based process and perform all administration and authorisation functions electronically improving the customer experience and increasing efficiencies in administrative processing time.</p>	<p>The 29A requests for demolition are now managed electronically with no hard copy documentation and an improved customer experience with a 24/7 online channel option.</p> <p>The final document is then delivered to the customer electronically improving response time and reducing postage or printing costs.</p>	<p>During the quarter a total of 164 requests were processed electronically resulting in 6.25 hours of efficiency gains and postage savings of \$164.00.</p>
Intelligent Invoice Processing Change Champion Finance and Corporate Performance	<p>Invoice processing requires manual intervention to check, sort and prepare invoices for posting. Whitehorse Home and Community Services process approximately 4,500 invoices per month. From commencement to postage of invoices requires 10 business days which includes three days of manual sorting.</p> <p>This results in invoices being received on the 12th to 14th of each month.</p>	<p>A system to automate invoice sourcing and distribution has been selected and approved by the I.T Steering Committee. The system allows emailing of invoices without manual intervention.</p>	<p>Implementation planning activities continue. It is planned for the system to be operational in the next quarter.</p>
Building Certificates Change Champion: Planning and Building Department	<p>In the 2016-2017 financial year, 4,036 building certificates were processed. A review of the building certificate process identified applications via an online transaction channel can improve the customer experience and increase administrative efficiencies through saved hours.</p>	<p>The Property Certificate Web Service currently under development will be used by customers to submit building certificate requests.</p> <p>This process will remove the need to lodge each request in Pathway and the need to print the certificate, thereby reducing both print and postage costs and increasing capacity for administrative staff.</p>	<p>Working with the Digital Strategy team, process and application testing of the Property Certificate Web Service has been completed</p> <p>Comprehensive testing demonstrated a saving of 2 minutes and 10 seconds per application which is less than the initial test results of approximately 3 minutes per application. Saving 2 minutes and 10 seconds per application will result in an anticipated annual saving of 146 hours based on the 2016-2017 financial year numbers.</p> <p>Implementation of the improvements is scheduled for the upcoming quarter.</p>

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Quarterly Performance Report - Q3 January - March 2018

Business Improvement Projects – Completed Projects - Benefits Reported January to March 2018

Project Title	Opportunity Identified	Change Implemented	January to March activities
Planning Objections - online Change Champion: Planning	In 2016 there were 1,774 public submissions received in response to the advertising of planning applications. There is an opportunity to streamline the process for administrative processing and an improved customer experience by making this process available online.	The changes implemented have improved the customer experience with 24/7 accessibility to submissions online and immediate confirmation of receipt. Having this channel available reduces the need for customers to travel into the office and/or postage costs to lodge their submission/objection.	Internally, dashboards have been developed to provide administrative efficiencies in processing these submissions. Time has been saved from scanning and Trimming submitted documentation, and manually entering data into Pathway. During the quarter a total of 236 submissions were processed resulting in 10 hours of efficiency gains and postage savings of \$236.00.
Customer Service Project - CARES Stream Change Champion: Customer Service Organisation wide	To continue to develop the principles and behaviours of CARES by creating tailored customer-focused training that is flexible, adjustable and effective for a range of different services.	A learning pathway has been established to identify the various roles of staff in customer service across Whitehorse with itemised training for induction, CARES principles, system-based, complaint handling and negotiation/de-escalation. Customer-focused training has been linked to existing policies and procedures with a tailored approach to training developed.	Negotiation and de-escalation training has been delivered resulting in positive feedback. Online modules for CARES principles training are under development, making training accessible without the need for facilitators (unless deemed required). 34 staff completed Part 1 and 16 staff completed Part 2 of the customer focused CARES training during the quarter.
Mobility in the Field Community Laws Officers Change Champion: Community Laws	To review existing business processes for Community Laws Officers in how they receive, investigate and complete requests by utilising mobility devices to support their work in the field. It's anticipated this functionality will increase administrative efficiency, increase customer satisfaction by improved responsiveness and reduce waste in travel time.	Mobility devices have been rolled out to all Community Laws Officers providing automated request allocations via online mapping with direct access to request information and customer details. Access allows officers to open, edit and close requests adding notes and looking up information as they investigate issues.	361 hours saved across 7 Community Laws Officers, resulting in increased capacity and improved presence within the community achieved through 842 proactive activities undertaken during the quarter. Increased capacity allows Officers to record proactive activities in real-time, for example monitoring local parks and on/off leash areas.

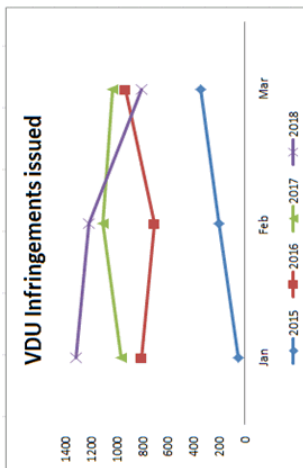
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Project Title	Opportunity Identified	Change Implemented	January to March activities
Councillor Requests (CityWatch) Change Champion: Governance	Providing access for Councillors to lodge enquiries or requests for action via their mobile devices directly into our Customer Request Management System (CRM). This aims to improve the experience as well as provide time saving for administrative process.	CityWatch improves the experience and accessibility for Councillors as they submit enquiries and requests to Council Officers receiving an instant confirmation. Although similar to snap/send/solve in functionality, the benefit of CityWatch is that it's an extended functionality of our existing Customer Request Management System resulting in saving of administrative time by removing the waste of data entry duplication.	58 Councillor requests were submitted online achieving 11.6 hours increased capacity during the quarter. Investigations to include improvements, including automatic routing and the inclusion of GPS coordinates continues.
Management of Vehicle Detection Units (VDU) Change Champion: Community Laws	To review existing business processes in the management of electronic parking detection units including the issuing of infringements. Standardised System Reporting with projected efficiency gains of 252 hours saved per year.	Structured work process informed by system data analysis. Staff engagement through weekly meetings, monthly 1 on 1 area walk around with Coordinator, and supply of performance across the departments, individuals and hot spots to optimise infringement rates. A system upgrade has enabled automated reporting, providing data for analysis instantly, previously taking 7 hours a week to generate. Infringements issued through the vehicle detection units provides information on the turnover rates of parking within bays to support the community and business in daily activities ensuring safe and fair use of our parking areas by all the community.	There was an increase of 242 infringements from the baseline of the same quarter in 2017, equating to increased value of \$19,118 (\$79 X 242) . Significant increase was observed in January 2018 followed by some increase in February from the same time last year. March 2018 saw a drop in overall parking infringements, which includes VDU infringements because of the reduction in resources due to planned and unplanned staff leave.



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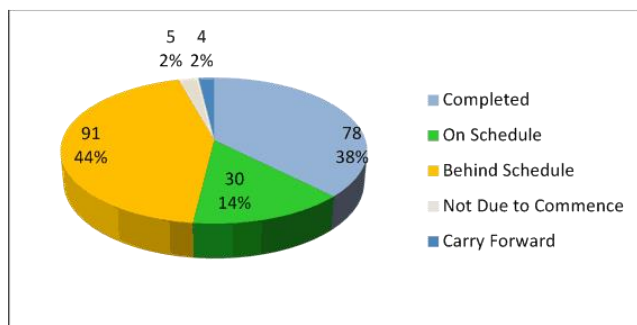
Quarterly Performance Report - Q3 January - March 2018

Project Title	Opportunity Identified	Change Implemented	January to March activities										
Eco Print Strategy Change Champion: Business Technology and Engineering & Environmental Services	<p>Multi-phased initiative to implement Eco Printing functions for staff aimed at:</p> <ul style="list-style-type: none">reducing the cost of paper and consumables;increasing flexibility, security and electronic document delivery;delivering environmental benefits. <p>Whitehorse currently prints 51% of documents in Colour with Multi-Function Devices not optimised for the economic and sustainable outcomes that can be achieved through the use of software such as Follow Me Print.</p>	<p>The Business Technology department introduced Follow Me Print (with policy-based default duplex and mono printing), and reviewed, repurposed or replaced existing devices with efficient multi-function devices. Training was provided to staff to support the change and optimise the use of functionality.</p>	<p>Since full implementation on 1 January 2017, the following benefits of Follow Me Print have provided savings that equate to approximately \$87K through improvements realised in the below metrics:</p> <table><tr><td>Cost saving</td></tr><tr><td>During the Quarter a saving of \$5,578.86 was made.</td></tr><tr><td>Print volumes</td></tr><tr><td>2016 baseline of >300K pages/month. During the quarter, print page volume averaged 197K pages per month. This represents a 35% reduction, easily surpassing the targeted 10% reduction.</td></tr><tr><td>Colour printing</td></tr><tr><td>In 2016, the level of colour printing was 51% of all prints, during this quarter a reduction of 8% to 43% was achieved.</td></tr><tr><td>Double sided printing</td></tr><tr><td>40% over the quarter.</td></tr><tr><td>Purged prints (never released or collected)</td></tr><tr><td>An average of 20K unwanted jobs/month were not printed as a result of utilising a key feature of Follow Me Print, saving paper and charges.</td></tr></table>	Cost saving	During the Quarter a saving of \$5,578.86 was made.	Print volumes	2016 baseline of >300K pages/month. During the quarter, print page volume averaged 197K pages per month . This represents a 35% reduction , easily surpassing the targeted 10% reduction.	Colour printing	In 2016, the level of colour printing was 51% of all prints, during this quarter a reduction of 8% to 43% was achieved .	Double sided printing	40% over the quarter.	Purged prints (never released or collected)	An average of 20K unwanted jobs/month were not printed as a result of utilising a key feature of Follow Me Print, saving paper and charges.
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Section 5 – Capital Works Report

Capital Projects

There are 208 capital projects to be delivered over the financial year. At the end of the third quarter an additional 37 capital projects have been completed, 121 are in progress (30 are on schedule and 91 are slightly behind schedule), 4 carry forward and 5 are not yet due to commence.



Pictures below: Laurel Grove North, Blackburn reconstruction completed this quarter.



9.1.1 – ATTACHMENT 1.

Quarterly Performance Report - Q3 January - March 2018

Capital Funding

Total available capital funding was \$41.2m as at 31 March 2018:

	Amount \$
Capital funding per <i>Adopted Budget 2017/18</i>	43,125,500
Funds carried forward from prior year	2,473,922
Additional funding*	1,510,799
Major Projects funding reallocation	-5,916,780
Total available capital funding	41,193,441

* The amount of additional funding can change every quarter, which changes the total available capital funding.

Capital Expenditure

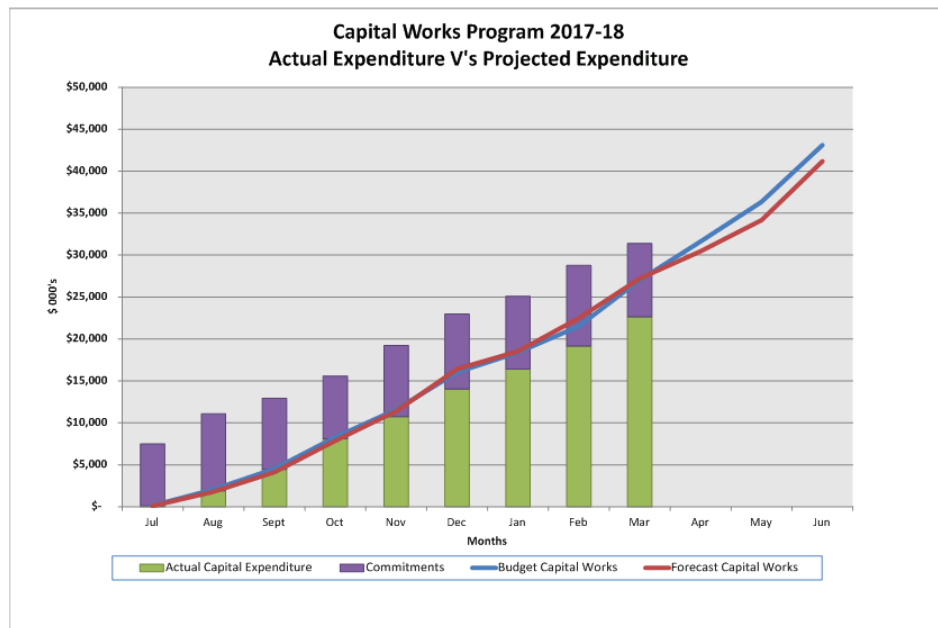
As at 31 March 2018, actual capital YTD expenditure was \$22.65m, which is slightly lower than the YTD forecast of \$27.14m (see table below).

Actual capital YTD expenditure represents 55% of the total available capital funding. Total capital commitment stands at \$31.39m which equates to 76.2% of total available capital funding.

	YTD Actual \$000	YTD Budget \$000	YTD Forecast \$000	2017/18 Budget \$000	2017/18 Forecast \$000
Buildings	5,604	6,450	5,914	11,650	7,834
Buildings Improvements	2,736	3,803	3,701	6,185	6,031
Land	0	0	0	1,680	1,680
Total Property	8,340	10,253	9,615	19,515	15,545
Bridges	123	50	50	100	123
Drainage	926	1,202	1,218	1,865	1,678
Footpaths and Cycleways	2,076	2,003	1,973	3,033	3,258
Off Street Car Parks	86	562	538	582	550
Parks, Open Space & Streetscapes	2,462	2,364	3,178	3,480	4,515
Recreational, Leisure & Community Facilities	1,786	2,530	2,459	2,865	2,820
Roads	2,882	3,540	3,543	5,090	5,263
Waste Management	629	1,310	1,310	1,330	1,695
Total Infrastructure	10,970	13,561	14,269	18,345	19,902
Computers and Telecommunications	1,223	1,237	1,252	1,405	1,809
Fixtures, Fittings and Furniture	431	483	473	578	593
Plant Machinery and Equipment	1,684	1,500	1,532	3,283	3,344
Total Plant and Equipment	3,338	3,220	3,257	5,266	5,746
GRAND TOTAL	22,648	27,034	27,141	43,126	41,193

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Section 6 – Financial Report

Executive Summary

The year to date financial result at 31 March was favourable to budget by \$9.79m. This primarily reflects \$2.73m additional contributions, \$1.57m additional grants, and a mix of savings and timing differences on year to date materials and services costs (\$2.25m) and employee costs (\$2.23m).

The forecast year end result has improved by \$514k since the last review was completed in January mainly reflecting a \$571k decrease in employee costs and a \$69.21m surplus is now expected for the year. Excluding the \$34.83m net gain expected from the sale of 517-521 Station Street Box Hill, which is anticipated to settle prior to 30 June 2018; a \$34.38m surplus is forecast.

Year-to-date Result

As outlined above in the Executive Summary, the year to date result at 31 March reflects a favourable variance of \$9.79m. The significant variances to budget were as follows:

- 1) Statutory fees and charges were \$413k favourable to budget primarily reflecting a \$271k increase in statutory planning fees due to continued strong demand for planning application permits, a \$113k increase in health fines, and a \$70k increase in parking infringements due to expanded after-hours monitoring.
- 2) User fees were \$683k less than budget primarily relating to:
 - Compliance, which was \$359k unfavourable to budget primarily relating to local laws infringements (\$212k) due to a large number of local law matters being exempted as they were referred to the Magistrates' Court for determination, and a \$193k reduction in meter money collections which is currently being investigated,
 - the Recycling and Waste Centre, which was \$331k less than budget primarily due to a decrease in patronage this year attributed to a new 24-hour facility opening in Dandenong South and loss of income from large customers for a week in September due to a significant mechanical failure,
 - Leisure Facilities, which were \$228k unfavourable mainly reflecting lower than expected casual attendances at Morack Golf Course (\$138k), and lower casual attendances at Aqualink Nunawading (\$78k), which was partly due to a 2 week closure of the pool for filter works earlier in the year,
 - Partly offset by the Whitehorse Centre, which was \$173k higher than budget mainly due to strong ticket sales to performances including the Wharf Revue, Mirusia from the Heart and A Little Night Music.
- 3) Grants – operating were \$835k higher than budget mainly reflecting \$257k disaster relief funding received in relation to an extreme storm event in January 2015, additional government grants for Council's Children's Services Centres (\$137k) mainly due to higher kindergarten placements and children with additional needs, and a \$121k increase in Home and Community Services grants, reflecting indexation received on federal funding and some additional funding for Food Services.
- 4) Grants – capital were \$734k higher than budget mainly relating to Roads to Recovery funding received for Haig Street, Box Hill South (\$432k) and Laurel Grove, North Blackburn (\$129k) reconstruction projects, and receipt of unbudgeted contributions for the Cycling Corridors design project (\$166k).

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- 5) Contributions – monetary were \$2.27m greater than budget mainly reflecting higher than anticipated public open space contributions (\$1.34m) and unbudgeted contributions towards the improvement of Council assets and facilities (\$938k). \$2.13m of this variance relates to the 850 Whitehorse Road, Box Hill development.
- 6) Contributions – non-monetary were \$460k favourable to budget due to the acquisition of 1A Bulkara Avenue, Forest Hill.
- 7) Employee costs were \$2.23m lower than budget reflecting favourable variances across a number of departments. The largest variances relate to:
 - Planning and Building, which was \$539k favourable to budget due to a number of vacant positions and the delayed implementation of Municipal Wide Tree Study recommendations. Recruitment for several vacant positions is currently underway,
 - Digital Strategy, which was \$508k lower than budget reflecting the gradual recruitment of roles for this new initiative. Six roles have now been filled with recruitment currently underway for another two roles due to commence in May 2018,
 - Leisure Facilities, which were \$260k favourable to budget primarily reflecting savings for the Aqualink facilities (\$160k),
 - City Management, which was \$172k lower than budget mainly reflecting delayed commencement of the Healesville Freeway Reserve Strategy project (\$151k),
 - Organisation Development, which was \$150k lower than budget primarily due to a lower annual WorkCover premium than expected (\$136k),
 - Compliance, which was \$142k favourable to budget predominantly reflecting savings from vacant positions, and
 - Engineering and Environmental Services, which was \$140k favourable to budget mainly due to vacant positions in the Design and Construction team, which are in the process of being filled,
 - Partly offset by Major Projects and Buildings, which was \$265k greater than budget mainly due to additional project managers being engaged to deliver the large number of scheduled projects.
- 8) Materials and services were \$2.25m less than budget reflecting favourable variances across a number of departments. The most significant variances relate to:
 - Engineering and Environmental Services, which was \$779k lower than budget, \$504k of which relates to Council's garbage (\$362k), garden (\$108k), and recycling (\$34k) kerbside collection services, primarily due to lower than expected tonnage collected and lower than budgeted cost increases. The energy efficient street lighting changeover initiative was also \$129k lower than budget after being completed ahead of schedule,
 - Property and Rates, which was \$498k favourable to budget, which primarily reflects \$538k savings on the strategic land management program after preliminary investigations revealed no site remediation costs would need to be incurred,
 - Leisure Facilities, which were \$352k favourable to budget mainly reflecting a mix of savings and timing differences for Morack Golf Course (\$202k) primarily relating to contracts and services expenses, and timing differences for the Aqualink facilities on promotions (\$77k) and utilities (\$38k),

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Quarterly Performance Report - Q3 January - March 2018

- Digital Strategy, which was \$322k lower than budget mainly relating to \$200k on website development costs, which have been deferred until 2018/19. Evaluation and prototyping of a potential Web Content Management System is underway, and
 - Home and Community Services, which was \$299k lower than budget mainly reflecting lower than expected Quality Business Support (\$110k), and Home Care Program (\$107k) costs, due to a mix of timing differences and fluctuations in demand,
 - Partially offset by City Works, which was \$625k unfavourable to budget mainly due to vehicle insurance excess costs (\$170k) resulting from a severe hail event in December 2017, increases in contracted (\$152k) and drainage improvement works (\$101k), and a \$107k cost of repair of major equipment at the Recycling and Waste Centre, and
 - Compliance, which was \$265k higher than budget largely due to the extended parking trial which commenced after the budget was adopted, and a \$190k increase in court lodgement costs due to a 26% increase in referrals and early intervention schedule for outstanding matters.
- 9) Depreciation was \$520k favourable to budget mainly due to a change in depreciation methodology for road assets subsequent to the revaluation conducted at 30 June 2017.

Projected Result

The projected year-end result for 2017/18 has been reviewed at 31 March and a surplus of \$69.21m is now predicted for the year. This represents a \$514k improvement since the last review was completed in January and a \$42.48m increase from the Adopted Budget. Excluding the \$34.83m net gain expected from the sale of 517-521 Station Street Box Hill, which is anticipated to settle prior to 30 June 2018; a \$34.38m surplus is forecast. The major forecast changes at 31 March were as follows:

- 10) User fees were decreased by \$322k primarily relating to a \$280k reduction in meter money collections in line with the year to date trend, which is currently being investigated, and a \$200k decrease in local law infringements due to a large number of local law matters being exempted as they were referred to the Magistrates' Court for determination. These variances are partly offset by a \$179k increase in Recycling and Waste Centre income due to an increase in patronage over the past couple of months.
- 11) Other income was increased by \$268k mainly reflecting a \$242k increase in recycling income to reflect additional payments received from Visy in March and April (for January and February recycling collections) under Council's recycling service contract.
- 12) Employee costs were decreased by \$571k primarily reflecting the following significant changes:
- Health and Family Services, which was forecast down by \$204k mainly relating to Children's Services Centres (\$143k) and the new Supported Playgroup program (\$44k),
 - a \$160k reduction in anticipated salary costs in the Healesville Freeway Reserve Strategy initiative, which is partly offset by a \$50k increase in materials and services, and
 - Digital and Business Technology, which was forecast down by \$107k mainly relating to further savings in the Digital Strategy team (\$82k) due to later than anticipated recruitment of a number of roles,
 - Partially offset by, a \$134k increase in Major Projects and Buildings reflecting the full year impact of additional project managers being engaged for project design/scoping work.

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Quarterly Performance Report - Q3 January - March 2018

13) Materials and services were decreased by \$109k primarily reflecting the following significant changes:

- Digital Strategy, which was forecast down by \$323k mainly reflecting the deferral of website development costs (\$180k) until the following year. Evaluation and prototyping of a potential Web Content Management System is underway,
- Infrastructure Management, which was forecast down by \$200k reflecting a reassessment of the scope of work to be completed in the current year on the Private Buildings on Council Land initiative, and
- Engineering and Environmental Services, which was forecast down by \$202k mainly relating to savings in Garden Green Waste Collection (\$115k) due to the delay in commencement of the new organics processing arrangement,
- Partially offset by a \$191k increase in Planning and Building mainly relating to increased contractor backfill for vacant positions,
- Compliance, which forecast a \$130k increase, \$75k of which relates to court lodgement costs due to a 26% increase in referrals of unpaid infringements in 2017/18,
- Home and Community Services, which forecast a \$97k increase in costs due to increases in both referrals and Home Care Packages.

Cash Position

Total cash and investments (including other financial assets) totalled \$178.96m at the end of March, representing a \$35.03m increase since the beginning of the year. \$9.14m was held in cash and short-term investments at 31 March.

Debtors

Council has collected \$92.46m or 84.7% of 2017/18 rate debtors as at 31 March 2018.

Other debtors (net of doubtful debt provisions) outstanding at 31 March amounted to \$1.97m of which \$157k has been outstanding for more than 90 days.

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Quarterly Performance Report - Q3 January - March 2018

Income Statement for the period ending 31 March 2018

	Year-to-Date				Full Year				
	Actual \$'000	Budget \$'000	Variance \$'000	Notes	Budget \$'000	Jan Forecast \$'000	Mar Forecast \$'000	Forecast Change \$'000	Notes
Income									
Rates	111,651	111,633	18		111,623	111,738	111,651	(87)	
Statutory fees and fines	5,843	5,430	413	1	7,164	7,645	7,752	107	
User fees	29,633	30,316	(683)	2	40,804	38,876	38,554	(322)	10
Grants - operating	12,957	12,122	835	3	16,238	17,305	17,224	(81)	
Grants - capital	834	100	734	4	488	956	956	-	
Contributions - monetary	8,584	6,310	2,274	5	9,406	11,589	11,589	-	
Contributions - non-monetary	460	-	460	6	-	460	460	-	
Interest income	3,005	2,778	227		3,781	4,035	4,035	-	
Other income	3,293	2,971	322		3,105	3,937	4,205	268	11
Net gain / (loss) on disposal of assets	797	673	124		229	35,695	35,695	-	
Total income	177,057	172,333	4,724		192,838	232,236	232,121	(115)	
Expenditure									
Employee costs	53,232	55,460	2,228	7	73,740	72,727	72,156	(571)	12
Materials and services	38,351	40,602	2,251	8	58,672	57,968	57,859	(109)	13
Depreciation	18,418	18,938	520	9	26,106	25,205	25,205	-	
Interest expense	126	125	(1)		232	232	232	-	
Other expenses	6,866	6,930	64		7,356	7,409	7,460	51	
Total expenditure	116,993	122,055	5,062		166,106	163,541	162,912	(629)	
Net surplus / (deficit)	60,064	50,278	9,786		26,732	68,695	69,209	514	

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Quarterly Performance Report - Q3 January - March 2018

Balance Sheet as at 31 March 2018

	2017/18 31-Mar-18 \$'000	2016/17 30-Jun-17 \$'000
ASSETS		
Current assets		
Cash and cash equivalents	9,136	18,204
Trade and other receivables	27,474	10,854
Other financial assets	169,826	125,723
Other assets	35	2,455
Non-current assets held for sale	18,954	18,954
Total current assets	225,425	176,190
Non-current assets		
Trade and other receivables	44	44
Investments in associates	7,805	7,805
Property, infrastructure, plant & equipment	2,959,569	2,956,545
Intangible assets	681	941
Total non-current assets	2,968,099	2,965,335
Total assets	3,193,524	3,141,525
LIABILITIES		
Current liabilities		
Trade and other payables	9,836	18,224
Trust funds and deposits	9,021	8,588
Provisions	15,056	14,679
Interest bearing loans and borrowings	166	436
Total current liabilities	34,079	41,927
Non-current liabilities		
Provisions	1,693	1,619
Interest bearing loans and borrowings	5,060	5,008
Other liabilities	1,619	1,781
Total non-current liabilities	8,372	8,408
Total liabilities	42,451	50,335
Net assets	3,151,073	3,091,190
EQUITY		
Accumulated surplus	784,113	742,178
Surplus (deficit) for period	60,063	41,935
Asset revaluation reserve	2,234,542	2,234,722
Reserves	72,355	72,355
Total equity	3,151,073	3,091,190

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Quarterly Performance Report - Q3 January - March 2018

Cash Flow Statement for the period ending 31 March 2018

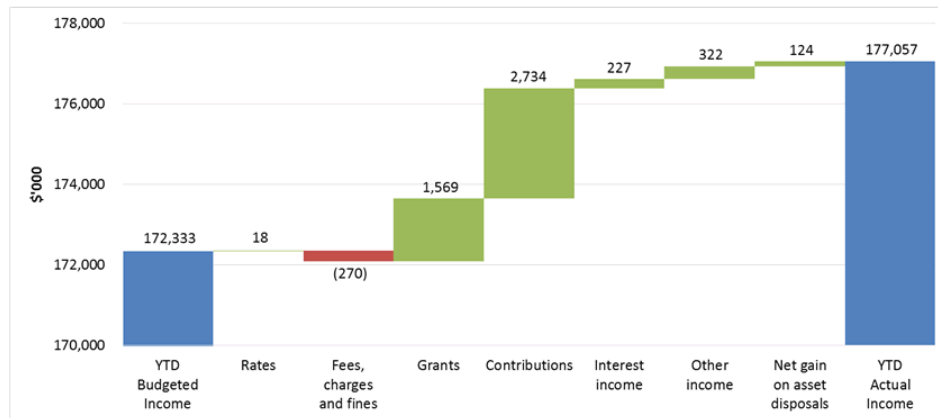
	2017/18 31-Mar-18 Inflows/ (Outflows) \$'000	2016/17 31-Mar-17 Inflows/ (Outflows) \$'000
Cash Flows from Operating Activities:		
Rates	95,041	91,575
Statutory fees and fines	5,843	5,235
User fees	31,761	32,729
Grants - operating	12,957	13,840
Grants - capital	834	-
Contributions - monetary	8,584	6,843
Interest received	3,005	2,486
Other receipts	3,293	2,673
Fire Services Property Levy collected	12,760	12,625
Employee benefits	(52,944)	(49,931)
Materials and services	(46,574)	(49,261)
Other payments	(6,866)	(6,754)
Fire Services Property Levy paid	(12,396)	(12,384)
Net cash from operating activities	55,298	49,676
Cash Flows from Investing Activities:		
Payment for property, infrastructure, plant and equipment	(22,648)	(19,108)
Proceeds from sale of property, infrastructure, plant and equipment	2,864	4,436
(Purchases)/sales of financial assets	(44,103)	(43,580)
Repayment of loans and advances from community organisations	6	3
Net cash used in investing activities	(63,881)	(58,249)
Cash Flows from Financing Activities		
Repayment of interest bearing loans and borrowings	(360)	(298)
Interest paid	(126)	(152)
Net cash used in financing activities	(486)	(450)
Net Increase/(decrease) in cash and cash equivalents	(9,069)	(9,023)
Cash and cash equivalents at 1 July	18,205	14,116
Cash and cash equivalents as at end of period	9,136	5,093

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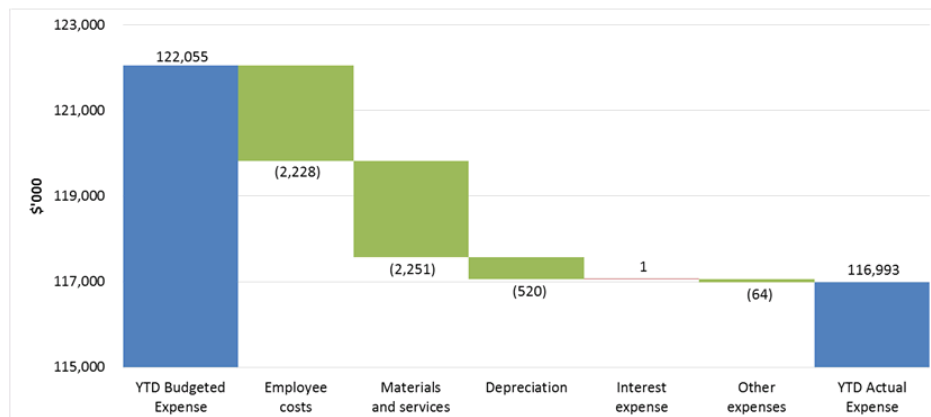
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Operating Income and Expenditure

Graph 1.1: Year-to-date Operating Income Variance



Graph 1.2: Year to Date Operating Expenditure Variance

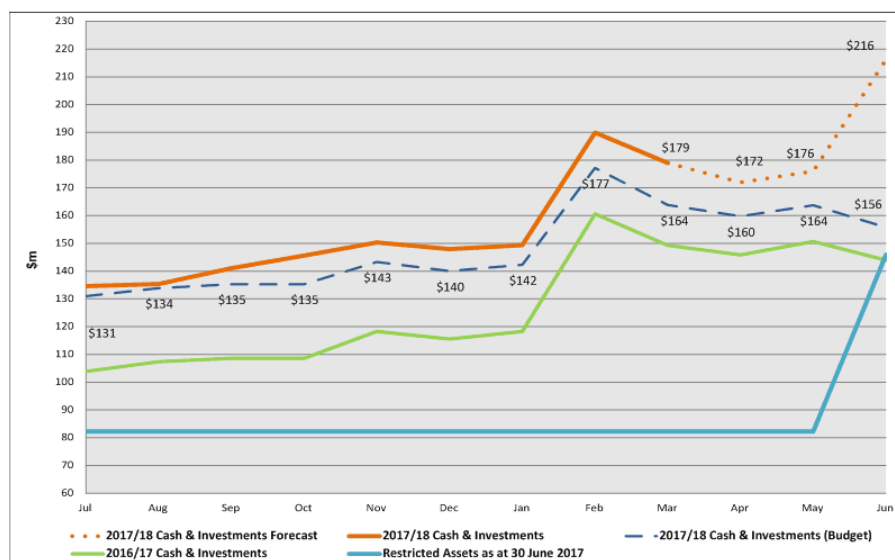


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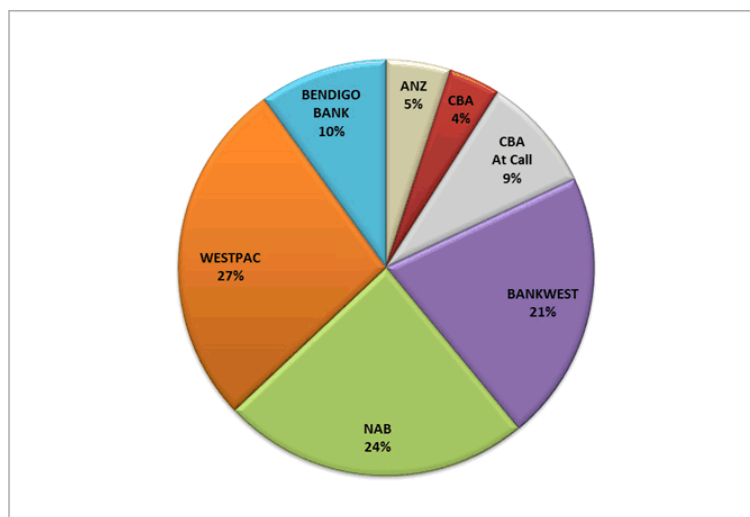
Cash and Investments

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 and the Art Collection Reserve.

Graph 2.2: Investment by Institution



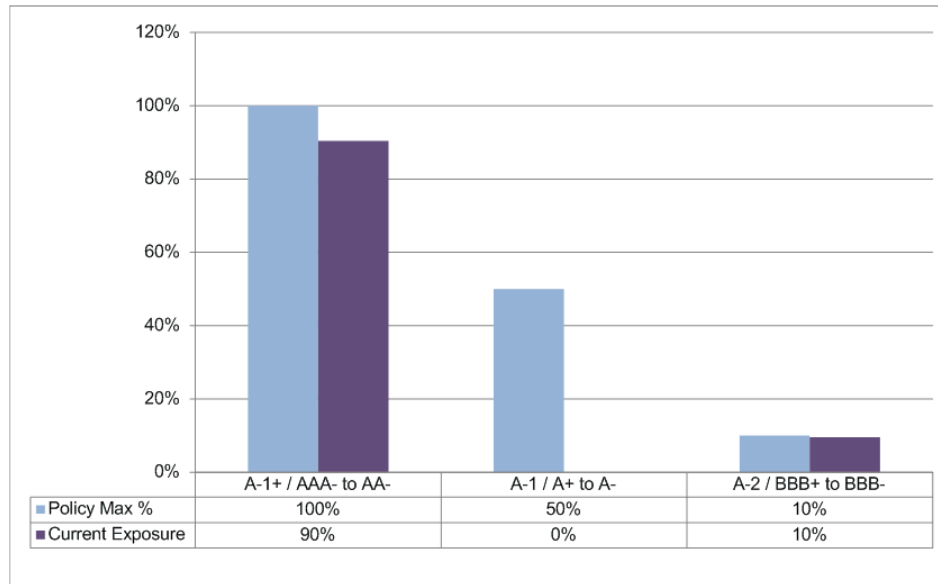
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HP Records Manager – Record Number: 18/62475

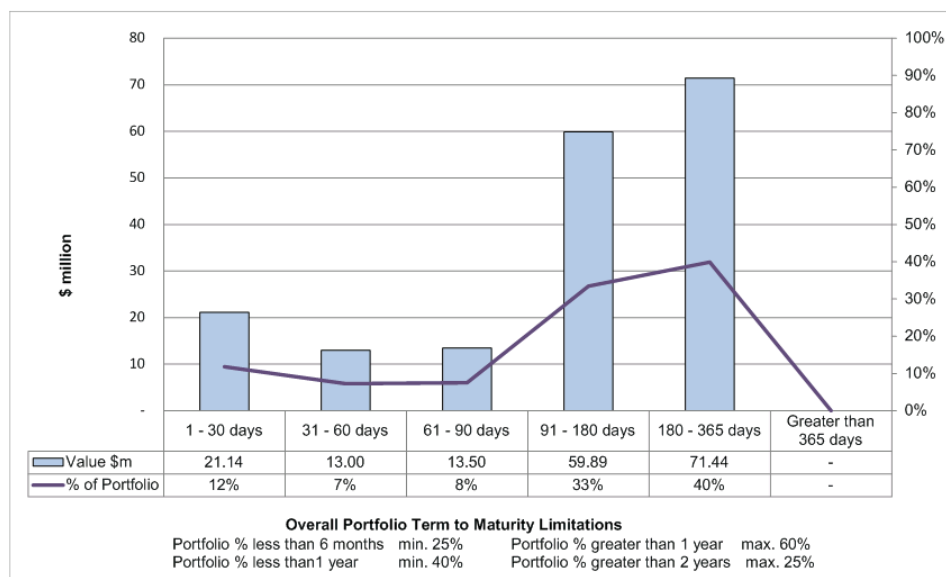
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Graph 2.3: Cash and Investment Credit Ratings



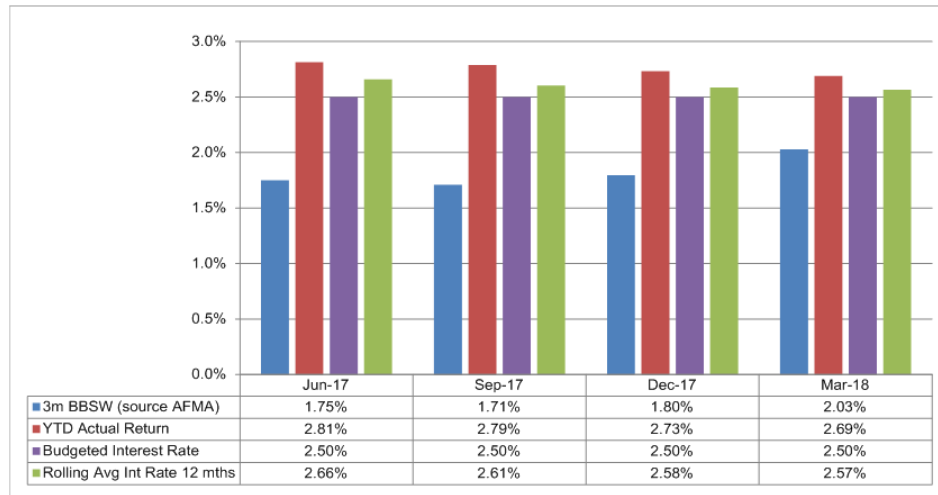
Graph 2.4: Cash and Investment Portfolio Term to Maturity



9.1.1 – ATTACHMENT 1.

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Graph 2.5: Investment Benchmark Indicator



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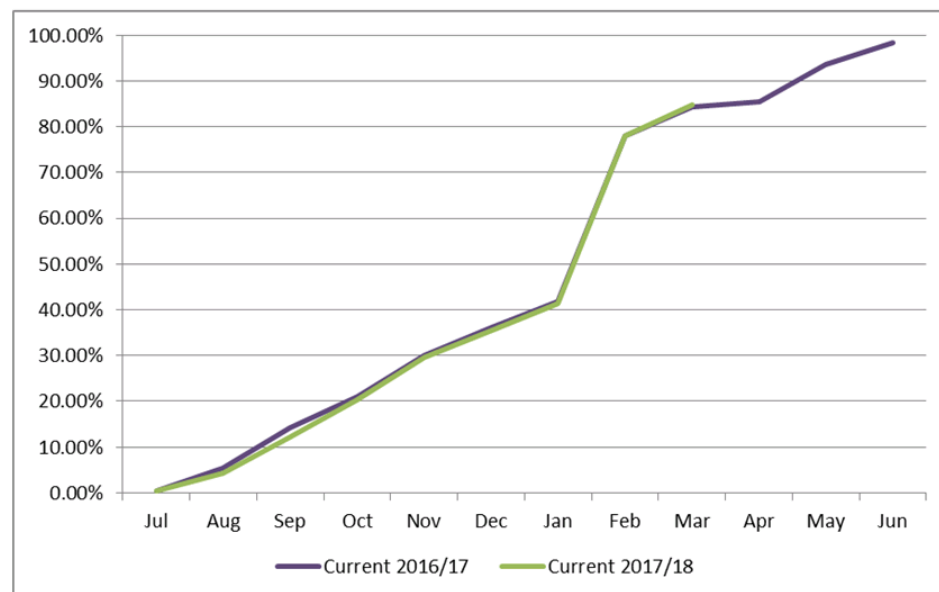
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Rate and Other Debtors

Table 3.1: Rates Collected

	31-Mar-18 \$'000	31-Mar-17 \$'000	28-Feb-18 \$'000
YTD Rates Collected	92,459	88,858	85,088
% Rates Collected	84.70%	84.39%	77.97%

Graph 3.1: Percentage of Current Rates Collected



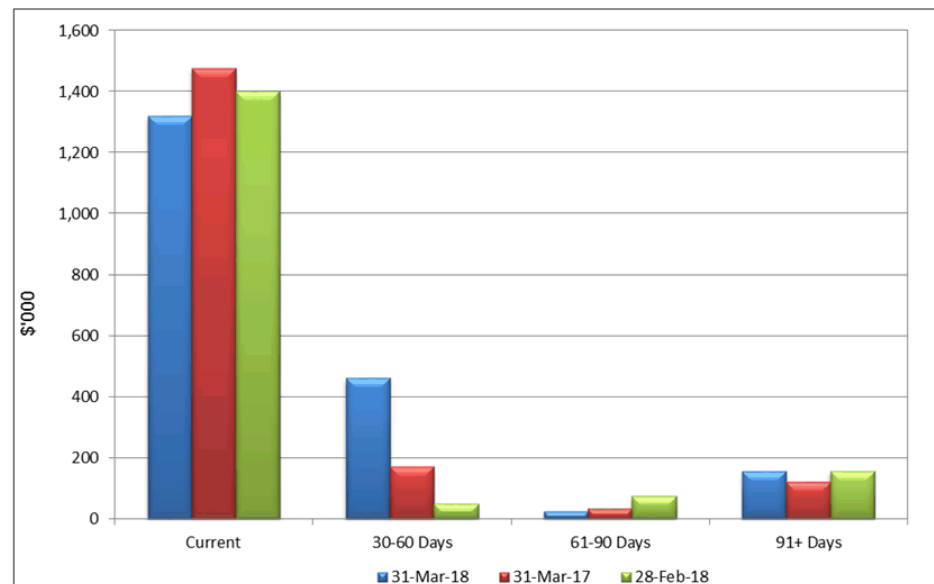
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Table 3.2: General and Sundry Debtors

	31-Mar-18 \$'000	31-Mar-17 \$'000	28-Feb-18 \$'000
Current	1,322	1,477	1,401
30-60 Days	463	172	50
61-90 Days	25	34	75
91+ Days	157	122	158
Total Owing	1,967	1,805	1,684
Total over 60 days	182	156	233
% over 60 days	9.3%	8.6%	13.8%
Total over 90 days	157	122	158
% over 90 days	8.0%	6.8%	9.4%

Graph 3.2: General and Sundry Debtors – Aged Comparison



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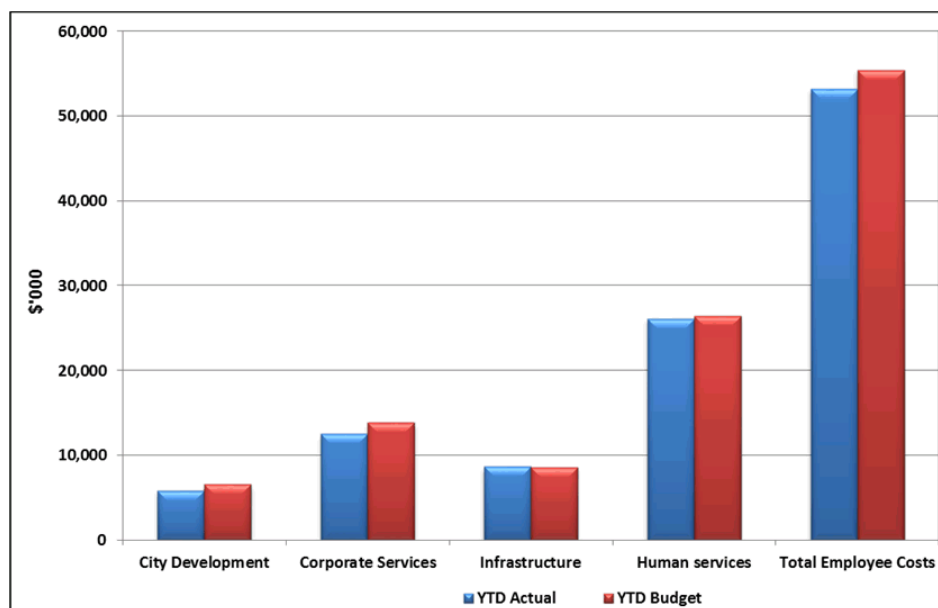
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Employee Costs

Table 4.1: Employee Costs by Division

Division	YTD Actual \$'000	YTD Budget \$'000	YTD Variance \$'000
City Development	5,876	6,598	722
Corporate Services	12,532	13,839	1,307
Infrastructure	8,683	8,600	(83)
Human services	26,141	26,423	282
Total Employee Costs	53,232	55,460	2,228

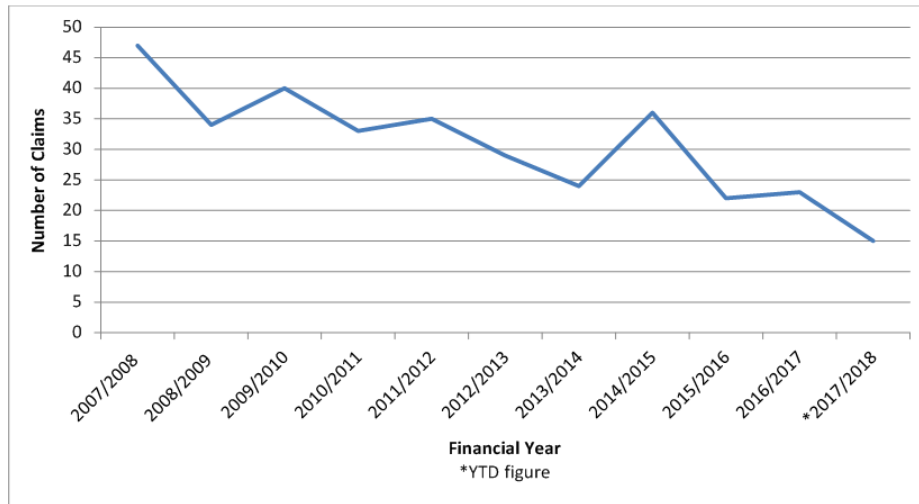
Graph 4.1: Employee Costs – Actual to Budget Comparison



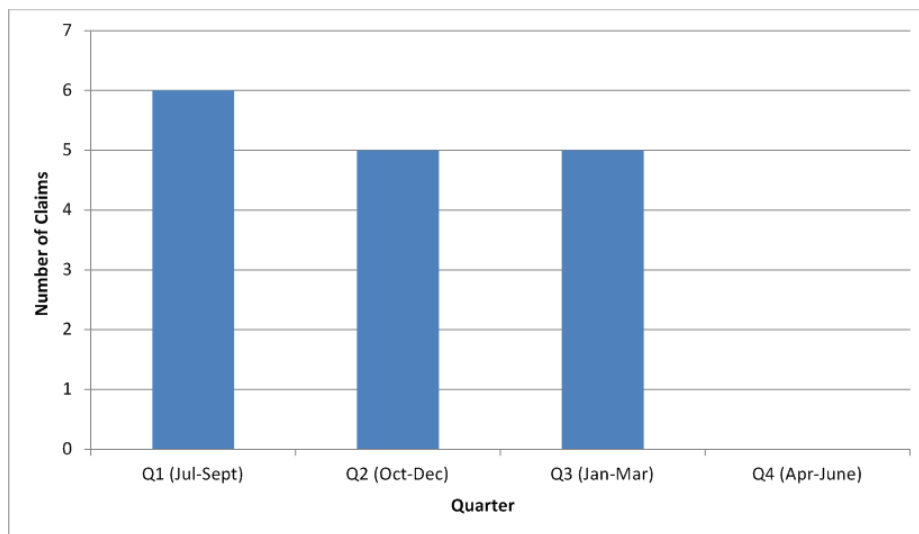
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Graph 4.2: Employee Costs – Workers Compensation Claims 10-year trend



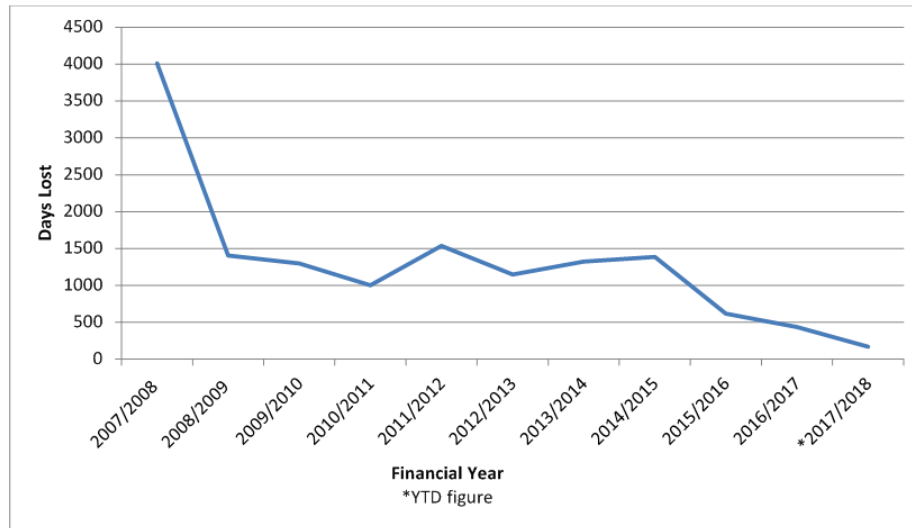
Graph 4.3: Employee Costs – Workers Compensation Claims 2017/18 FY



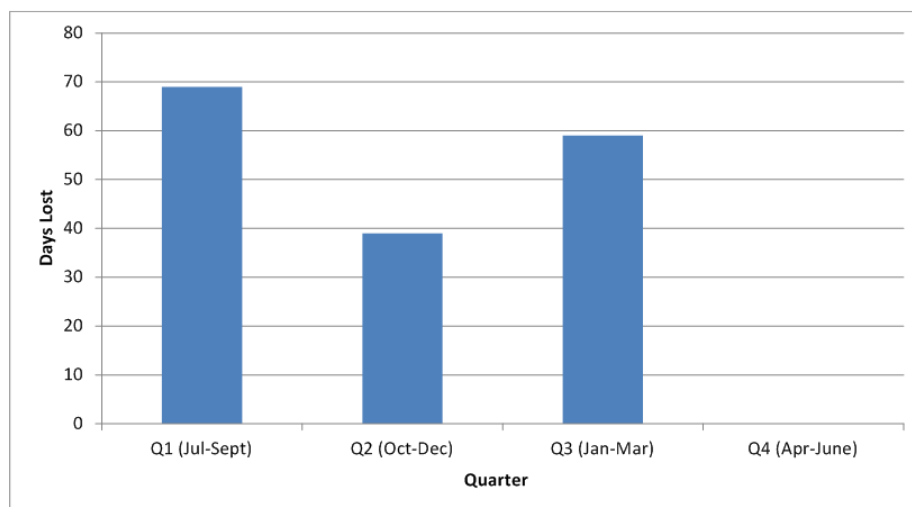
9.1.1 – ATTACHMENT 1.

Quarterly Performance Report - Q3 January - March 2018

Graph 4.4: Employee Costs – Total Days Lost 10-year trend



Graph 4.5: Employee Costs – Total Days Lost 2017/18 FY



Section 7 – Audit Advisory Committee Minutes

This section contains the Audit Advisory Committee Minutes for the third quarter of the financial year – 1 January 2018 to 31 March 2018.

AUDIT ADVISORY COMMITTEE MINUTES

20 November 2017

1 OPENING OF THE MEETING

The meeting commenced at 10.30 am in Meeting Room 9.

2 PRESENT

Mr Michael Said
Ms Lisa Woolmer
Cr Denise Massoud
Cr Ben Stennett

IN ATTENDANCE

Ms Noelene Duff – Chief Executive Officer
Mr Peter Smith – General Manager Corporate Services
Mr Stuart Cann – Head Finance & Corporate Performance
Ms Pauline Bennett – Manager Organisation Development (Item 12.1 only)
Mr David Kerwin – Workplace Risk Health & Safety Coordinator (Item 12.1 only)
Mr Andrew Zavitsanos – Crowe Horwath

3 APOLOGIES – Nil

4 CONFIRMATION OF MINUTES – 18 September 2017

Correction to Item 6 should read: The revised audit *committee* plan for 2017/18 was noted.

Committee Resolution

That the Minutes of the Meeting of 18 September 2017 be confirmed as amended.
Moved Ms Woolmer, Seconded Cr Massoud

CARRIED

5 MATTERS ARISING FROM PREVIOUS MEETING – Nil

6 AUDIT COMMITTEE PLAN – Nil

7 DISCLOSURE OF ANY CONFLICTS OF INTEREST – Nil

8 CEO DECLARATION OF LEGAL COMPLIANCE

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

9 INTERNAL AUDIT

9.1 Status Report

IA Status Report November

Mr Zavitsanos presented the status report. Mr Said requested that commencement of Former Landfill Sites Management be held over so the MAP could be reviewed at the March 2018 meeting.

9.1.1 – ATTACHMENT 1.

Quarterly Performance Report - Q3 January - March 2018

Committee Resolution

That the Committee note the report.
Moved Cr Stennett, Seconded Cr Massoud

CARRIED

Reports & Publications Quarterly Update

Mr Zavitsanos presented the quarterly update.

Committee Resolution

That the Committee note the report.
Moved Cr Stennett, Seconded Cr Massoud

CARRIED

9.2 Audit Reports

Procurement (Below Tender Threshold) Review

Mr Zavitsanos presented the internal audit report. Mr Said requested that the low risk actions also be tracked in the internal outstanding items report.

Committee Resolution

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

CARRIED

9.3 Audit Scopes

Fuel Cards MAP

The MAP was discussed. It was recommended that Council's Fleet Policy state that no commercial use be allowed for staff vehicles.

Committee Resolution

That the Committee endorse the scope report.
Moved Cr Massoud, Seconded Ms Woolmer

CARRIED

OHS (Employees & Contractors) MAP

The MAP was discussed.

Committee Resolution

That the Committee endorse the scope report.
Moved Cr Stennett, Seconded Cr Massoud

CARRIED

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

10 EXTERNAL AUDIT

10.1 Reports – Nil

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

11 STATUS/FOLLOW UP OUTSTANDING

11.1 Audit Report Items

Progress on Internal Audit Report Recommendations

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

Committee Resolution

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

CARRIED

11.2 Audit Committee Matters

71

Quarterly Performance Report for the quarter ended 31 March 2018
HP Records Manager – Record Number: 18/62475

9.1.1 – ATTACHMENT 1. Quarterly Performance Report - Q3 January - March 2018

Self-Assessment AAC Performance 2016-17
The consolidated assessment results were noted.

12 OFFICERS REPORTS

12.1 Risk Management

November Bi-Annual Report

Ms Bennett and Mr Kerwin spoke to the progress report on risk management activities within Council including an update on the risk management action plan and emerging risks. Mr Said noted the Executive's role in leading risk management.

Committee Resolution

That the Committee note the comprehensive report.

Moved Cr Massoud, Seconded Ms Woolmer

CARRIED

12.2 Financial & Performance Reports

September Quarterly Performance Report

Mr Cann spoke to the circulated report.

Committee Resolution

That the Committee note the draft report.

Moved Ms Woolmer, Seconded Cr Stennett

CARRIED

12.3 Fraud Control & Special Investigations – Nil

12.4 Other (including matters scheduled from Audit Committee Plan)

Corporate Policies Review

The progress report on future action for the ongoing program of policy review was noted. Amendment to Procurement Policy last review date should read *June 2017*.

Committee Resolution

That the Committee note the report and monitor and bring forward policies as they are being updated.

Moved Cr Stennett, Seconded Cr Massoud

CARRIED

13 CORRESPONDENCE

13.1 VAGO – Nil

13.2 DELWP – Nil

13.3 MAV

Annual & Centralised Valuation Processes

The press release was noted.

14 OTHER BUSINESS – Nil

15 CONFIRMATION OF DATE OF NEXT MEETING

The next meeting is to be held at 10.30 am on Monday 19 March 2018.

16 CLOSURE OF MEETING

The meeting closed at 11.55 am.