



Quarterly Performance Report

Whitehorse City Council



January–March
2017

CONTENTS

Introduction	1
Section 1 Chief Executive Officer's Overview	2
Section 2 Performance against Customer Service Targets	4
Section 3 Capital Works and Financial Overview	5
Section 4 Performance against Council Plan 2013-17 <i>Strategic Objective 1: Appropriate multi-purpose programs, services, facilities and initiatives that promote and deliver wellbeing and inclusive connected communities</i> <i>Strategic Objective 2: Maintain, develop and enhance our built environment</i> <i>Strategic Objective 3: Increase in the amount of quality open space and improvement in the sustainability of our natural environment</i> <i>Strategic Objective 4: Strong leadership and governance in partnership with the community and supported through regional collaboration and cooperation</i> <i>Strategic Objective 5: A dynamic local economic environment that is regionally connected</i>	6
Section 5 Business Improvement	49
Section 6 Capital Works	56
Section 7 Financial Report	59
Section 8 Audit Advisory Committee Minutes	73

Introduction

The Quarterly Performance Report for the quarter ended 31 March 2017 provides a detailed report on performance against major initiatives and initiatives as identified in the Annual Budget 2016/17. This report also provides a high level summary of Council services, including highlights and challenges for the quarter. These major initiatives, initiatives, and services contribute to the achievement of the Council Plan 2013-17.

The attached report contains the following sections:

- Section 1 – Chief Executive Officer’s Overview
- Section 2 – Performance against Customer Service Targets
- Section 3 – Capital Works and Financial Overview
- Section 4 – Performance against Council Plan 2013-17
- Section 5 – Business Improvement
- Section 6 – Capital Works
- Section 7 – Financial Report
- Section 8 – Audit Advisory Committee Minutes

Section 1 – Chief Executive Officer’s Overview

I am pleased to present the Whitehorse City Council Quarterly Performance Report for the quarter ended 31 March 2017.

This quarter has seen significant activity from all areas of Council, including the following key highlights:

- *Nunawading Community Hub*: Council appointed the Cost Planner and Building Surveyor for the project through the tendering process. The user/stakeholder consultation process is continuing with two workshops for all groups held.
- *Whitehorse Centre redevelopment*: A detailed facility and site assessment was conducted for the purpose of presenting Council with a final report for consideration of Option A or Option B at its meeting on 10 April 2017.
- *Health and Wellbeing Plan*: The development of the new Municipal Public Health and Wellbeing Plan has commenced. A working group has been established and consultants appointed.
- *Elgar Park north sports pavilion redevelopment*: Council appointed the preferred builder. Site mobilisation commenced including temporary fencing, builders sheds, storage containers and temporary facilities for Club use.
- *New “Pipetrack” shared path*: Construction works were completed and the path was opened to users in February 2017.
- *Energy efficient street lighting changeover*: Installation of the energy efficient street lights has commenced. This project is over two financial years and is expected to be completed in September 2017.
- *Council Plan 2017-21*: The Proposed Council Plan has been developed, informed by feedback from Councillors, community and staff through a comprehensive community engagement campaign, Your Say Whitehorse.

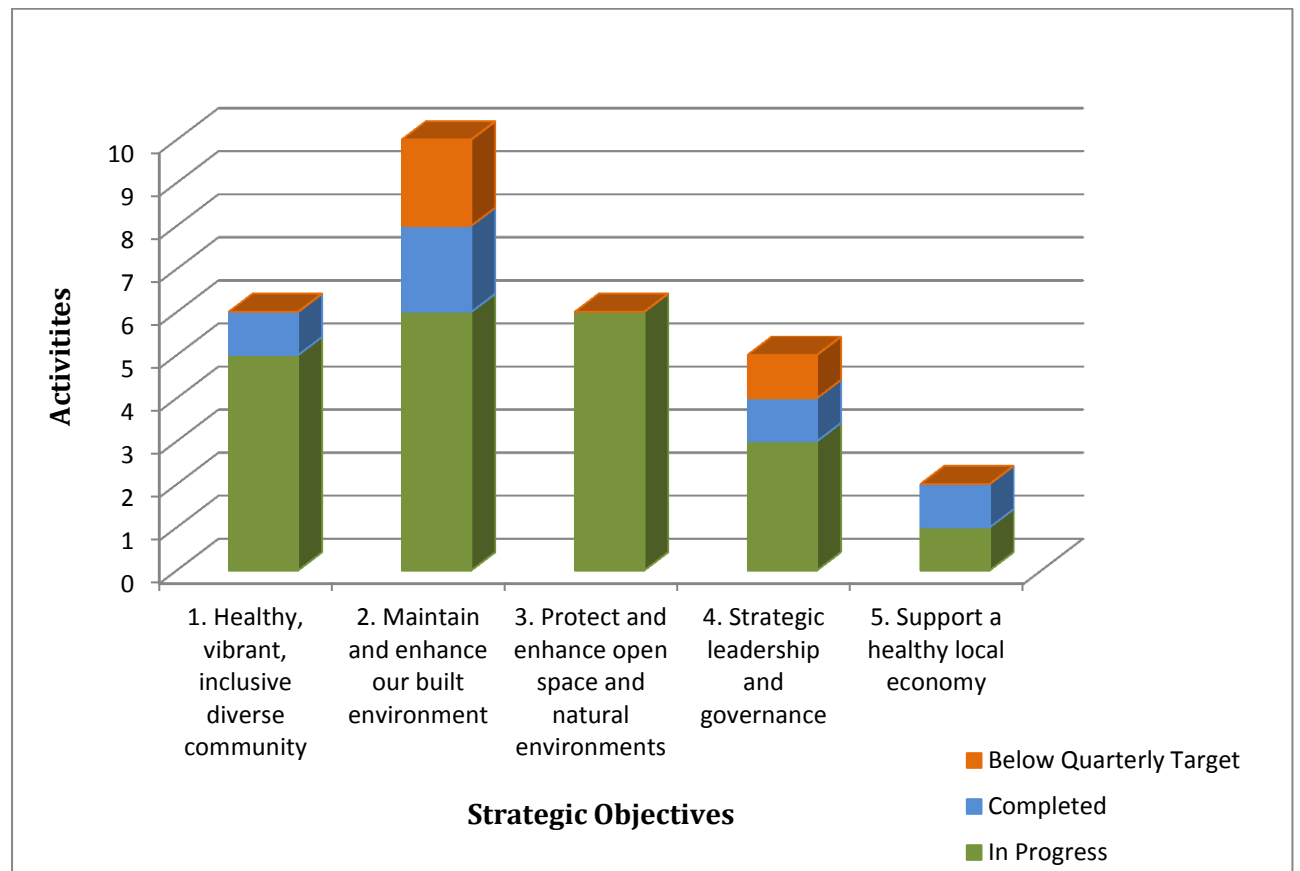
The activities above, as well as many other activities outlined in this report, align directly with the Strategic Objectives of the Council Plan 2013-2017. Of the 29 major initiatives and initiatives in the Annual Budget 2016/17, 5 are complete, 21 are on track, and 3 are below the quarterly target of 75% completion (see graph below).

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 4 – Performance against Council Plan 2013-17.





Noelene Duff
Chief Executive Officer
Whitehorse City Council

**Performance against Major Initiatives and Initiatives in the Annual Budget 2016/17
for January – March 2017**



Section 2 – Performance against Customer Service Targets

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

Performance Indicator	Target	Actual	Trend	Progress Comments
Percentage of calls answered within 20 seconds	80%	83.92%	 GREEN	Total telephone calls answered – 100,079. Once again this was an increase of calls as compared to the previous quarter. An additional 2,539 calls were answered and the increase can be attributed to season weather events, hard/green waste collections and rates enquiries.
Percentage of total calls answered	95%	95.60%	 GREEN	Total calls answered – 100,079 Total calls abandoned – 4,598
Enquiries resolved at first call	70%	69.00%	 AMBER	The percentage of calls resolved in the first instance continued to improve on previous quarters. The improvements are driven by targeted questionnaires, and subsequent consolidation of knowledge and workflows. 31% of calls were transferred to another department for resolution.
Records management actions completed within allocated timeframes* (Records Manager)	95%	96.64%	 GREEN	Total number of actions – 17,504 Total number of overdue actions – 587

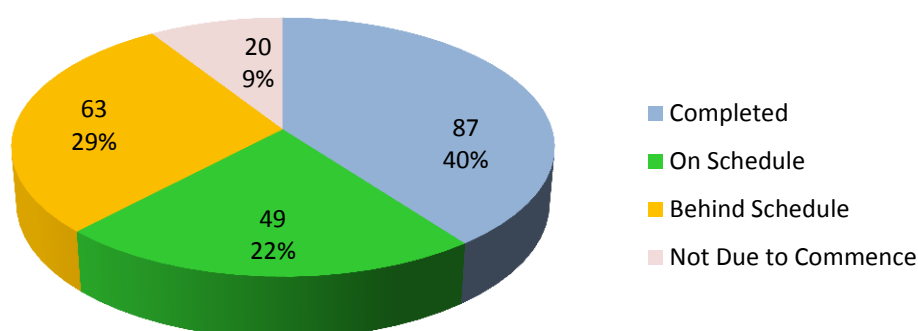
* Although Council's standard written correspondence response timeframe is seven days, there are a number of processes which require longer response timeframes such as Freedom of Information requests. These timeframes have been built into the calculation.

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

Section 3 – Capital Works and Financial Overview

Capital Works

Total available capital funding was \$36.1m as at 31 March 2017. There are 219 capital projects to be delivered over the year. 44 projects have been completed in the third quarter. A total of 112 projects are in progress of which 49 are on schedule and 63 projects are slightly behind schedule.



Total actual capital year-to-date expenditure was \$19.1m, which is below the year-to-date expenditure forecast of \$23.5m. The year-to-date capital expenditure represents 53% of the total available capital funding. Total capital commitments stand at \$30.4m which equates to 84% of total available capital funding.

Further details regarding Capital Works can be found in Section 6 – Capital Works.

Financial Result

The year-to-date financial result of \$59.63m surplus at 31 March 2017 is favourable to budget by \$12.02m.

The year-end result is forecast to be a \$34.93m surplus, \$10.91m favourable to budget. This mainly reflects a \$3.05m increase in contributions to public open space, \$2.25m increase in the net gain on disposal of assets relating to the Poplar Street property sale which was settled in July, \$2.21m additional fee income due to strong patronage at the Whitehorse Recycling and Waste Centre, and a \$1.19m increase in statutory fees and fines income which predominantly relates to the increase in statutory planning fee levels set by State Government.

Further details regarding the Financial Report can be found in Section 7 – Financial Report.

Section 4 – Performance against Council Plan 2013-17

This section provides a quarterly report against major initiatives, initiatives, and services, all of which are aligned to the Strategic Objectives of the Council Plan 2013-17.

To assist the reader, each Strategic Objective is colour coded as follows:

- 1** Appropriate multi-purpose programs, services, facilities and initiatives that promote and deliver wellbeing and inclusive connected communities
- 2** Maintain, develop and enhance our built environment
- 3** Increase in the amount of quality open space and improvement in the sustainability of our natural environment
- 4** Strong leadership and governance in partnership with the community and supported through regional collaboration and cooperation
- 5** A dynamic local economic environment that is regionally connected

Each Strategic Objective section is structured as follows:

- Major initiatives – outlined in the Annual Plan, which is a part of the Annual Budget, these are significant projects that have been identified as priorities and that directly contribute to the achievement of the Council Plan. Major initiatives are limited to only those initiatives that will have significant impact on the operations of the Council.
- Initiatives – outlined in the Annual Plan, which is part of the Annual Budget, these are tasks or actions that are once-off in nature and lead to improvements in service performance or service levels.
- Services – Council delivers more than 100 services to the community and this report provides a quarterly snapshot of service highlights and challenges.

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



Activity not started or deferred



Strategic Objective 1: Appropriate multi-purpose programs, services, facilities and initiatives that promote and deliver wellbeing and inclusive connected communities


1.1 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	Construct 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 in the future.	Program Manager Nunawading Community Hub	June 2017	In progress	 GREEN	Council has now appointed the Cost Planner and Building Surveyor for the project through a tendering process. The user/stakeholder consultation process is continuing with two workshops for all groups held.
Whitehorse Centre redevelopment	In 2015, Council made publicly available the Whitehorse Centre business case and appointed an independent consultant, JWS Research, to conduct community consultation on the future of the Whitehorse Centre. The three options of redevelopment, essential works or closure and demolition are being considered through a comprehensive qualitative and quantitative research program. Council will consider the Whitehorse Centre business case and its associated reports, as well as the 2016 community	Manager Arts and Recreation Development	June 2017	In progress	 GREEN	At the Council Meeting on the 18 July 2016 Council formally resolved the following - that Council: 1. Make public the JWS Research Report – The Future of The Whitehorse Centre Community Opinion and Research Report. 2. Endorse the JWS Community Opinion and Research Report findings that show extensive community support for the retention of the Whitehorse Centre and its arts and cultural service provision and dismisses Option C, that being the closure and demolition of the Whitehorse Centre (Option C).

Major Initiative	Description	Responsible Officer	Target completion date	Current Status	Progress Against Target	Progress Comments
	consultation research outcomes, to determine future of the Whitehorse Centre.					<p>3. Acknowledge the JWS Community Opinion and Research Report findings that identify a minority quantitative support to undertake essential works to the existing centre with a potential closure.</p> <p>4. Acknowledge the JWS Community Opinion and Research Report findings that identify a majority quantitative support by those who participated in the 600 person telephone survey and the 1,292 responses received via the hardcopy/online survey to support the redevelopment of the Whitehorse Centre (Option A).</p> <p>5. Authorise the Chief Executive Officer to undertake a detailed facility and site assessment for the purpose of providing a final report to Council by April 2017 for both Option A and Option B including the following information:</p> <p>a) Facility Asset and Services Condition Assessment</p> <p>b) Car Parking Review / Analysis Report for the civic, library and Walker Park precincts</p> <p>c) Site Assessment of the Precinct</p> <p>d) Manage urgent repair works to be undertaken to the roof and fire services at the Whitehorse Centre</p>

Major Initiative	Description	Responsible Officer	Target completion date	Current Status	Progress Against Target	Progress Comments
						<p>e) Establish a project plan, governance structure, stakeholder management requirements and timeline for both options for inclusion</p> <p>f) In a final report for the newly elected Council by April 2017.</p> <p>Final Report to be presented to Council at its meeting on 10 April 2017.</p>
Health and Wellbeing Plan	Commence development of the <i>Municipal Public Health and Wellbeing Plan</i> , which will identify key priorities and objectives to implement over the next four years to improve the health and wellbeing of the municipality.	Manager Community Development	June 2017	In progress	 GREEN	<p>The development of the new Municipal Public Health and Wellbeing Plan has commenced, along with the development of the new Council Plan. A working group has been established and consultants appointed.</p> <p>Extensive consultation has occurred with the community and across Council. Planning has commenced for the targeted consultation in relation to the Health and Wellbeing Plan</p>

Initiative	Description	Responsible Officer	Target completion date	Current Status	Progress Against Target	Progress Comments
Box Hill affordable housing project – stage 2	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, potential commercial opportunities, and which will also form part of a pedestrian hub with a walkway through to the Box Hill Gardens. Stage 2 of the project includes finalising a joint Expression of Interest with DHHS and developing a probity plan, communication strategy and transactional agreements.	Manager Community Development	June 2017	In progress	 GREEN	The Box Hill Affordable Housing project is on track in regard to timelines. All of the Housing Associations that submitted an EOI also submitted an RFP. The RFP's have been scored against the key selection criteria and a report will be presented to Council in the near future.
Connecting Council-owned CCTV to Forest Hill and Box Hill Police Stations	This project will promote community safety by enabling footage from Council-owned CCTV in Mitcham, the Box Hill Mall and surrounding laneways to be transmitted to the new Forest Hill Police Station and Box Hill Police Station respectively. In the event of an incident, police will be able to view live footage from Council-owned CCTV.	Manager Engineering and Environmental Services	June 2017	In progress	 GREEN	Quotation for works from Telstra accepted and planning commenced for installation of infrastructure by 30 June 2017.

Initiative	Description	Responsible Officer	Target completion date	Current Status	Progress Against Target	Progress Comments
Livingstone Pavilion refurbishment	Construct a multipurpose space adjacent to the Livingstone Primary Oval Sports Pavilion.	Manager Built Infrastructure	June 2017	Complete		Construction of the replacement multipurpose room alongside the Livingstone Oval Pavilion has been completed. The building was handed over to clubs in September 2016.

1.2 Quarterly Service Highlights

Service	Description	Quarterly Service Highlights
Libraries	Council's library service is delivered through the Whitehorse Manningham Regional Library Corporation which provides public library services at four locations within the municipality.	<p>Service Highlights:</p> <ul style="list-style-type: none"> Living Libraries Infrastructure grant of \$258,000 received from the State Government for a minor refurbishment of Box Hill Library. A Community Stories project was launched with the Remarkable Women of Whitehorse and Manningham exhibition and art card series. The exhibition featured at three International Women's Day events, with over 600 people viewing the art work and learning about significant women within their own community. The new MakerSpace program delivering technology programs to the community has been extremely popular with the community. Sessions have included Brain Training, Coding workshops, 3D printing and Virtual Reality. Author and comedian Dave O'Neil spoke at the Nunawading Library to a rapt audience of 88 people. 12,820 books were read by 542 young library members during the eight week Summer Reading Club. <p>Strategies, Policies and Plans:</p> <ul style="list-style-type: none"> Contract Management Policy – Endorsed by Library Board 8 February 2017 Library Plan 2017-2021 endorsed by Library Board 8 February 2017 Code of Conduct for Board Members reviewed and endorsed by Library Board 8 February 2017
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.	<p>Highlights of January to March 2017 include:</p> <ul style="list-style-type: none"> Neighbourhood Project: three community-led activations held during January 2017 (Greening the Mall, Community Art Project and Front Lawn Festival). Now undertaking evaluation and planning for future community-led activation projects. 2017 Intergenerational Grants launched. Whitehorse Volunteer Network – workshop on National Standards delivered by Volunteering Victoria. Attended by 21 community organisations. Community Development and the Arts and Recreation team delivered Global Fiesta 2017 on 19 March, showcasing multicultural community groups and performances and celebrating cultural harmony and diversity. Community Development partnered with the Welcome Dinner Project to coordinate a community Welcome Dinner in honour of Harmony Day and Neighbour Day. 100 people attended the event. The event was held at the Box Hill Community Arts Centre and featured a performance from Ai Yui Choir, who have been practicing at the Arts Centre for a number of years.

Service	Description	Quarterly Service Highlights
		<ul style="list-style-type: none"> ▪ Community Development provided governance and conflict resolution support to a local senior citizen's group that was experiencing multiple challenges. We facilitated a Special General Meeting and are currently assisting club members to transition to the new committee. Will continue to provide support to the club in the transition period. ▪ Community Grants 2017/2018 opened on Monday 27 February. ▪ Community Development contributed to regional health and wellbeing collaborations: EMR Action on Alcohol Flagship Group and Together for Equality and Respect Strategy Partnership (PVAW). ▪ Finalisation and approval of MPHWP Framework which entails embedding number of social plans and policies into the Plan. ▪ Designed extensive community engagement plan for MPHWP. ▪ Initiated and conducted meetings with external health and wellbeing partner agencies: Inner East Primary Care Partnership, Carrington Health, Women's Health East, Vic Police, etc. ▪ Contributed to development of the Eastern Affordable Housing Alliance Officers 16/17 Project Plan in collaboration with EMR Councils. ▪ Assisted in writing the submission for Streamlining for Growth Grant Application. ▪ Prepared draft health and wellbeing profile to inform the Municipal Public Health and Wellbeing Plan. ▪ Convened the first meetings of the year of the year for the Disability Advisory Committee, the Reconciliation Advisory Committee and the Eastern Affordable Housing Alliance. ▪ Commenced developing the Dementia Friendly Communities Project in partnership with the inner east PCP. ▪ Developed and implemented the "Enabling Women Leadership Course" in partnership with Women with Disabilities Victoria and the Inner Eastern Councils. This introduction to leadership course was offered to 12 women with disabilities from the eastern region who were supported by mentors to develop their leadership skills. ▪ Partnered with the National Disability Coordination Officer Program to commence planning a transition forum for people with disability that will enable the exploration of education and employment pathways. ▪ Undertook a series of discussions with young people with disability aged between 18 -30 years to explore topics such as safety in the home and community, barriers experienced in regard to participation in the community, and identifying life goals.
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,	<p>Box Hill Community Arts Centre (BHCAC)</p> <ul style="list-style-type: none"> ▪ The BHCAC Artist in Residence program supports an emerging or established artist while providing the opportunity for the artist to develop their artistic practice in a vibrant, supportive arts facility. The program contributes to the rich cultural diversity within the City of Whitehorse by connecting the local community through art and promoting the BHCAC as a leading arts facility. The first of five Artists in Residence for 2017,

Service	Description	Quarterly Service Highlights
	meeting room hire and function services. A range of Council events are also offered including the Australia Day Concert, Heritage Week, Swing Pop Boom, Spring Festival, and Carols Concert. Council also offers support with community festivals.	<p>Jihye Min commenced in January. Jihye is a Korean born ceramic artist and is working with the COW Heritage Officer to identify themes for an exhibition to be displayed during Heritage Week. The second Artist in Resident, Yinghong Li who commenced in March is Chinese born. Yinghong's work combines contemporary-art elements and traditional cultures.</p> <ul style="list-style-type: none"> ▪ The BHCAC gallery has featured some wonderful exhibitions attracting good attendance to the centre including: <ul style="list-style-type: none"> - A celebration of Chinese New Year by a Chinese/Australian resident Wina Jie. - Photographic exhibition titled "Home and Away" by Mark Hopper. ▪ Room hire and class bookings performing above projection with adult ceramic courses fully booked and resources within the ceramic studio at capacity. There has been positive feedback from students about the quality of the BHCAC tutors. ▪ Two tutors attended the Deakin International Students Open Day at Deakin University and facilitated an arts activity with students to promote BHCAC. The activity was well received with positive interest from the international students. <p>Heritage</p> <ul style="list-style-type: none"> ▪ Open House Melbourne (OHM) – Planning has commenced for the Box Hill Community Arts Centre, Box Hill Town Hall and Schwerkolt Cottage and Museum Complex inaugural participation in the OHM scheme on Saturday 29 July 2017. The OHM purpose is to foster an appreciation and understanding of the value of architecture, urban design and design excellence. ▪ Heritage Week – Planning has commenced for this year's Heritage Week with the theme 'Remember the Old School Days'. Activities will include a tour of Mont Albert Primary School in its centenary year, a School's Memorabilia Exhibition in the All Nations Foyer, an Indigenous tour of Gardiner's Creek, a Blackburn Lake Sanctuary Walk and Talk, an Education themed Cemetery Tour and the Open Day at Schwerkolt Cottage and Museum Complex. <p>Box Hill Town Hall</p> <ul style="list-style-type: none"> ▪ As part of the Neighbourhood Project the Box Hill Town Hall lawn area was transformed into an outdoor cinema for the screening of Babe. Families brought their rugs and bean bags and enjoyed a wonderful outdoor cinema event. ▪ The Box Hill Town Hall hosted many not for profit community events as organisations and groups used the many meetings spaces available to accommodate their booking requirements.

Service	Description	Quarterly Service Highlights
		<p>Festivals</p> <ul style="list-style-type: none"> ▪ Australia Day Concert and Fireworks – Whitehorse Australia Day Concert was successfully delivered on Thursday 26 January, with an audience of approximately 15,000. A strong marketing campaign, an impressive line-up of artists (including Darren Percival, Jack Howard’s Epic Brass, and The Rebelles) and perfect weather attracted a large number of attendees to this popular annual event. ▪ Global Fiesta – Whitehorse Global Fiesta was successfully held on Sunday 19 March, with an audience of approximately 2,500 braving the very hot conditions. All performances on stage were from not-for-profit community groups, demonstrating the community’s involvement and passion for this event. ▪ Swing Pop Boom – Moonlight Cinema – This outdoor cinema event was held at the Morack Golf Course on Friday 10 March, with an audience of approximately 700; the biggest Swing Pop Boom crowd recorded. The film The Secret Life of Pets was a popular choice, as families gathered together amongst the picturesque landscape of the golf course. ▪ Swing Pop Boom – Shake at the Lake – The second Swing Pop Boom event of the season was successfully delivered on Sunday 26 March, with an attendance of approximately 450. A dance-filled program of music including Swing, Jazz, Pop, and Soul saw guests dance in the beautiful parkland of Blackburn Lake Sanctuary. <p>Whitehorse Artspace</p> <ul style="list-style-type: none"> ▪ Acquisitions to the Whitehorse Art Collection in the last three months have included a large multi-media artwork by contemporary artist Katherine Hattam, a photographic portrait of Albert Tucker by Francis Reiss and a small plate by Mary-Lou Pittard, which was a donation. Members of the Visual Arts Committee advised unanimously to all acquisitions. ▪ Exhibitions in this quarter have included the popular ‘New Works from the New Star Artists’, a group show of art and installations by young Asian-Australian artists. Also on display was ‘People I Have Met: Portraits by Francis Reiss’. In the All Nations Foyer an exhibition of portraits from the Whitehorse Art Collection was followed by a showing of paintings by the Studio Friday painters. The touring exhibition ‘On the Sheep’s Back’ is being shown at the Deakin Downtown Campus in Collins Street, Docklands. <p>Whitehorse Centre</p> <ul style="list-style-type: none"> ▪ The Professional Theatre and Variety Season, entitled Divine, has had broad appeal and subscription numbers are consistent with those for the same period in 2016. The music program has been particularly popular with Marina Prior and Clare Bowditch shows sold out proving a very positive start to the season.

Service	Description	Quarterly Service Highlights
		<ul style="list-style-type: none"> ▪ The Midweek Matinee program commenced in February and has again proved very popular with older residents and community groups. Affordable, quality, daytime entertainment in the municipality enables social engagement and connectedness and is a valued wellbeing program for the Whitehorse community. ▪ Theatre and function room hire are historically low at the start of the year and this period is also used for centre maintenance. In addition to standard maintenance works, essential work to the fire services system was undertaken this quarter with planning for roof works underway for completion in the next quarter. The Courtyard Room utilisation remains strong and the accessibility to the room has been improved with the installation of a new ramp at the side entrance.
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>New Bennettswood pavilion – Construction commenced</p> <p>Construction of the new pavilion at Bennettswood Reserve, Burwood commenced in February 2017 and will take approximately 12 months to complete. The scope of works will primarily include, two unisex change rooms and associated amenities, multi-purpose room, first aid room, two unisex umpires change rooms, larger store rooms, larger kitchen, bin storage area, spectator viewing area, disability access, eco design features (including installation of water tanks, LED lighting and solar panels). Demolition of the existing three buildings (North pavilion, South pavilion and Ballet Storage building) will take place following the completion of the new pavilion.</p> <p>Box Hill Skate Park extension – Works commenced</p> <p>Council has allocated \$1.4m as part of its 2016/17 Capital Works program to extend the Box Hill Skate Park. Works 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. Works commenced in late March and are expected to be completed by mid-September 2017 (weather permitting). An information process was undertaken to promote the upgrade and subsequent closure to the community and users of the Box Hill Skate Park prior to the Skate Parks closure.</p> <p>Livingstone Sports Field Floodlights</p> <p>The upgrade of the Sports Field Floodlights at Livingstone Primary School sports field, Vermont South was completed in March 2017. These works are part of Council’s Sports Field Floodlighting Renewal and Upgrade Program and included the replacement of two timber floodlight poles decommissioned in 2014 following the advice from a structural engineer. The new lights provide an improved level of floodlighting in accordance with the Australian standards.</p>

Service	Description	Quarterly Service Highlights
		<p>23 Oak Street – New Park works commenced</p> <p>In 2011 Whitehorse City Council purchased the property at 23 Oak Street, Surrey Hills. This land was purchased in line with Council's Open Space Strategy (2007) in order for the property to be developed into a local park. The Concept Plan to guide the development of the new park was finalised last quarter and works to demolish the existing house, garage and front fence and removal of existing garden beds, shrubs and concrete driveway were completed during this quarter.</p> <p>Whitehorse Sport and Recreation Australia Day Trophy</p> <p>On Australia Day each year, the Mayor of the City of Whitehorse presents a number of awards to community members and groups including the Whitehorse Sport and Recreation Australia Day Trophy. The trophy is awarded to a sporting club, recreation club or community group based in the City of Whitehorse that has either run a project that benefits the broader Whitehorse community; or provided opportunities that benefit the broader Whitehorse community. The 2017 Australia Day Trophy winner was Eastern Gymnastics Club in recognition of the club's contribution to the Whitehorse community which provides a variety of recreational and competitive gymnastics programs for all ages and abilities.</p> <p>Livingstone Pavilion – New Multi purpose Room official opening</p> <p>The Mayor, Cr Denise Massoud, officially opened the new multi purpose room and associated amenities at Livingstone Reserve, Vermont South on Friday 24 February 2017. The works included construction of a new building including multi purpose room, kitchen, storage, toilet facilities including unisex accessible toilets, covered viewing area, disabled car park and minor landscaping works costing approximately \$1.6m. The event recognised the efforts of all involved, including tenant clubs, and the extensive work that was required to plan and construct the new facility.</p> <p>Winter seasonal Bookings finalised</p> <p>Seasonal booking allocations for the 2017 Winter Season were completed which involved allocating 32 clubs, 50 sports fields and 34 pavilions.</p>

Service	Description	Quarterly Service Highlights
Leisure Facilities	This service provides the Whitehorse community with a range of leisure facilities including Morack Golf Course, Aqualink Box Hill, Aqualink Nunawading, Sportlink and Nunawading Community Centre.	<ul style="list-style-type: none"> ▪ A total of 66 participants completed the Aqualink 9 Week Challenge, with the program aiming to improve participant knowledge of health, exercise and nutrition. Participants were encouraged to take up personal training at the conclusion of the program. The 9 Week Challenge internal Facebook page was a fantastic initiative, where participants were active in sharing stories of their personal fitness journey whilst also providing encouragement to one another. This led to a strong sense of community being developed and many positive testimonials posted. ▪ A half price joining fee Aqualink member promotion ran from 11th to 28th February, resulting in 295 new members. At the end of February the combined Aqualink Membership number was 7,496, the highest total to date. ▪ An Aqualink casual voucher promotion was letterboxed to 61,000 local residents, encouraging families and individuals to access the Aquatic facilities and Group Fitness Classes. Each offer ran for a 2 week period. A total of over 1,000 vouchers were redeemed during the promotion. ▪ Sportlink developed a new in-house basketball program – Hot Streak, which is aimed at casual basketball players wanting to play in an informal 5 on 5 social competition. The program commences in April. ▪ The driving range at Morack Golf Course continues to perform well with attendances exceeding targets. ▪ A second consultation session was conducted with Nunawading Community Centre and Silver Grove users, regarding the planned Nunawading Community Hub. ▪ New ergonomic tables and chairs were installed in the clubhouse at Morack Golf Course replacing the old furniture. The feedback from the resident golf club members has been very positive. ▪ The Aqualink Box Hill group fitness program continues to experience strong growth with attendances exceeding 10,000 per month for the first time.
Sports fields	This service maintains Council's network of sports fields to the required service standard. It is responsible for the design, installation, maintenance and renewal of sports field infrastructure and the supervision of sports field capital projects.	The summer sports season concluded at the end of March, with a number of Whitehorse sports fields being chosen to host cricket association finals. The changeover process from Summer to Winter sports commenced in late March and will continue into Q4. Walker Park sports field renewal program has been completed with the ground handed back to clubs for use at the end of March 2017. Works on the construction of a new cricket net training facility at Mont Albert Reserve have commenced, as have a number of minor sports field infrastructure upgrades that successfully obtained Federal Government Grants through the Stronger Communities program.



Service	Description	Quarterly Service Highlights
Home and Community Care	This service supports 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>The following services were delivered in January to March 2017 by the Home and Community Care department:</p> <ul style="list-style-type: none"> ▪ Assessment: 2,896 hours ▪ Occupational Therapy: 356 hours ▪ Domestic Assistance: 19,556 hours ▪ Personal Care: 6,079 hours ▪ Respite Care: 445 hours ▪ Home Modifications and Home Maintenance: 1,181 hours ▪ Food Services and assistance with food preparation: 22,971 meals ▪ Social Support Groups: 6,714 hours ▪ Assisted Transport: 909 hours ▪ Escorted Activities (shopping): 2,445 hours ▪ Transport (community): 7,860 hours (5,605 trips) <p>Service highlights:</p> <ul style="list-style-type: none"> ▪ Home and Community Care (HACC) Programme transition to the Commonwealth continues including: <ul style="list-style-type: none"> - Embedding and refining business practices to facilitate streamlined access to services resulting in reduction of waiting time to access Home Maintenance services. - Embedding processes and practices by the Regional Assessment (RAS) that is responsible for assessing the needs of people who require support to live independently in the community. RAS has a focus on enablement, linking support and wellness approach. - Submitted report to the State Government of the status of separation of service delivery including cessation of using a shared database by assessment staff and separation of the intake function. RAS continued to experience strong demand during this quarter. - Multiskilling staff by training to support service delivery intake function and backfill; up-skilling Central Contact Point staff to work across various service areas. - Refining business systems and processes to facilitate accurate reporting to the Commonwealth. ▪ Ongoing active involvement in advocacy for the retention of the Victorian service system strengths and to ensure relevant systems and supports are provided post the transition. This in partnerships with the Municipal Association of Victoria (MAV), the State Department of Health and Human Services (DHHS) and the Commonwealth Department of Health. ▪ Continued collaboration with other Eastern Region Aged Care managers to facilitate enhanced service response and client outcomes.

Service	Description	Quarterly Service Highlights
		<ul style="list-style-type: none"> Developed and established a Cooking for One or Two Program in conjunction with Community Programs and Council's Occupational Therapist. The program is a great opportunity for clients to develop skills, have access to adaptive technology and training, attend sessions in a social setting and have follow up in their own home with trained Support Workers. Home Care Packages (HCP) program transitioned in line with the Increasing Choice in Home Care reforms. The HCP team worked extremely hard to ensure that all 90 packages were 'full' as of 27th February. This ensured that Whitehorse City Council did not have to return any unused packages to the national queue. The HCP program challenge is to retain current consumer packages level and develop marketing strategies to engage and attract potential clients to choose City of Whitehorse as their home care provider. Active Living programs have completed implementation of the 2013 Mountainview Programs Review Recommendations and have developed a further 3 Year Action Plan. The Action Plan set up within a continuous improvement framework with a focus on a Montessori methodology to enhance consumer outcomes as well as staff engagement and participatory contribution.
Family Services	This service area provides family oriented support services including centre based childcare (Whitehorse Early Learning Service), integrated kindergarten, maternal and child health and youth support services.	<p>Maternal and Child Health (MCH)</p> <ul style="list-style-type: none"> MCH received 479 birth notices (BN) in the third quarter period, the service anticipates a total number BNs received above 1,800 for the year. 231 of the BNs received were first time parents. Total new enrolments for the quarter were 686, indicating 207 families moving into the area across the age group 0-5 years. Nearly 6,000 consultations were undertaken for the period. The MCH service currently has 11,000 active clients. <p>Early Childhood Services</p> <ul style="list-style-type: none"> Average utilisation across all Whitehorse Early Learning Service Centres is just below 90%. While average centre utilisation has been slower to build from the start of the calendar year relative to prior years the growth in utilisation during March has been strong and the service will achieve its targets. Council's Vermont South Children's Services Centre continues to facilitate and participate in an intergenerational program with Blues Cross Livingstone Gardens aged care residence. The unit is in the process of finalising Professional Standards to help maintain and improve the quality of its services.

Service	Description	Quarterly Service Highlights
		Youth Services <ul style="list-style-type: none"> ▪ Youth Service's Whitehorse Community Youth Services Awareness Project: One of the priority actions of the project is the development of a Creative Online Youth Hub which was the main focus of resourcing for the quarter. The Hub is envisioned to be a youth friendly, localised, online presence that engages young people with creative content developed by young people through local schools and the community. The Creative Youth Hub will provide the platform for Youth Service Staff members to insert messaging and information to raise awareness of services, support and opportunities that are available to young people in Whitehorse. ▪ Successful recruitment of young people to Youth Service's volunteer youth committees – Whitehorse. FReeZA Committee (Flying Pigs Events) and Whitehorse Youth representative Committee. Both committees have completed training with the FReeZA Committee facilitating youth friendly activities at Council's Global Fiesta.
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.	<ul style="list-style-type: none"> ▪ Meeting Council's statutory requirements under the Food Act and Public Health and Wellbeing Act – year-to-date from July 2016 to March 2017: <ul style="list-style-type: none"> - 1151 (220) Mandatory Assessments/Inspections - 133 (41) Complaint Inspections - 216 (75) Routine Inspections - 301 (78) Non Compliance/Follow up Inspections - 61 (15) Formal orders/Notices issued which includes PINS and Seizures ▪ A total of 3,191 vaccinations were administered to 1,306 children for the quarter as part of Council's public childhood immunisation program. ▪ A total of 2,974 vaccinations were administered as part of Council's School immunisation program. ▪ Met targets under MAV Service Agreement for Tobacco control activities under the Tobacco Act.
Compliance	This service includes a range of Council's regulatory functions to ensure the safety and wellbeing of the community including domestic animal management, school crossing supervision, parking control, and local law management.	<ul style="list-style-type: none"> ▪ Proactive weekly patrols of parks carried out providing educative information on responsible pet ownership. ▪ Commenced planning for the development of the new Domestic Animal Management Plan. ▪ Mobile office environment for field staff was introduced to improve efficiency and responsiveness. ▪ Issued approximately 19,000 domestic animal registration renewal notices. ▪ Tender process underway for extended service hours for parking monitoring.

Strategic Objective 2: Maintain, develop and enhance our built environment

2.1 Annual Plan Major Initiatives and Initiatives Update

Major Initiative	Description	Responsible Officer	Target completion date	Current Status	Progress Against Target	Progress Comments
Elgar Park north sports pavilion redevelopment	Council is committed to the provision of safe and functional community facilities. This project will develop designs for the redevelopment of the Elgar Park north pavilion in collaboration with the tenant clubs. The intent is to retain (refurbish) the existing building and construct a new building extension to meet the functional requirements of the tenant clubs. The outcome will provide documentation that will allow construction works to the Elgar Park north pavilion.	Manager Arts and Recreation Development	June 2017	In progress	 GREEN	Council resolved to appoint the preferred builder at the 20 February 2017 Meeting. Site mobilisation commenced in March including temporary fencing, builders sheds, storage containers and temporary facilities for Club use. Clubs have commenced relocating to the shipping containers and the temporary facilities.
New “Pipetrack” shared path	Complete stages 1A, 1B and 1C of the project to turn a gravel track into a shared path for use by cyclists and pedestrians.	Manager Engineering and Environmental Services	June 2017	Complete	 GREEN	Construction works completed and path opened to users on 8 February 2017.

Initiative	Description	Responsible Officer	Target completion date	Current Status	Progress Against Target	Progress Comments
Mitcham Shopping Centre streetscape renewal	Complete the Mitcham Shopping Centre Streetscape renewal, including renewal of footpaths and street furniture.	Manager Engineering and Environmental Services	June 2017	Complete	 GREEN	Works on Stage 2 (north side of Whitehorse Road) are complete.
Burwood Brickworks	Facilitate development of the former Burwood Brickworks site in Middleborough Road, East Burwood. This will involve working with the proponents to implement the outcomes of the Development Plan.	Manager Planning and Building	June 2017	In progress	 GREEN	Council has continued to facilitate proposed planning permit applications with the landowner and several applications have been lodged for the initial stages of the development. Work has continued on addressing conditions of approval of the Development Plan.
Statutory Planning service improvement	Undertake a continuous improvement project to improve the efficiency of the Statutory Planning Service to provide high quality and timely planning permit application assessments and advice.	Manager Planning and Building	June 2017	In progress (tracking below target)	 AMBER	This project has commenced with a project to benchmark the Whitehorse service against other councils. The team has also commenced a project of improvements around decision making and assessment processes to streamline these processes. Unfortunately the vacancy of the Assistant Manager Statutory Planning between October 2016 – January 2017 has delayed this project.

Initiative	Description	Responsible Officer	Target completion date	Current Status	Progress Against Target	Progress Comments
Municipal Strategic Statement review implementation	Implement the outcomes of the <i>Whitehorse Planning Scheme Review 2014</i> to strengthen and improve its operation and its use to guide the assessment of development applications in the City.	Manager Planning and Building	June 2017	In progress	 GREEN	A further corrections amendment to the planning scheme (Amendment C189) was submitted to the Minister for Planning for approval in February 2017. Officers continue to identify areas of the planning scheme that can be strengthened and improved for consideration in the next MSS review.
Urban Realm Vision	The Urban Realm Vision (URV) is a collaborative project within Council that is intended to provide a strong strategic direction in the planning, design, development, activation and management of the public realm across the municipality. Activation projects will be implemented during 2016/17 such as the 'Neighbourhood Project'.	Manager Planning and Building	June 2017	In progress	 GREEN	In January, Council, community leaders and the wider community collaborated to transform Council land in Box Hill into active spaces with three community-led activation projects: an art project and the construction of four wicking beds to grow edible plants in the Box Hill Mall, and a festival on the front lawn at the Box Hill Town Hall.
Bennettswood Reserve sports pavilion	Undertake a tender process for the appointment of a builder and commence construction of a new sports pavilion to replace the existing sports pavilion facilities.	Manager Built Infrastructure	June 2017	In progress (tracking below target)	 AMBER	Site establishment works commenced in February 2017. Being a former landfill site the building design requires piled foundations. Preparations for piling including delivery of materials were completed in March. Piling works will commence in April 2017.

Initiative	Description	Responsible Officer	Target completion date	Current Status	Progress Against Target	Progress Comments
Environment Sustainable Development (ESD) Advisor	Funding for an ESD Advisor to manage an increased number of ESD referrals due to the recent approval by the Minister for Planning of the ESD policy in the Whitehorse Planning Scheme. To achieve an environmentally sustainable city, Council ensures that new developments meet high environmental standards from the design stage through to construction and operation.	Manager Planning and Building	June 2017	In progress	 GREEN	The ESD Advisor continues to provide referral responses based on the policy trigger. This has included a number of major applications. The Advisor has also been involved in establishing a reporting framework on the ESD policies for the State Government.
Waste management and charging strategy	Review Council's waste management and charging strategy.	Manager Engineering and Environmental Services	June 2017	In progress	 GREEN	A draft final business case was prepared by consultants and considered by the Waste Fee working group. Further assessment was carried out on the Rates database to determine the impact of various waste fee options on ratepayers. Further modelling and waste fee comparisons will be carried out next quarter.

2.2 Quarterly Service Highlights

Service	Description	Quarterly Service Highlights
Planning	This service provides for the provision of statutory and strategic land use planning. The functions include processing applications, amendments and subdivisions, development and implementation of structure plans and Urban Design Framework development, and review and updating of the Whitehorse Planning Scheme, as well as local planning policy projects.	<p>In strategic planning:</p> <ul style="list-style-type: none"> ▪ The Minister for Planning deleted the Heritage Overlay from the Burvale Hotel / Motel site (Amendment C212, gazetted 23 February 2017), effectively reversing the Minister's delegated decision made approximately six months earlier approving the Heritage Overlay via Amendment C157 Part 1. ▪ Amendment C175 to implement the draft Box Hill Metropolitan Activity Centre Built Form Guidelines was exhibited for public comment. ▪ Work continued on drafting proposed controls to implement the Municipal Tree Study. ▪ Combined Planning Scheme Amendment and Planning Permit for 517–521 Cambridge Street and 2-8 Oxford Street, Box Hill was submitted to the Minister for Planning in February for authorisation to prepare and exhibit the amendment and planning permit. ▪ Work continued to advance the Burwood East Brickworks Development Plan conditions of approval and facilitation of planning permit applications for initial stages of the development. ▪ Liaison continued with the proponents of the former Daniel Robertson brickworks draft Development Plan. ▪ Nominations were sought for the 2017 Built Environment Awards across several development categories. ▪ Three successful community led activation projects were delivered in Box Hill in January via The Neighbourhood Project being: an art project and the construction of four wicking beds to grow edible plants in the Box Hill Mall, and a festival on the front lawn at the Box Hill Town Hall. ▪ In March, release of Plan Melbourne 2017–2050, the Managing Residential Development Advisory Committee report and associated planning scheme amendments VC110 (residential zone updates) and VC134 (State Planning Policy Framework updates) resulted in significant work to brief the organisation on implications for Whitehorse.
Building Services	The focus of this service 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> . This service	<ul style="list-style-type: none"> ▪ Building Services continue to receive a high number of applications in 2017 for building siting dispensations and applications for building appeals continue to increase. ▪ An increased number of building permit applications has been received from well-regarded builders for high quality boutique homes. ▪ Meetings continue with Council's record management team to seek more efficient ways to move to full electronic data capture, recording and information transfer for all Building and Planning files. ▪ Council's Building Services Team have been busy in Q3 attending Court and issuing a number of Emergency Orders on the following Building types and incidents.

Service	Description	Quarterly Service Highlights
	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 Building Act 1993, provision of information and investigation of building related matters.	<p>Emergency Orders</p> <ul style="list-style-type: none"> ▪ Car accident impacting on a Fish and Chip Shop and making building safe for re-occupation within 72 Hours. ▪ Immediate removal of two dangerous brick walls. ▪ Immediate removal of 3 unfenced swimming pools. ▪ New barrier to unfenced in ground swimming pool. <p>Court attendance</p> <p>Successful court cases under the provisions of the Building Act on the following building types:</p> <ul style="list-style-type: none"> ▪ \$10,000 fine and conviction on dilapidated house and dangerous structures at rear of dwelling. ▪ \$10,000 fine and conviction on illegal 12 room boarding house. ▪ \$5,000 fine without conviction for unfenced swimming pool and illegal deck. <p>Building Appeals Board – Box Hill Brickworks</p> <ul style="list-style-type: none"> ▪ Successful defence of appeal against property owner. ▪ 34 building elements are required to be upgraded to restore and make Brickworks building and grounds safe.
Engineering Services	This service includes the 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>Transport</p> <ul style="list-style-type: none"> ▪ Placed Council's speed observation trailers in 78 local streets to remind motorists to slow down and be aware of other road users. ▪ Construction completed of Stage 1 of the shared use path along the Melbourne Water pipe track from Highbury Road to Ballantyne Street Burwood East. ▪ Delivered 2 'CycleWise' programs. ▪ Promotion of 'Ride to School Day'. ▪ Co-hosted the 'Women's Ride' with Deakin University. ▪ Participated in the Bicycle Network 'Super Sunday' bike count activity. ▪ Hosted 2 'Wiser Driver' programs for senior road users. ▪ Commenced implementation of the 'We Care For Cyclist' community campaign. ▪ Commenced community education campaign regarding respectful sharing of roads and paths by pedestrians, cyclists and drivers. ▪ Continued delivery of youth road safety programs including the 'L2P' learner driver mentor program.

Service	Description	Quarterly Service Highlights
		<ul style="list-style-type: none"> ▪ Infrastructure improvements made to 11 existing traffic management devices to improve safety for cyclists. ▪ Hosted 2 child restraint clinics. ▪ Participation in Victoria Walks 'WalkSpot' program. ▪ Ongoing strong advocacy for the development of the Box Hill Public Transport Interchange. ▪ January 2017 – 17 Parking Delegate Changes and 5 Full Road Closures. ▪ February 2017 – 8 Parking Delegate Changes and 7 Full Road Closures. ▪ March 2017 – 8 Parking Delegate Changes and 10 Full Road Closures. ▪ Total delegated parking changes 33 and 22 full road closures for 1 January to 31 March 2017. <p>Civil Capital Works – Design and Construction</p> <ul style="list-style-type: none"> ▪ Continued with works on the annual program of asphalt resurfacing of local roads. ▪ Completed construction of the shared use path in the Melbourne Water pipe track. ▪ Completed works for the sports field lighting upgrade at Livingstone Primary School Oval and continued with sports field lighting upgrade works at Surrey Park (South West) Oval. ▪ Commenced works for streetscape improvements at Woodhouse Grove / Station Street shopping centre. ▪ Awarded contract and commenced works for road and streetscape reconstruction in Station Street, Mitcham. ▪ Commenced works on the renewal of play spaces at Bushy Creek, Cootamundra Walk (South West), Mont Albert Reserve and Windsor Crescent. ▪ Commenced works on the Box Hill CAA – Streetscape renewal program (532–560 Station Street, Box Hill). ▪ Commenced works on the extension and upgrade of Box Hill Skate Park. ▪ Commenced road reconstruction works for Crest Grove, Nunawading and Hotham Street, Mont Albert. ▪ Awarded contract for the Respite form the City works at Box Hill Gardens. <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 2017. ▪ 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.

Service	Description	Quarterly Service Highlights
		<ul style="list-style-type: none"> Continued to provide advice to key stakeholders and agencies regarding the Blackburn and Heatherdale Road level crossing removal projects. Completed revaluation of roads assets required every three years, based on the field condition assessment of all Council roads, laneways, kerb and channel and footpaths in the last financial year. Completed revaluation of stormwater drainage assets, based on the additional drainage assets "gifted" to Council.
City Works	This service is responsible for ensuring the ongoing cleanliness and maintenance of roads, footpaths, kerb and channel, stormwater drainage pit and pipes, roadside furniture, bridges, path structures and shopping centres within the municipality including street sweeping, litter bin collection, removal of dumped rubbish and the provision of an after-hours emergency response service.	<p>To the end of Quarter 3 with the period ending 31 March 2017, City Works:</p> <ul style="list-style-type: none"> Attended to 3,953 requests. Actioned 1,027 maintenance requests on behalf of VicRoads as part of the Blackburn Road and Heatherdale Road level crossing removal projects. Made safe 293 footpath slabs. Replaced 3,394m² footpath slabs. Repaired or replaced 719 signs. Replaced 112 sign posts. Cleaned 746 stormwater drainage pits. Cleared 3,887 lineal meters of stormwater drainage pipe. Removed 13 tonne of rubbish from Council's Gross Pollutant Traps. Responded to 392 requests to collect dumped rubbish. Collected 30 tonne of dumped rubbish. Collected 47 dumped mattresses. Collected 72 tonne of waste from Council's street litter bins. Attended to 222 sites to remove graffiti vandalism. Removed 2,321m² of graffiti from Council and private property. Responded to 82 afterhours emergency requests. Swept 600 tonne of rubbish and debris from Council roads and car parks. Continued BBQ cleaning, township cleansing and cleaning of conventional and automated public toilets. Completed the upgrade and repairs to the boardwalks in Bellbird Dell (north), Abbey Walk, Blacks Walk and Yarran Dheran. Awarded the contract for the replacement boardwalk in Bellbird Dell (south). Continued the ongoing program to replace damaged drainage pit lids. Continued kerb and channel replacement program. Continued the passenger vehicles changeover program. Continued the small plant replacement program.


Service	Description	Quarterly Service Highlights
Operations Centre and Plant and Vehicle Maintenance	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"> Received delivery of 12 passenger vehicles. Sold 9 passenger vehicles. Placed orders for 5 passenger vehicles.
Building Project Management and Strategic Asset Management	This service is responsible for the project management of capital building projects, and the planning and implementation of asset management improvement initiatives across the organisation including the continuing implementation of Council's corporate Asset Management System.	<p>Strategic Asset Management</p> <ul style="list-style-type: none"> A procurement process to engage a Consultant to assist Council develop a new 4 Year Asset Management Strategy was completed in January. Updated renewal funding modelling for Council's major asset classes was completed in February. Induction and training process for Council's new Senior Asset Management System Analyst was completed in February. Works progressed for the implementation of Works Management for the ParksWide Department over the January to March quarter. Works commenced on the review and update of Council's Asset Management Policy. <p>Building Project Management</p> <ul style="list-style-type: none"> The tender evaluation process and the appointment of a builder for the new Elgar Park northern sports pavilion was completed in February. Analysis and cost estimates for Councillor nominated capital works projects was completed in March. The builder commenced onsite works to construct a replacement sports pavilion at Bennettswood Reserve. Concept planning for the Blackburn Library redevelopment was completed. Works to replace all the windows in the Box Hill Town Hall Hub building commenced in February. Project management support was provided for a range of Club initiated Stronger Community Program building and Open Space projects. A tender evaluation process was completed and a 3 year contract awarded for the provision of Quantity (Cost Control) Services. A tender evaluation process and the appointment of a landscape contractor to redevelop the playspaces at Blackburn and Vermont Childrens Services Centres was completed in February.





Service	Description	Quarterly Service Highlights
Major Projects	This service is responsible for the development, monitoring and performance reporting of Council's Capital Works Program and the facilitation of major projects.	<ul style="list-style-type: none"> ▪ Monthly capital project implementation status reports were provided to the Executive Management Team (EMT) and Council. ▪ An updated draft of the 10 Year Capital Works Program was prepared following Council's annual budget planning discussions in March. ▪ Monthly Major Project status update reports were provided to EMT. ▪ Ongoing resource assistance and project management support was provided for the Nunawading Community Hub and the Harrow Street car park projects during the January to March quarter.
Facilities Maintenance	This service provides reactive and preventative maintenance and minor capital renewal of Council's many buildings and structures. It also includes scheduled inspections and maintenance to satisfy Building Code Essential Safety Measures Regulations 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.	<p>Work Requests</p> <ul style="list-style-type: none"> ▪ A total of 1,540 planned and reactive maintenance and capital works requests were raised and 1,578 work requests were completed. <p>Reactive and Minor Capital Works</p> <ul style="list-style-type: none"> ▪ Access control systems were upgraded at Box Hill Senior Citizens clubrooms and Eley Park Community Centre. ▪ Essential Safety Measures improvements and roof waterproofing works were completed at Box Hill Town Hall. ▪ Heating and cooling system upgrades were completed at Burgess Family Centre and Box Hill Senior Citizens Centre. ▪ New LED lighting was installed over the 50 metre indoor pool at Aqualink Nunawading. ▪ Rekeying and security upgrade works were completed at Koonung Park and Terrara Park sports pavilions. ▪ Hazardous material removal works were completed at Koonung Community House. ▪ 118 buildings had roof gutter and drainage systems cleaned. This has ensured our buildings are well placed for storm and extreme weather events. <p>Capital Works</p> <ul style="list-style-type: none"> ▪ Civic Centre Generator – works to supply, install, and commission a new back up power supply generator at the Whitehorse Civic Centre were completed in March. ▪ Lift Renewal and Upgrades were completed at the Whitehorse Civic Centre and Box Hill Library. ▪ A replacement fire service was installed at the Whitehorse Centre. ▪ Planning and procurement processes to replace the roof and wall cladding to the Fly Tower at the Whitehorse Centre was completed in March.

Service	Description	Quarterly Service Highlights
		<ul style="list-style-type: none"> ▪ A booster pump was installed to boost water pressure at Aqualink Box Hill. ▪ A replacement water service was installed at Schwerkolt Cottage. ▪ Replacement stormwater drainage lines were installed at Burwod Neighbourhood House. ▪ Height Safety System replacements were completed at Mountainview Cottage, Vermont South Community House and Morack Golf Course Maintenance Workshop. <p>Painting works were undertaken at</p> <ul style="list-style-type: none"> ▪ Aqualink Box Hill – internal. ▪ Aqualink Nunawading – external. ▪ Vermont South Library – internal and external. <p>Contracts</p> <ul style="list-style-type: none"> ▪ A Contract extension for a 2 year period was awarded for Electrical Maintenance Services. ▪ A 3 Year contract was awarded for Pest Control Services.

Strategic Objective 3: Increase in the amount of quality open space and improvement in the sustainability of our natural environment

3.1 Annual Plan Major Initiatives and Initiatives Update

Initiative	Description	Responsible Officer	Target completion date	Current Status	Progress Against Target	Progress Comments
Open Space Works Management System	Activate the work management module of the Asset Management System for all Open Space asset maintenance activities.	Manager Built Infrastructure	June 2017	In progress	 GREEN	Project implementation involving the configuration and set up of the works management module in IPS (Council's Asset Management System) commenced in January 2017 and regular consultation meetings are held with the ParkWide Department. Project completion is scheduled for May 2017.
Municipal tree study	Analyse and implement the recommendations from the Municipal Tree Study. The study commenced in 2015/16 to investigate the importance of vegetation, in particular tree cover, to the municipality, examine the existing strategic framework for vegetation controls and scope options to protect and enhance tree canopy as development and future growth inevitably occurs over time.	Manager Planning and Building	June 2017	In progress	 GREEN	Preparation of planning scheme amendment documents to implement the Municipal Tree Study is in progress. This has included liaison with the Department of Environment, Land, Water and Planning.

Initiative	Description	Responsible Officer	Target completion date	Current Status	Progress Against Target	Progress Comments
Energy efficient street lighting changeover	Commence stage 2 of the changeover of street light globes to energy efficient as part of the <i>Sustainability Road Map 2016-2022</i> .	Manager Engineering and Environmental Services	June 2017	In progress	 GREEN	Installation of the energy efficient street lights for the 2016/2017 financial year has commenced. This project is over two financial years and is expected to be completed in September 2017.
Urban Forest Strategy	Achieve an increase in overall tree numbers within Whitehorse through the ongoing implementation of the Street Tree Upgrade Program and Indigenous Tree Planting in Parks Program.	Manager ParksWide	June 2017	In progress	 GREEN	810 increase in net trees planted through the Main Streets (48% complete) and Indigenous Tree Planting in Parks capital programs (71% complete). Balance of plantings to occur in Q4 to align with seasonal conditions.
Whitehorse Urban Biodiversity Strategy	Develop an inventory of Whitehorse biodiversity assets and urban habitat.	Manager ParksWide	June 2017	In progress	 GREEN	Final brief for Inventory developed and tender submissions from suitably qualified consultants have been sought. Awarding of the tender and commencement of the Inventory will commence in Q4.
Tree Education and Awareness Program	Continue delivery of the education, awareness and promotion campaign on the benefits of tree planting and the impacts of tree removal on private property.	Manager Planning and Building	June 2017	In progress	 GREEN	New project development: Gardens for Wildlife In a combined effort between our Parkland advisory committees, indigenous nurseries and other local community organisations we are looking at delivering a 'Gardens for Wildlife' program for the residents of Whitehorse. For those who register a site visit will be arranged between a community volunteer and council officer who will then together develop a site analysis and a site plan. The

Initiative	Description	Responsible Officer	Target completion date	Current Status	Progress Against Target	Progress Comments
						<p>program is highly educational and facilitates residents to develop a more sustainable and leafy garden that is enjoyed by the resident and benefits the local wildlife. Each household that subscribes will be given 20 free plants donated by our local Indigenous Nurseries. This program is modelled off a very successful gardening program in Knox City.</p> <p>Events February – March</p> <ul style="list-style-type: none"> ▪ Create a Bird Friendly Garden – 9 February – Postponed due to Total Fire Ban Day. 60 people booked in. ▪ Nature Play – Sounds of Nature – 20 February. ▪ Edible Trees and Vines for Natural House Cooling -28th Feb-Vermont South Library. 33 people. ▪ Whitehorse Global Fiesta – Sunday 19 March <ul style="list-style-type: none"> - 48 people completed a quiz based on a display about amenity in Whitehorse and Trees. - 85 pictures were taken at the “I love trees in Whitehorse” photo booth. - 93 mini greenhouses were built at the activity table.

Initiative	Description	Responsible Officer	Target completion date	Current Status	Progress Against Target	Progress Comments
						<ul style="list-style-type: none"> ▪ Nature Play – Harmony day – 21 March – Blackburn Lake Sanctuary. 23 people. ▪ Design your own Garden Food Forest – Vermont South Library. 51 people. <p>Other updates</p> <ul style="list-style-type: none"> ▪ ‘Chat B4 U Chop’ postcards have been distributed to approx. 300 new residents of Whitehorse this year.

3.2 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. The service also includes contracts for 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 764,231 garbage bins, 482,976 recycling bins and 254,587 garden organics bins for the quarter. ▪ Collected 8,274 hard waste bookings for household hard and bundled green waste. ▪ Delivered 2 successful Smarter Living workshops, 'Waste-Free Living Tips from past Generations' (127 attendees) and 'Preserving the Harvest' (174 attendees). ▪ 2,315 properties visited as part of bin inspection program and 124 households committed to Gold Star Recycling program. ▪ Participated in Neighbourhood Project and construction of wicking garden beds in Box Hill Mall. ▪ Provided funding to 10 local schools and Early Years centres to participate in Stephanie Alexander Kitchen garden program, teaching young children gardening and cooking skills. ▪ Provided funding assistance to 2 local schools to participate in energy-monitoring module of Schools Water Efficiency Program. ▪ Developed and promoted a program of activities to promote Fair Trade, as part of Council's commitment as a Fair Trade organisation. ▪ Promoted Fair Trade principles and waste education about illegal dumping at Global Fiesta in March. ▪ Developed a program of activities and events for Sustainable Living Week in June. ▪ Revised Whitehorse Sustainability Awards categories, commenced inviting Award nominations including through a new Sustainability Award online nomination platform. ▪ Called quotes for an upgraded Environmental Data Management System to better meet Council's utility data management needs. ▪ Planned and promoted Council's upcoming Renew recycling collection. ▪ As part of a 5-Council partnering arrangement, accepted 2 preferred tenderers to process garden and food organics through a regional long-term contract.

Service	Description	Quarterly Service Highlights
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 33,891 transactions and received a total of 16,549 tonnes of material to site. ▪ 10,412 tonnes was transported to landfill ▪ 3,514 tonnes of green waste mulched and recycled. ▪ 236 tonnes of cardboard and paper recycled. ▪ 485 tonnes of steel recycled. ▪ 35 tonnes of TV's and computer products recycled. <p>Quarterly Highlights:</p> <ul style="list-style-type: none"> ▪ Compliance training scheduled for the next 6 months to bring everyone up to date. ▪ One new staff member. ▪ Business activity is consistent with the revised budget.
ParksWide (excluding Sports fields)	This service maintains and enhances open space sites for residents to enjoy and to ensure the safety of park users and visitors. It is responsible for the management of Council's bushland, open space, parklands and street trees 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.	<p>ParksWide have delivered a range of daily operational maintenance activities and upgrade projects in the third quarter of 2016/17. Fluctuating temperatures throughout the quarter have produced unusual growth patterns which have required adjustments and flexibility in our usual maintenance program delivery. An increase in weed growth has been particularly noticeable and has taken up a large amount of in-house and contractor resources to keep in check.</p> <p>Some additional highlights include:</p> <ul style="list-style-type: none"> ▪ Ongoing fuel reduction and fire monitoring activities through Council's Parklands. ▪ Maintenance of garden beds in median strips and outer separators on main roads re-commenced with Springvale and Canterbury Road the main objectives. ▪ Significant landscape upgrade project at Civic Centre commenced with demolition of old courtyard and amphitheatre. Project will continue through Q4 and into 2017/18. ▪ Oak Street open park and play space was progressed following some hold-ups in the early phases of the project. ▪ Review of Term 4 2016 Education Program completed with 1,469 students over 38 sessions participating in a range of environmental and education activities. ▪ Significant path works in BellBird Dell undertaken to address ongoing washout concerns with the existing paths.

Strategic Objective 4: Strong leadership and governance in partnership with the community and supported through regional collaboration and cooperation

4.1 Annual Plan Major Initiatives and Initiatives Update

Major Initiative	Description	Responsible Officer	Target completion date	Current Status	Progress Against Target	Progress Comments
2016 Council general election	Oversee the integrity and efficient conduct of the 2016 local government general elections, including implementing electoral reforms arising from the <i>Local Government Amendment (Improved Governance) Act 2015</i> .	Manager Civic Services	June 2017	Complete	 GREEN	The 2016 Whitehorse Council General Election was conducted by the Victorian Electoral Commission (as are all local government elections in Victoria). The Governance unit provided oversight in relation to the election, and planning for the induction of the incoming Council following the general election in October 2016. There will be ongoing training and advice provided to new councillors in assisting them in their role.
Customer Service continuous improvement project	Continue to implement the Customer Service improvement project, an organisation-wide project focusing on improving effectiveness, responsiveness, systems and reporting.	Manager Civic Services	June 2017	In progress	 GREEN	The Customer Service Improvement Project has continued to provide service and efficiency improvements. This quarter has seen the CARES, Systems and Reporting Streams further developing new policies and processes for capturing, recording and reporting Customer Feedback, including training material to provide education and support across the Organisation. CityWatch to capture Councillor requests has been trialled and now implemented which will result in

Major Initiative	Description	Responsible Officer	Target completion date	Current Status	Progress Against Target	Progress Comments
						significant improvements, allowing Councillors to capture and monitor requests in real time from their portable devices. The Customer Service Quarterly report continues to be communicated to all throughout the organisation, raising awareness of departmental performance against agreed measures, enhancing accountability and transparency.
Council Plan 2017-2021	Develop the Council Plan 2017-2021 for adoption by 30 June 2017, including conducting community consultation to inform development of the plan.	Manager Finance and Corporate Performance	June 2017	In progress		Council is required under the Local Government Act 1989 to develop a four-year Council Plan within six months of a general election or by 30 June. A proposed Council Plan has been developed, informed by feedback from Councillors, community and staff through a comprehensive community engagement campaign, Your Say Whitehorse. The proposed Council Plan will be presented to Council for adoption on Monday 24 April 2017. Following this, Council will give public notice that the proposed Council Plan is available for inspection, with a public submissions hearing to be held on Tuesday 13 June 2017. The final Council Plan 2017-2021 will be presented for adoption at the Ordinary Meeting of Council on Monday 26 June 2017.

Initiative	Description	Responsible Officer	Target completion date	Current Status	Progress Against Target	Progress Comments
Risk management	Enhance the organisational risk management framework by implementing a new software system consolidates Council's risk register, incident reporting and auditing for hazard inspections and other actions arising from audits in the one system, and which has the capacity for mobile and in the field access as well.	Manager Organisation Development	June 2017	In progress	 GREEN	The Risk Health and Safety Team continued to provide assistance to the organisation supported by the recently reviewed risk management framework. All risks fall into either Strategic or Operational risk and are reviewed via a schedule every 12 month. Insurance policies have been placed to manage (where possible) the financial impact of litigation and claims.
Volunteer management	Develop processes for managing volunteers, including recruitment, induction and occupational health and safety.	Manager Organisation Development	June 2017	In progress (tracking below target)	 AMBER	Council has close to 400 volunteers who participate in a number of diverse programs. It is estimated that established processes that are in accordance with the national standards for volunteer involvement and broader Council policy would currently be implemented at 40%. Currently awaiting outcome of strategic review into volunteer programs at Whitehorse City Council.

4.2 Quarterly Service Highlights

Service	Service Description	Quarterly Service Highlights
Civic Services	Council provides customer service at three service centres across the municipality. Civic services coordinate Council meeting documents; maintain Council's statutory records and foster our international relations.	<p>Governance</p> <ul style="list-style-type: none"> Implemented an intranet hub for Councillors and Executive Management team. The 'Councillor Dashboard' provides easy and secure mobile delivery of content in a central location for reference documents, agenda and minutes, website links, contacts, etc. Facilitated the visit and home hosting of 12 visitors from Council's Sister City of Matsudo Japan, the 10 high school students and 2 adult chaperones in an exchange arrangement with Koonung Secondary College. Supported 3 Ordinary Council Meetings, 1 Special Council Meeting and 2 Special Committee meetings. Continued with meeting compliance requirements with statutory registers and FOI requests and mayoral and Councillor support with invitations and events. <p>Customer Service</p> <ul style="list-style-type: none"> This quarter was a busy period for Customer Service with 100,079 calls answered, 83.92% within 20 seconds. 69% of enquiries were resolved at the first point of contact. Council's Service Centres served 15,041 customers over the counter and 11,746 cashiering transactions were processed in person. An additional 76,230 transactions were made through alternate payment options such as the internet, BPAY and Australia Post.
Communications	This is an internal service provider, supporting the services we provide to our community. Through this service we manage 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 website and produces printed and electronic communication	<ul style="list-style-type: none"> Published 3 copies of the Whitehorse News. Prepared 22 speeches. Designed and produced 73 publications including brochures, banners and postcards. Major promotions included: <ul style="list-style-type: none"> Australia Day, Global Fiesta and Swing Pop Boom events Whitehorse Centre 2017 Season promotions Your Say Whitehorse promotions Fair Trade Fortnight Sustainable Living Week Awards. Prepared 11 communication strategies on behalf of various departments. Some of the major issues included the Home Care Support program changes and consultation for the Municipal Public Health and Wellbeing Plan. Responded to 21 media enquiries.


Service	Service Description	Quarterly Service Highlights
	for the community.	<ul style="list-style-type: none"> Produced 60 media releases. Published 11 advertisements in Whitehorse Leader, promoting a range of Council events and initiatives. Produced 16 informative telephone on-hold messages.
Organisation Development	This is an internal service provider, supporting the services we provide to our community. Through this service we manage all aspects of human resource management including staff recruitment, corporate training and development, industrial relations and volunteer advisory services.	<ul style="list-style-type: none"> Commenced the implementation of the Collective Agreement following approval by the Fair Work Commission in December 2016. Commenced reviews of HR policies impacted by changes in the Collective Agreement. Commenced an evaluation of the Leadership Development and mentoring program for Emerging Leaders for Executive perusal. Commenced receiving applications through the Local Learning and Employment Network (LLEN) for structured work experience for year 11 and 12 students for 2017. Completed the proposal for the review of the reward and recognition program and engaged the consultant to conduct the consultation process. Commenced evaluation of an on-line state-wide portal for induction of contractors with LGPro. Commenced the Multi-generational Workforce Plan. Developed an Occupational Violence Policy for the organisation and an Action Plan for risk management of Occupational Violence.
Occupational Health and Safety and WorkCover	This is an internal service provider, supporting the services we provide to our community. Through this service we administer Council's occupational health and safety program and ensure compliance with occupational health and safety legislation.	<p>The Risk Health and Safety Team continued to provide advice and support to safety issues raised to a corporate level. 9 of the 51 Corporate OHS policies have been reviewed as part of the 3 year policy review program to ensure consistency and compliance.</p> <p>Over 100 OHS compliance training sessions have been conducted in the last financial year with similar arrangements for this year. Job Safety Analysis (JSA) reviews are currently being conducted for all high risk activities to ensure staff and contractors are performing their tasks safely.</p>

Service	Service Description	Quarterly Service Highlights
Risk Management	This is an internal service provider, supporting the services we provide to our community. Through this service we manage Council's insurance program and implement the risk management framework.	The Risk Health and Safety Team continued to provide assistance to the organisation supported by the recently reviewed risk management framework. All risks fall into either Strategic or Operational risk and are reviewed via a schedule every 12 month. Insurance policies have been placed to manage (where possible) the financial impact of litigation and claims.
Finance and Corporate Performance	This is an internal service provider, supporting the services we provide to our community. Through this service we manage Council's corporate planning, performance and continuous improvement functions, financial management; payroll, and procurement, tendering and contract administration.	<ul style="list-style-type: none"> ▪ Successfully developed the Proposed Council Plan 2017-2021. ▪ Successfully developed the Proposed Budget 2017/18. ▪ Ongoing successful delivery of the continuous improvement program with a focus on organisational customer service projects and community laws. ▪ Reviewed and enhanced three key finance policies and procedures. ▪ Continued to support Council's Audit Advisory Committee.
Corporate Information	This is an internal service provider, supporting the services we provide to our community. 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 system enquiries and privacy enquires. ▪ Continued to process incoming correspondence in a timely manner. ▪ Continued to provide appropriate levels of training for RM system. ▪ Continued to provide RM action tracking reports to the Executive and Managers. ▪ Finalised draft for the Data Migration Strategy development Stage Three process. ▪ Completed Council's Information Management Policy review process. ▪ Assisted with the draft Cloud Privacy and Security Policy development process. ▪ Assisted with Customer Complaint auditing process. ▪ Implemented Kapish MS add-ins to all computers.

Service	Service Description	Quarterly Service Highlights
Information Technology	This is an internal service provider, supporting the services we provide to our community. Through this service we manage and maintain Council's computer systems and network across the organisation.	<ul style="list-style-type: none"> ▪ Disaster Recovery Planning. ▪ Policy Development and Review <ul style="list-style-type: none"> - Cloud Privacy and Security - Incident Response ▪ Assisted with Councillor Dashboard rollout.
Property and Rates	This is an internal service provider, supporting the services we provide to our community. Through this service we manage Council properties, conduct property valuations, maintain the Geographic Information System, and undertake rate revenues and fire services property levy collection.	<p>Property</p> <ul style="list-style-type: none"> ▪ Advertising of the Watts Street car park management tender process. ▪ Agreed compensation counter offer terms for Yarra Valley Water compulsory acquisition and VicRoads temporary acquisition at Morton Park. ▪ Negotiated conditional sale price for 2 Carrington Road. ▪ Ongoing Waste Service Charge investigation. <p>Rates</p> <ul style="list-style-type: none"> ▪ Successful delivery of 3rd rates instalment notice. ▪ Quarter 3 Supplementary valuations completed. ▪ 3rd quarter Fire Services return submitted to State Revenue Office. ▪ Successful delivery of Fee for Service invoices. <p>GIS</p> <ul style="list-style-type: none"> ▪ Successful tender for GIS five year Strategy development. ▪ New aerial photos. <p>Valuations</p> <ul style="list-style-type: none"> ▪ Stage #1 of 2018 Municipal Revaluation completed. ▪ Supplementary valuation completed. ▪ Public Open Space Valuations completed in accordance with Subdivision Act.

Strategic Objective 5: A dynamic local economic environment that is regionally connected

5.1 Annual Plan Major Initiatives and Initiatives Update

Initiative	Description	Responsible Officer	Target completion date	Current Status	Progress Against Target	Progress Comments
Building a Better Box Hill – stakeholder support	Obtain support from local and regional stakeholders for the preliminary business case to 'Build a Better Box Hill'. The preliminary business case supports the cooperative redevelopment of the Box Hill transport interchange and town centre. The expression of support will be presented to the Ministerial Advisory Committee that is advising the Public Transport Minister on the interchange.	Coordinator Investment and Economic Development	June 2017	Complete	 GREEN	Building a Better Box Hill, Stakeholder Engagement Project Preliminary Business Case Report has been completed. The Preliminary Business Case gained support from a range of stakeholders including the Box Hill Reference Group, Box Hill First Stakeholder Group, local business associations, Eastern Group of Council CEO's, Melbourne East Regional Economic Development Group and the Regional Development Australia Melbourne East Committee. Letter from the Mayor included the Building a Better Box Hill Preliminary Business Case Report and all letters of support have been circulated throughout Government, both Federal and State at the highest levels, including the Ministerial Advisory Committee for the Box Hill Transport Interchange and throughout the various levels within government departments. This work in a research and advocacy sense is now complete as we await the direction and decision making from the Victorian Government.

Initiative	Description	Responsible Officer	Target completion date	Current Status	Progress Against Target	Progress Comments
Box Hill visitation marketing	Produce a series of marketing materials to promote dining, shopping, investment opportunities, education and medical services at the Box Hill major activity centre. Partner with Destination Melbourne and stakeholders in the Box Hill community to distribute and communicate marketing collateral.	Coordinator Investment and Economic Development	June 2017	In progress	 GREEN	<p>The Marketing Projects for Box Hill have included the online presence through Destination Melbourne, promoting Box Hill as a destination location for special events (Chinese New Year, Moon Festival, etc.) and the food and dining experience.</p> <p>The Box Hill Website has now been linked to Council's Business Website further widening the reach to greater audiences.</p>

5.2 Quarterly Service Highlights

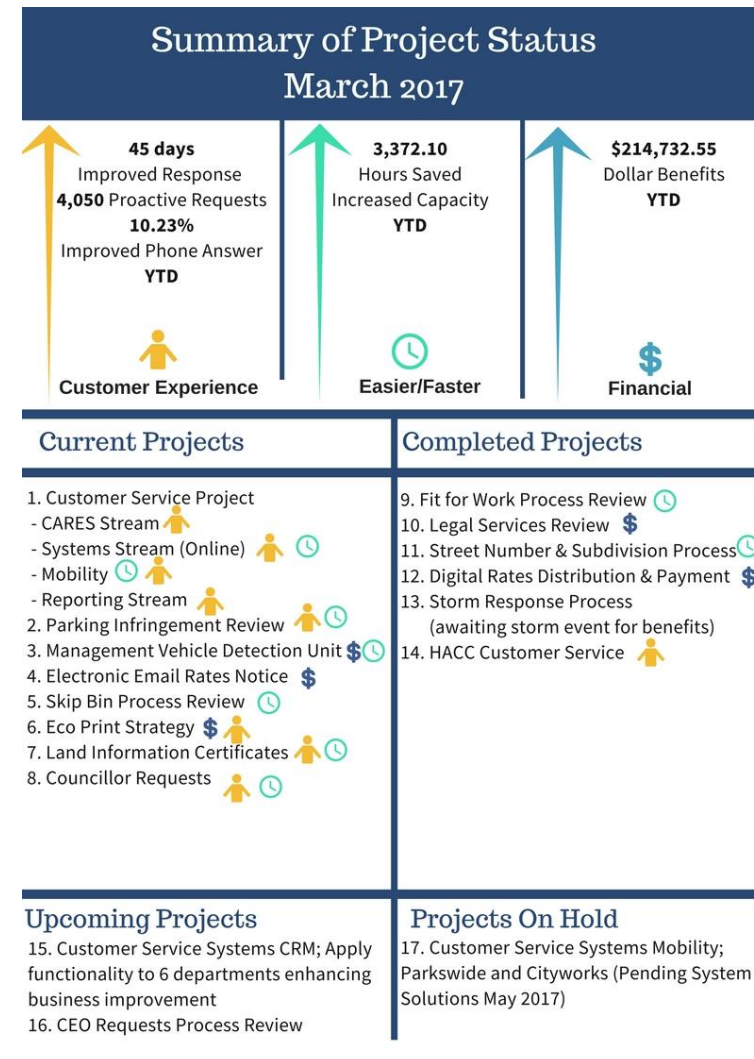
Service	Description	Quarterly Service Highlights
Investment and Economic Development	This service is responsible for the delivery of specific activities and programs outlined in the <i>Whitehorse Economic Development Strategy 2014-2019</i> .	<ul style="list-style-type: none"> Annual Boost your Business Program was completed in March 2017 with over 200 business representatives attending a series of 5 workshops and seminars. All tiers of government (Federal, State and Local) participated in presenting its respective business services, programs and grant opportunities to local businesses. The presentation was well attended and received. In addition, a customer service seminar attracted over 60 attendees. Business workshops on Marketing and On-line Strategies were filled to capacity with attendees appreciative of the training and development opportunities on offer from Council. Council's "Think Local Buy Local" (TLBL) is gathering momentum with 8 retail centres added to Council's business website and business directory, totalling an additional 280 business listings. Further TLBL campaigns have been rolled out at Blackburn Station Village and Mitcham Shopping Centre. International delegation and Parliamentary member visits are becoming more frequent as Whitehorse and in particular Box Hill develops as a destination location for Melbourne's east. Completion of the Box Hill Activity Centre Report outlining the progress and development of the Box Hill Activity Centre.

Section 5 – Business Improvement

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

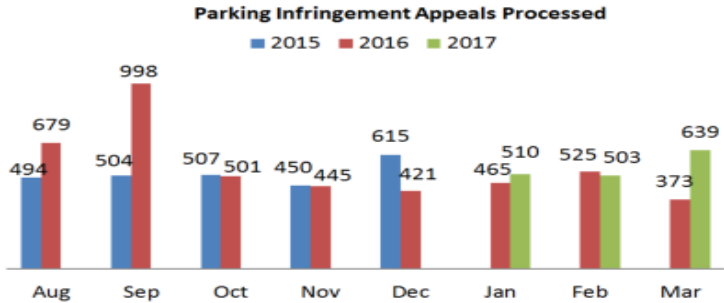
The third quarter of the second year of the business improvement program has seen the realisation of significant changes and improvements.

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



Business Improvement Projects – Project Update March 2017

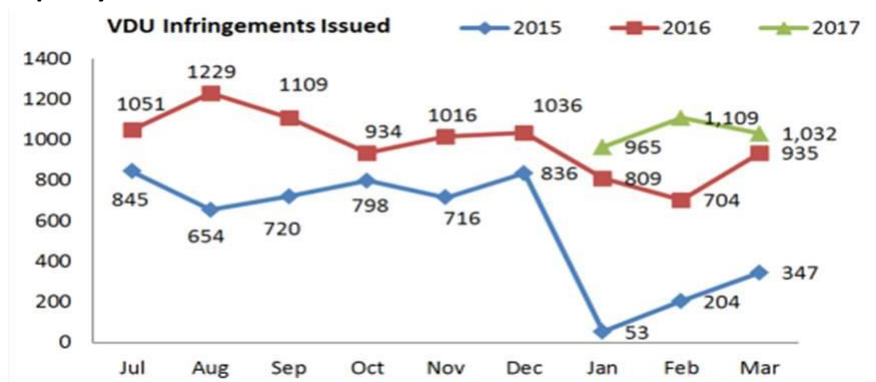
Project Title	Opportunity Identified	Change Implemented	YTD Benefits
Customer Service Project: Systems Stream Skip Bin Permits Change Champion: Community Laws	Skip Bin Permits: Council receives 1,250 applications for skip bin permits issued by community laws. Existing process consumes 336.5hrs of administrative processing time with an opportunity to streamline the application and administrative process.	Process review identifying waste in administration steps that can be streamlined by using functionality of Customer Request System (CRS) including Electronic Document Delivery and system configuration to reduce duplication of data entry and automated reporting to capture data for finance.	The roll out for a streamlined skip bin permit process is planned for April 2017 where it is expected that the each permit will result in a saving of 6.5 minutes or 135.4 hours per annum providing an easier and faster process for internal administration creating increased capacity and an improved customer experience which will be reported in the next quarterly report once these benefits are realised. In addition, the process for invoice referral is expected to be reduced from 24 hours per annum to 12 minutes . The ability to apply the electronic document delivery function can provide a further cost saving in postage up to \$1,187.50 .
Customer Service Project: Systems Stream Councillor Mobility Requests Change Champion: Governance	Councillor mobility requests: providing access for Councillors to lodge enquiries or requests for action via their mobile devices directly into our CRS aimed to improve the experience as well as provide time saving for administrative process.	City Watch (similar to snap/send/solve) enables councillors to lodge their requests and enquiries via any device directly into our Customer Request System without the need for duplicated data entry. The system was trialled by a Councillor in March with feedback reviewed prior to distribution to all councillors in April 2017. Automated reporting of these requests has also been activated.	The benefits of City Watch improve the experience and accessibility for Councillors as they submit enquiries and request to Council Officers receiving an instant confirmation. Although similar to snap/send/solve in functionality the benefit of City Watch is that it's an extended functionality of our existing Customer Request Management System resulting in saving of administration time by removing the waste of data duplication in avoiding the need for an officer to re-enter information submitted by Councillors. Trial benefits indicate that over a 12 month period a projected average of 4 days increased capacity will be achieved. During the trial from February 27 th to March 31 st a saving of 70 minutes was achieved along with an improved customer experience for Councillors .
Electronic Email Rate Notice Change Champion: Property and Rates	Extending existing digital distribution from BPAY View and My Post Digital Mailbox to include optional receipt of rates notices by email saving distribution costs and sustainable paper reduction.	E-Delivery of rates notice was effective 1 st July 2016 (known as Ezybill) offering rate payers the option to receive their rates notice via email.	A sustainable initiative replacing paper with electronic delivery as well as distribution cost savings, we have experienced volumes of MPDM: 2,426; BPAYView: 4,456 and Ezybill: 1,603. This has resulted in a cost saving of \$15,515.25 . A total of 3,157 ratepayers have registered for Ezybill to date.

Project Title	Opportunity Identified	Change Implemented	YTD Benefits																																				
Parking Infringement Review Change Champion: Community Laws	To review existing business processes in the review of parking infringements as part of the customer appeal process.	<p>Standardised process for reviewing appeals through developing standardised letters and consistent approach.</p> <p>Implemented electronic mail distribution resulting in increased efficiency and reduced printing.</p> <p>Implemented daily half hour meeting to share, discuss and review complex matters for appeals and efficient and effective decision making. These meetings enhance communication between the field and the office.</p> <p>On the 7th December customers were provided with the ability to lodge appeals online resulting in a paperless process.</p>	<p>Standardised Response Templates were reduced by 13 from 30 pre project to 17 post project. 1,250 administrative hours saved creating increased capacity to manage current increase demands for infringements. Improved customer response timeframe from 50 days to average 9 days. In December the customer experience for appealing infringements improved by having the ability to appeal online resulting in a paperless process, 43% of appeals were received online.</p>  <p>Parking Infringement Appeals Processed</p> <table border="1"> <thead> <tr> <th>Month</th> <th>2015</th> <th>2016</th> <th>2017</th> </tr> </thead> <tbody> <tr> <td>Aug</td> <td>494</td> <td>679</td> <td></td> </tr> <tr> <td>Sep</td> <td>504</td> <td>998</td> <td></td> </tr> <tr> <td>Oct</td> <td>507</td> <td>501</td> <td></td> </tr> <tr> <td>Nov</td> <td>450</td> <td>445</td> <td></td> </tr> <tr> <td>Dec</td> <td>615</td> <td>421</td> <td></td> </tr> <tr> <td>Jan</td> <td></td> <td>465</td> <td>510</td> </tr> <tr> <td>Feb</td> <td></td> <td>525</td> <td>503</td> </tr> <tr> <td>Mar</td> <td></td> <td>373</td> <td>639</td> </tr> </tbody> </table>	Month	2015	2016	2017	Aug	494	679		Sep	504	998		Oct	507	501		Nov	450	445		Dec	615	421		Jan		465	510	Feb		525	503	Mar		373	639
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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 utilising mobility devices to support this work being undertaken 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 were rolled out to 5 of the 6 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. The remaining device will be rolled out in the next quarter with access extended system access to provide further information in the field.	1,170 hours saved across four community laws officers resulting in increased capacity and improved presence within the community achieved through 4,050 proactive activities undertaken. Increased capacity allows officers to take a proactive approach in the field and record these activities in the moment on the system, for example monitoring our local parks and on/off leash areas and school crossing proactive patrols.																																				

Project Title	Opportunity Identified	Change Implemented	YTD Benefits
Customer Service Project: CARES Stream <u>Change Champion:</u> 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 the range of different services.	A learning path has been established to identify the various roles of 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 being developed. Negotiation and De-escalation training has been delivered resulting in positive feedback. CARES principles training under development into online modules making accessible without the need for facilitated training (unless deemed to be required).
Customer Service Project: Systems Stream <u>Change Champion:</u> Engineering and Environmental Services	<u>Asset protection mobility device:</u> last year 1,188 permits were issued and this project aims to streamline the processes for the Engineering Administration team and to improve work efficiencies for the Asset Inspector and the Engineering Administration Team. As a result this will reduce the current paper based process.	Each of the 1,188 permits requires an inspection to occur in the field, a mobility device has been provided that will enable the Asset Inspector to assess and electronically record asset condition data while in the field. This information is then uploaded automatically into the customer request system, reducing the need for the Engineering Administration Team to manually carry out this process. A pilot is currently in progress with an expected go live date in May 2017.	The projected benefits of this project is a complete reduction in the Engineering Administrative team having to print and allocate inspection sheets, returning of the inspection sheets including scanning /allocation on database and results updated on the customer request system. The mobility device enables this work to be carried out electronically in the field with a more efficient, improved and effective processes for the Asset Inspector and the Engineering Administration Team. It is anticipated that a total of 100 hours will be saved per annum in administration time spend issuing these permits.
	<u>Applying the Customer Request System (CRS) Functionality of Electronic Document Delivery (EDD)</u> for community responses to improve the customer experience in receiving prompt acknowledgement responses whilst improving administration processes and efficiencies. This will result	Templated acknowledgement letters have been updated in the Engineering Administration Team with EDD enabled through the customer request management system enabling customers who provide an email address as a contact type to receive an acknowledgement response via email instead of post	Over a 12 month period the Engineering Administration Team process 364 letters for which each takes 25 minutes to process, EDD functionality now enables these letters (where an email address has been provided) to be produced within a much reduced timeframe of approximately 1 minute (not including the time taken to lodge the letter in the Customer Request System), providing time savings of approximately 145 hours and increased capacity of 19 days per annum . In addition, the cost saving of generating this electronic channel instead of by post equates to a potential of \$345.80 savings in postage fees .

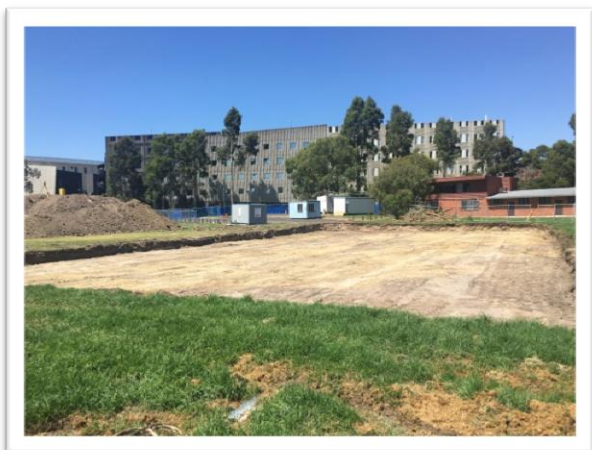
Project Title	Opportunity Identified	Change Implemented	YTD Benefits
	in cost savings in printing and postage (on average 364 letters are produced) and significant time savings for the Engineering Administration who currently average 25 minutes staff time per letter.		Further reporting is being developed aimed at providing data analytics on outgoing EDD volumes to enable realisable benefits.
Customer Service Project: Systems Stream <u>Change Champion:</u> Parkswide	<u>Review of Request Types</u> The Parkswide team are currently working across 33 request types with a variance of information provided amongst these requests that create waste in responding to requests without the required equipment or impede prioritisation of work.	A review of request types is currently in progress with questionnaires being developed for new request types aimed to enable any staff member to allocate a request with the required information to ensure efficient and effective response, it is further anticipated that these request types will be made available for customers to utilise via Council Website.	It is expected that new request types will be activated in May aimed to improve the customer experience whilst providing the information to Parkswide to support the provision of efficient and effective response.
Customer Service Project: Systems Stream <u>Change Champion:</u> Planning	<u>Planning submissions/ objections online:</u> 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.	A review of current process is being undertaken with the submission process made available to customers via our website. In addition the workflow available through the CRS (Customer Request System) will enable an electronic internal process including the electronic document delivery function for a response to customers.	It is expected that the changes to be implemented in May will improve the customer experience with 24/7 accessibility to submissions online and immediate confirmation of receipt, having this channel available may reduce the customer cost in travel into the office or postage to lodge their submission/objection. Internally, the processing time is expected to be reduced with the added benefit of electronic document delivery saving paper and postage costs up to \$1,685.30.

Project Title	Opportunity Identified	Change Implemented	YTD Benefits								
Land Information Certificates <u>Change Champion:</u> Property and Rates	Review the Land Information Certificate process (6,445 transacted in 2015/16) to apply an online transaction channel aimed to improve the customer experience and increase administrative efficiencies through saved hours.	Current state mapping of process has occurred and site visit to other Council currently making this process available online to gain learning with the commencement of system build and testing to occur prior to a pilot with the identified agencies making a large volume of these requests.	Outcomes of system testing in May will inform the projected benefits of this project.								
Eco Print Strategy <u>Change Champion:</u> Business Technology and Engineering and 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 was printing 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>	In the previous quarter the Business Technology department introduced Follow Me Print (with policy-based default duplex and mono printing), reviewed, repurposed or replaced existing devices with efficient multi-function devices and commenced the education of the single function printers. Training was provided to staff to support the change and optimise the use of functionality.	<p>Since implementation in the last quarter, the following benefits of Follow Me Print have provided savings that equates to approximately \$17K by improvements realised in the below metrics:</p> <table><tr><td>Print volumes</td></tr><tr><td>Baseline from >300K pages/month down to an average of 192Kpages/month resulting in a reduction of 109K pages, 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, a reduction of 9.3% was achieved to 41.7%</td></tr><tr><td>Double sided printing</td></tr><tr><td>Continues to trend up with the help of the Follow Me Print system</td></tr><tr><td>Purged prints (never released or collected)</td></tr><tr><td>An average of 36K 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> <p>In addition, customer experience benefits realised from Follow Me Print include enhanced security and flexibility when releasing prints and scanning documents.</p>	Print volumes	Baseline from >300K pages/month down to an average of 192Kpages/month resulting in a reduction of 109K pages , surpassing the targeted 10% reduction	Colour printing	In 2016 the level of colour printing was 51% of all prints, a reduction of 9.3% was achieved to 41.7%	Double sided printing	Continues to trend up with the help of the Follow Me Print system	Purged prints (never released or collected)	An average of 36K 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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Purged prints (never released or collected)											
An average of 36K unwanted jobs/month were not printed as a result of utilising a key feature of Follow Me Print, saving paper and charges.											

Project Title	Opportunity Identified	Change Implemented	YTD Benefits																																								
Management of Vehicle Detection Units (VDU) Change Champion: Community Laws	<p>To review existing business processes in the management of electronic parking detection units including the issuing of infringements.</p> <p>Further Opportunities:</p> <p>Standardised System Reporting with projected efficiency gains of 252 hours saved per year.</p> <p>Real time data in the field on hand held device providing informed routing resulting in efficient issuing of infringements.</p>	<p>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. System upgrade has enabled automated reporting providing data for analysis instantly otherwise taken 7 hours a week to generate.</p> <p>GPS plotting was completed in one area to enable real time activation on mobility devices.</p> <p>VDU devices were installed in Silver Grove Car Park Nunawading and Albert Street Car Park Blackburn to respond to Community Demands with a roving officer incorporated to the roster.</p>	<p>Year to date a total of 9,481 infringements have been issued (increase of 2,464 from the same time last year or \$192,192 increased income). This result provides turnover 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. The roving officer incorporated into the roster further supports the community in improving the response to customer requests from 5 days to a 24 hour response. The automation of reporting was activated in early December through a system upgrade. This provides instant data for analytics and saves 7 hours a week. Since December 2016 a total of 140 hours were saved resulting in increased capacity.</p>  <table border="1"> <caption>VDU Infringements Issued (Monthly Data)</caption> <thead> <tr> <th>Month</th> <th>2015</th> <th>2016</th> <th>2017</th> </tr> </thead> <tbody> <tr> <td>Jul</td> <td>845</td> <td>1051</td> <td></td> </tr> <tr> <td>Aug</td> <td>654</td> <td>1229</td> <td></td> </tr> <tr> <td>Sep</td> <td>720</td> <td>1109</td> <td></td> </tr> <tr> <td>Oct</td> <td>798</td> <td>934</td> <td></td> </tr> <tr> <td>Nov</td> <td>716</td> <td>1016</td> <td></td> </tr> <tr> <td>Dec</td> <td>836</td> <td>1036</td> <td></td> </tr> <tr> <td>Jan</td> <td>53</td> <td>809</td> <td>965</td> </tr> <tr> <td>Feb</td> <td>204</td> <td>704</td> <td>1,109</td> </tr> <tr> <td>Mar</td> <td>347</td> <td>935</td> <td>1,032</td> </tr> </tbody> </table>	Month	2015	2016	2017	Jul	845	1051		Aug	654	1229		Sep	720	1109		Oct	798	934		Nov	716	1016		Dec	836	1036		Jan	53	809	965	Feb	204	704	1,109	Mar	347	935	1,032
Month	2015	2016	2017																																								
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Feb	204	704	1,109																																								
Mar	347	935	1,032																																								

Section 6 – Capital Works

The following capital works report reflects expenditure to the end of March 2017 of \$19.1m compared to a year-to-date expenditure forecast of \$23.5m. The year-to-date expenditure represents 53% of the total capital works program. The full year capital works expenditure forecast, including carry-over projects, is forecast to be \$36.1m.



Projects commenced this quarter include the Bennettswood Reserve Pavilion Redevelopment and Hotham Street, Mont Albert reconstruction.

Funding

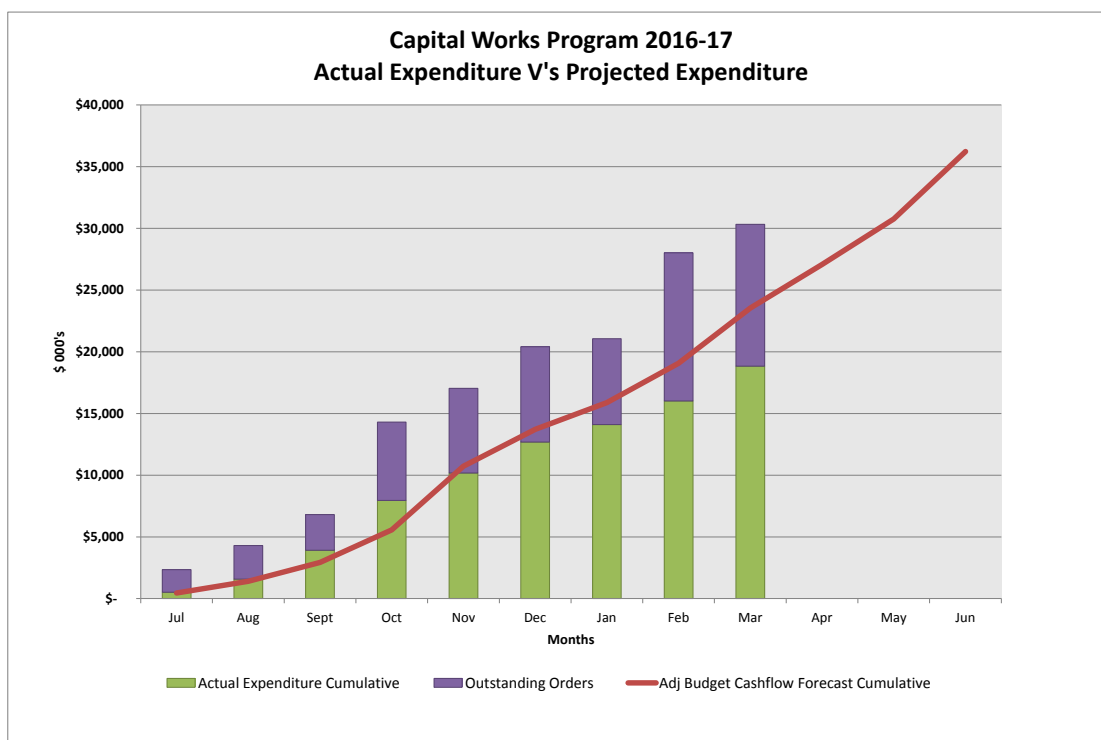
Adopted budget	\$32,615,900
Funds carried forward from prior year	\$270,798
Extra funding*	\$3,236,417
Revised budget	\$36,123,115

** Generally changes every quarter so revised budget changes every quarter*

Expenditure

Quarter Position	Amount \$	Trend
YTD Forecast	\$23,539,455	 AMBER
YTD Actual	\$19,107,984	

Aggregated Position

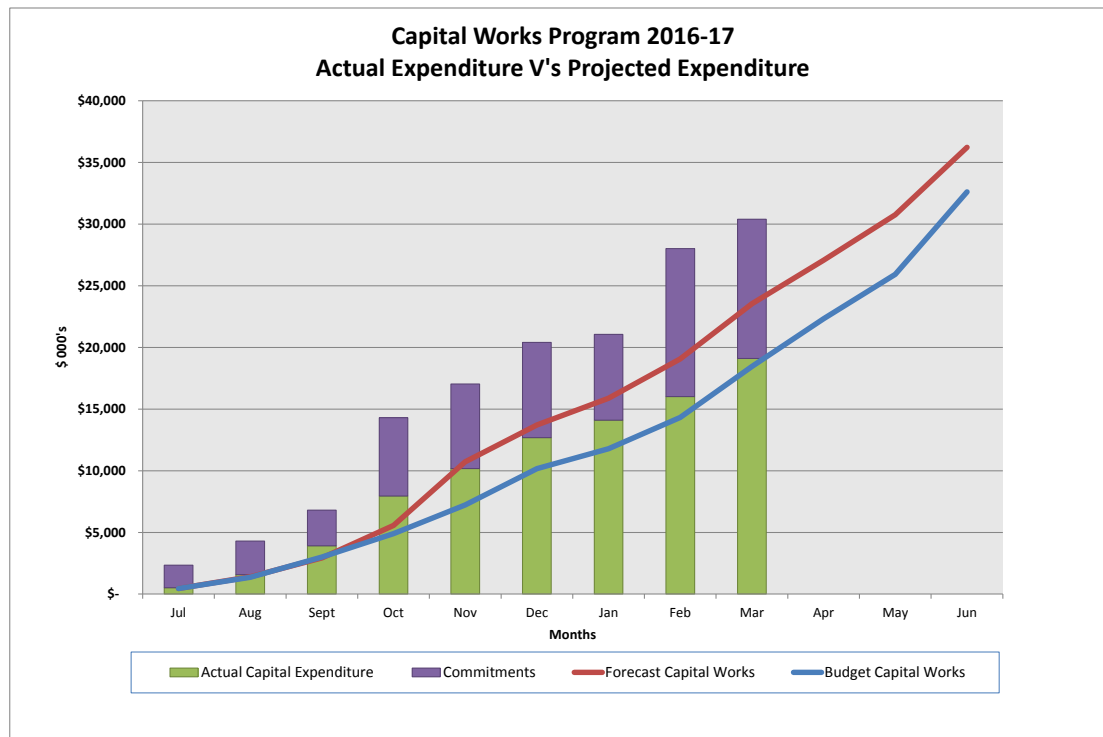


Capital Works Program as at 31 March 2017

PROGRAM CATEGORY	2016 - 2017					Notes
	ACTUALS \$'000	BUDGET 2016/2017 \$'000	Year End Forecast February 2017 \$'000	Year End Forecast March 2017 \$'000	Projected Variance Report \$'000	
Bridges	34	170	170	170	0	
Drainage	1,285	1,715	1,582	1,582	0	
Footpaths and Cycleways	2,353	3,560	3,634	3,634	0	
Off street car parks	48	90	90	90	0	
Parks, Open Space & Streetscapes	1,400	3,053	3,255	3,335	80	1
Recreational, Leisure & Community Facilities	1,602	3,206	3,337	3,337	0	
Roads	2,568	5,616	5,377	5,297	-80	1
Waste Management	209	280	284	284	0	
			0		0	
INFRASTRUCTURE	9,498	17,690	17,730	17,730	0	
Computers and Telecommunications	558	988	1,003	1,030	26	
Fixtures, fittings and furniture	328	359	375	375	0	
Plant, machinery and equipment	1,441	3,084	3,081	3,081	0	
PLANT & EQUIPMENT	2,327	4,431	4,460	4,486	26	
Building Improvement	2,635	3,305	4,523	4,581	59	2
Buildings	1,784	7,190	6,515	6,475	-40	2
Land	2,863	0	2,850	2,850	0	
PROPERTY	7,282	10,495	13,888	13,907	19	
TOTAL	19,108	32,616	36,078	36,123	45	

Notes

1. Forecast expenditure to provide Way finding Signage in the Whitehorse Civic Centre precinct will be offset by reduced project expenditure on a number of smaller Roads Programme projects
2. Forecast expenditure for the fire service replacement at the Whitehorse Centre and the external renewal works at the Livingstone Oval sports pavilion will be offset by funds drawn from the 2015/16 Operating Surplus and reduced expenditure on other building projects respectively.



Section 7 – Financial Report

Year-to-date Result

The year-to-date result at 31 March 2017 reflects a favourable variance of \$12.02m. The significant variances to budget were as follows:

- 1) Statutory fees and fines were \$1.08m higher than budget, \$811k of which is due to an increase in the Statutory Planning statutory fee levels set by the State Government from 13 October 2016 as well as a higher than anticipated number of high cost applications received in over the summer months.
- 2) User fees were \$2.08m higher than budget mainly relating to:
 - the Recycling and Waste Centre, which was \$1.78m higher than budget due to a continued trend of strong patronage by large customers,
 - Compliance, which was \$206k favourable mainly due to earlier than anticipated receipt of animal registration fees (\$141k),
 - ParksWide, which was \$145k favourable to budget primarily reflecting additional income from tree amenity valuations, and
 - Health and Family Services, which was \$132k favourable mainly reflecting a \$100k increase in childcare fees due to higher than budgeted utilisation and \$28k increase in Food Act registration fees.

These favourable variances are partly offset by a \$149k unfavourable variance in Leisure Facilities mainly reflecting a \$101k unfavourable variance for Aqualink Nunawading, and a \$134k decrease in Home and Community Care.

- 3) Contributions – monetary were \$2.82m greater than budget mainly reflecting \$2.73m higher than anticipated public open space contributions resulting from increased property development within the municipality as well as increases in the values of properties being developed. \$98k in unbudgeted contributions to capital projects has also been received.
- 4) The net gain on disposal of assets was \$1.88m higher than budget mainly resulting from the settlement of the Poplar Street property sale in July, which was originally anticipated to occur in June 2016.
- 5) Employee costs were \$1.98m lower than budget reflecting favourable variances across a number of departments primarily as a result of unfilled vacant positions and staff taking leave. The largest variances relate to:
 - Home and Community Care, which was \$371k favourable reflecting a combination of savings due to achieved efficiencies and fluctuation in demand for various services, and a delay in the receipt of invoices for agency salaries,
 - Planning and Building, which was \$227k favourable to budget due to vacant positions and staff on leave, and is partly offset by an increase in the use of contractors,
 - Leisure Facilities, which was \$207k less than budget largely reflecting lower than expected casual staff usage at the Aqualink facilities,

- ParksWide, which was \$157k lower than budget reflecting year to date savings primarily due to unfilled vacancies,
- Organisational Development, which was \$132k favourable to budget mainly relating to a \$66k decrease in Council's Workcover premium for the year, and timing differences on corporate training costs,
- Community Development, which was \$122k favourable to budget primarily due to vacancies in Social Health in the first half of the year which have now been filled,
- Engineering Services, which was \$121k lower than budget mainly reflecting savings in the Transport and Design and Construction programs, and
- City Works, which was \$117k less than budget due to vacant positions which have not yet been filled and other timing differences.

6) Materials and services were \$1.28m less than budget primarily relating to the following significant variances:

- Engineering and Environmental Services, which was \$1.43m lower than budget mainly in the Sustainability, Waste and Recycling program (\$860k) largely relating to the waste and recycling collection services, due to lower than expected growth in both bin numbers and garbage tonnage, credit adjustments totalling \$167k were received from Council's garbage and green waste kerbside service providers and other smaller differences. There was also \$254k savings in year to date Public Lighting costs, and a \$188k timing difference on the rollout of energy efficient street lighting,
- ParksWide, which was \$406k less than budget mainly reflecting timing differences of \$251k in contract tree pruning, \$129k due to a delay in water bills, and \$96k relating to the Yarran Dheran land management plan,
- Leisure Facilities, which was \$280k favourable to budget mainly reflecting timing differences on utilities (\$138k), promotions (\$57k) and contracts and services costs (\$41k), and
- City Works, which was \$217k lower than budget due to timing differences for several contracted services including line marking (\$102k), cleaning of public toilets (\$75k) and concrete works (\$51k).

These variances are partly offset by:

- the Recycling and Waste Centre which was \$705k unfavourable to budget reflecting higher tipping costs resulting from the increase in patronage (and is offset by an increase in user fee income) as noted under point 2 above,
- Compliance, which was \$299k higher than budget mainly due to \$168k increase in debt recovery costs and \$59k increase in legal costs year to date, and
- Capital Works, which was \$262k unfavourable to budget primarily due to the earlier than budgeted facilities maintenance work.

Projected Result

The projected year-end result for 2016/17 has increased by \$10.91m and a surplus of \$34.93m is now expected for the year. The major forecast changes were as follows:

- 7) Statutory fees and fines are forecast to be \$1.19m higher than budget primarily reflecting a \$1.02m increase in Planning fees due to increases in statutory planning fee levels set by the State Government from 13 October 2016 and continuing strong growth in construction within Box Hill.
- 8) User fees are projected to be \$2.28m higher primarily relating to a \$2.21m increase for the Recycling and Waste Centre to reflect the increase in patronage this year. This is partly offset by a \$164k decrease in Home and Community Care reflecting changes in demand particularly within Food Services and Home Care Package services and a \$110k decrease for Aqualink Nunawading mainly relating to lower than expected membership income (\$100k).
- 9) Contributions – monetary have been forecast up by \$3.16m mainly reflecting a \$3.05m increase in contributions to public open space for the year resulting from increased property development within the municipality as well as increases in the values of properties being developed, and \$113k unbudgeted contributions expected toward upgrades of community facilities.
- 10) The net gain on disposal of assets forecast has been increased by \$2.25m mainly due to the settlement of the Poplar Street property sale in July, which was originally anticipated to occur in June 2016.
- 11) Employee costs are projected to be \$1.18m less than budget primarily relating to:
 - \$318k savings in Home and Community Care mainly reflecting fluctuation in demand for Direct Care Services and achieved efficiencies in service delivery by the introduction of innovative service models,
 - \$247k savings in Statutory Planning primarily resulting from unfilled vacancies partly offset by increased use of contractors,
 - \$189k savings due to the cessation of the Inclusion Support Program services from mainly 1 July 2016,
 - \$174k reduction in Aqualink leisure centres salaries due to change in staff hours under the EBA, review of rostering as well as positions unfilled during the EBA negotiations,
 - \$118k savings in City Works mainly due to vacant positions which have not yet been filled, and
 - \$65k savings on Council's Workcover premium for the year.

12) The materials and services full year forecast has been increased by \$686k compared to budget primarily reflecting the following significant variances:

- \$886k increase in tipping fees due to continued higher than expected usage of the Recycling and Waste Centre, which is offset by an increase in income,
- \$206k increase in Planning, which mainly reflects a \$267k increase in Statutory Planning contracts and services (which is offset by a decrease in salaries) and \$30k relating to the Neighbourhood Project, partly offset by \$87k savings due to fewer Planning Scheme Amendment Panels expected to be held,
- \$187k unspent funds from the prior year carried forward for the Affordable Housing project,
- \$276k in Compliance costs including a \$146k increase in debt recovery and \$54k increase in legal costs,
- \$150k increase to conduct a detailed facility and site assessment of the Whitehorse Centre as authorised by Council at its Ordinary Council meeting on 18 July, and
- \$146k unspent funds from the prior year carried forward for the Privately Constructed Buildings on Council land initiative.

These increases are partly offset by:

- \$771k savings in Sustainability, Waste and Recycling primarily reflecting, lower growth than expected in both bin numbers and garbage tonnage, credit adjustments received from Council's garbage and green waste kerbside service providers and other savings in contracted services,
- \$314k savings forecast in Home and Community Care due to fluctuations in demand and efficiencies achieved in service delivery, and
- \$254k savings in Street Lighting primarily due to a lower than budgeted increase in electricity prices.

13) The depreciation full year forecast has been revised down by \$710k as the number of assets that have reached the end of their useful life during the year was greater than expected, and a greater proportion of fixed assets have been deemed "available and ready for use" later in the year than anticipated.

Cash Position

Total cash and investments (including other financial assets) totalled \$149.32m at the end of March, representing a \$34.56m increase since the beginning of the year. \$5.09m was held in cash and short-term investments at 31 March.

Debtors

Rates debtors as at the end of March totalled \$17.40m, of which \$800k pertains to rates outstanding from previous rate years.

Other debtors (net of doubtful debt provisions) outstanding at 31 March amounted to \$1.81m of which \$122k has been outstanding for more than 90 days.

Income Statement for the period ending 31 March 2017

	Year-to-Date					Full Year			
	Actual \$'000	Budget \$'000	Variance \$'000	Variance %	Notes	Forecast \$'000	Budget \$'000	Variance \$'000	Notes
Income									
Rates	107,900	108,078	(178)	(0%)		107,903	108,078	(175)	
Statutory fees and fines	5,235	4,159	1,076	26%	1	6,967	5,780	1,187	7
User fees	31,136	29,053	2,083	7%	2	40,587	38,311	2,276	8
Grants - operating	13,841	13,275	566	4%		18,340	17,835	505	
Grants - capital	410	614	(204)	100%		1,439	1,379	60	
Contributions - monetary	6,843	4,020	2,823	70%	3	8,513	5,350	3,163	9
Interest income	2,486	2,178	308	14%		3,160	3,000	160	
Other income	2,673	2,376	297	13%		3,562	3,273	289	
Net gain / (loss) on disposal of assets	2,412	533	1,879	353%	4	2,242	(11)	2,253	10
Total income	172,936	164,286	8,650	5%		192,713	182,995	9,718	
Expenditure									
Employee costs	51,554	53,533	1,979	4%	5	69,798	70,977	1,179	11
Materials and services	36,442	37,717	1,275	3%	6	55,835	55,149	(686)	12
Depreciation	18,407	18,390	(17)	(0%)		24,640	25,350	710	13
Interest expense	152	151	(1)	(1%)		266	266	-	
Other expenses	6,754	6,888	134	2%		7,248	7,233	(15)	
Total expenditure	113,309	116,679	3,370	3%		157,787	158,975	1,188	
Net surplus / (deficit)	59,627	47,607	12,020	25%		34,926	24,020	10,906	

Balance Sheet as at 31 March 2017

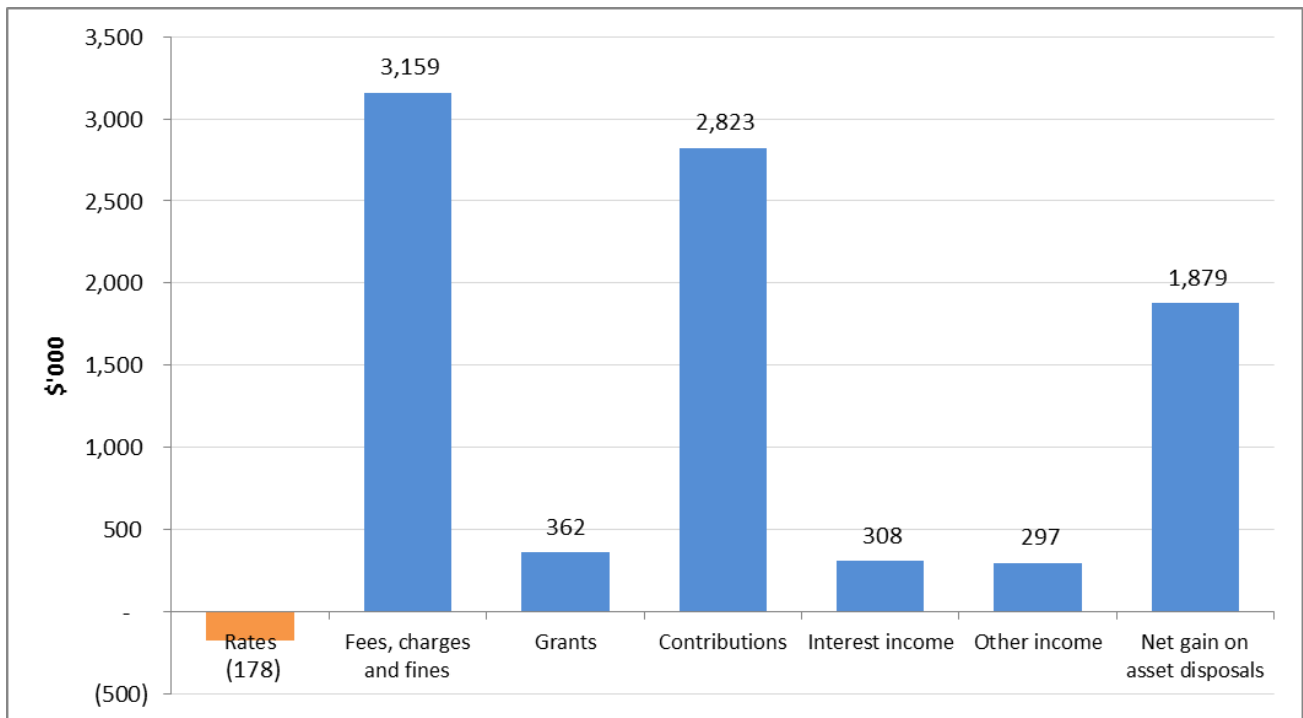
	2016/17 31-Mar-17 \$'000	2015/16 30-Jun-16 \$'000
ASSETS		
Current assets		
Cash and cash equivalents	5,093	14,116
Trade and other receivables	26,586	9,657
Other financial assets	144,223	100,643
Other assets	211	1,430
Non-current assets held for sale	15,660	1,216
Total current assets	191,773	127,062
Non-current assets		
Trade and other receivables	45	46
Investments in associates	7,686	7,685
Property, infrastructure, plant & equipment	2,220,401	2,223,285
Intangible assets	878	878
Total non-current assets	2,229,010	2,231,894
Total assets	2,420,783	2,358,956
LIABILITIES		
Current liabilities		
Trade and other payables	22,666	19,814
Trust funds and deposits	8,400	9,232
Provisions	15,722	15,243
Interest bearing loans and borrowings	111	402
Total current liabilities	46,899	44,691
Non-current liabilities		
Provisions	1,742	1,742
Interest bearing loans and borrowings	5,436	5,444
Other liabilities	1,719	1,719
Total non-current liabilities	8,897	8,905
Total liabilities	55,796	53,596
Net assets	2,364,987	2,305,360
EQUITY		
Accumulated surplus	753,884	753,884
Surplus (deficit) for period	59,627	-
Asset revaluation reserve	1,490,827	1,490,827
Reserves	60,649	60,649
Total equity	2,364,987	2,305,360

Cash Flow Statement for the period ending 31 March 2017

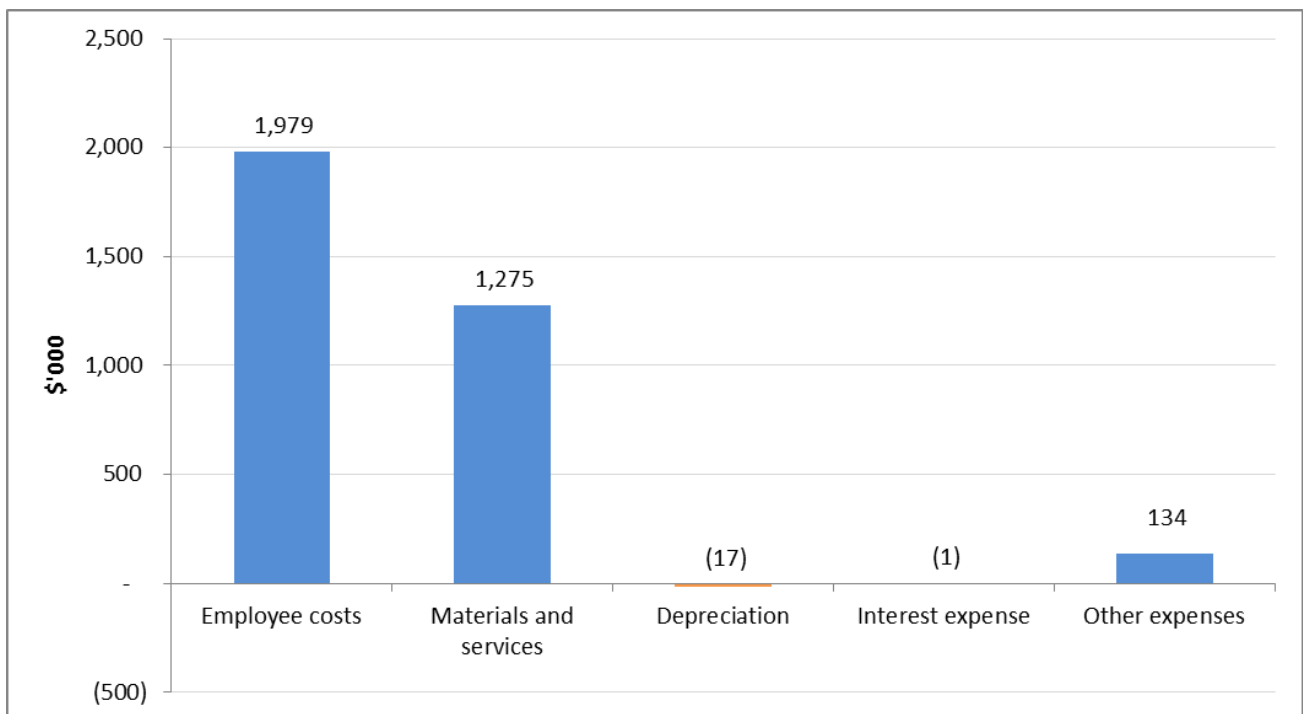
	2016/17 31-Mar-17 Inflows/ (Outflows) \$'000	2015/16 31-Mar-16 Inflows/ (Outflows) \$'000
Cash Flows from Operating Activities:		
Rates	91,575	88,377
Statutory fees and fines	5,235	3,961
User fees	32,731	34,791
Grants - operating	13,841	11,804
Grants - capital	410	714
Contributions - monetary	6,843	89
Interest received	2,486	2,159
Other receipts	2,673	2,316
Fire Services Property Levy collected	12,625	12,685
Employee benefits	(50,345)	(49,187)
Materials and services	(49,261)	(42,111)
Other payments	(6,754)	(6,548)
Fire Services Property Levy paid	(12,384)	(12,189)
Net cash from operating activities	49,675	46,861
Cash Flows from Investing Activities:		
Payment for property, infrastructure, plant and equipment	(19,107)	(25,477)
Proceeds from sale of property, infrastructure, plant and equipment	4,436	1,121
(Purchases)/sales of financial assets	(43,580)	(21,551)
Repayment of loans and advances from community organisations	3	1
Net cash used in investing activities	(58,248)	(45,906)
Cash Flows from Financing Activities		
Repayment of interest bearing loans and borrowings	(298)	(303)
Interest paid	(152)	(175)
Net cash used in financing activities	(450)	(478)
Net Increase/(decrease) in cash and cash equivalents	(9,023)	477
Cash and cash equivalents at 1 July	14,116	8,679
Cash and cash equivalents as at end of period	5,093	9,156

Operating Income and Expenditure

Graph 1.1: Year-to-date Operating Income Variance

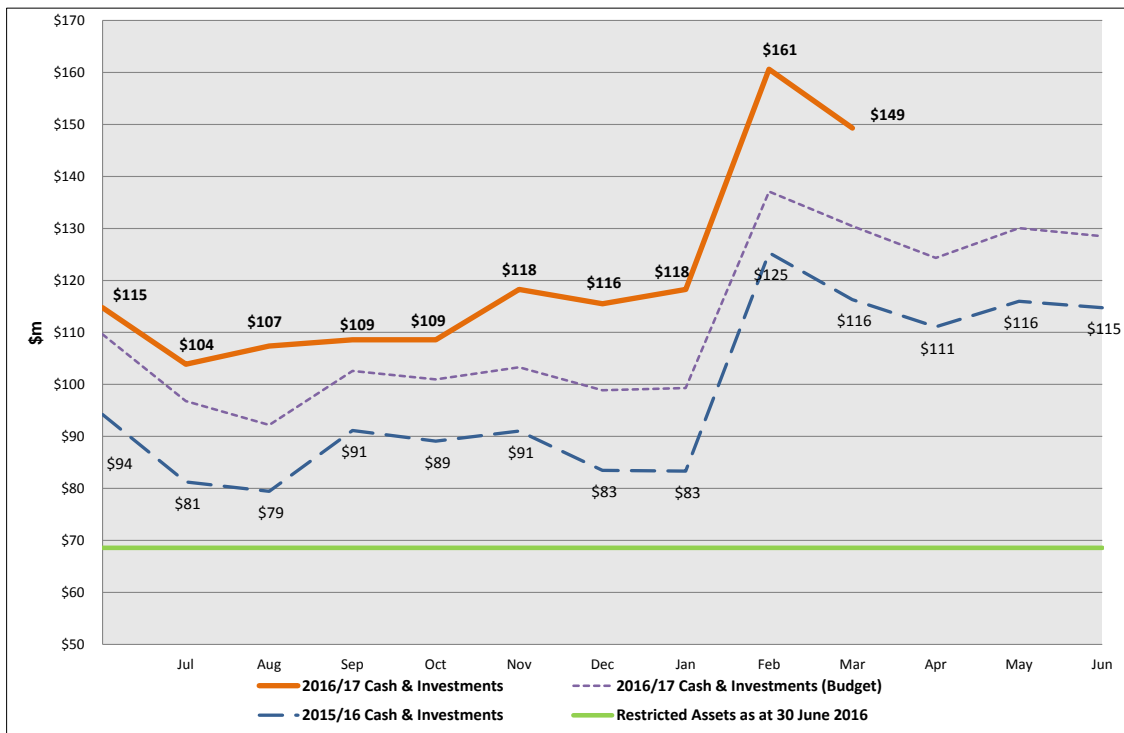


Graph 1.2: Year to Date Operating Expenditure Variance



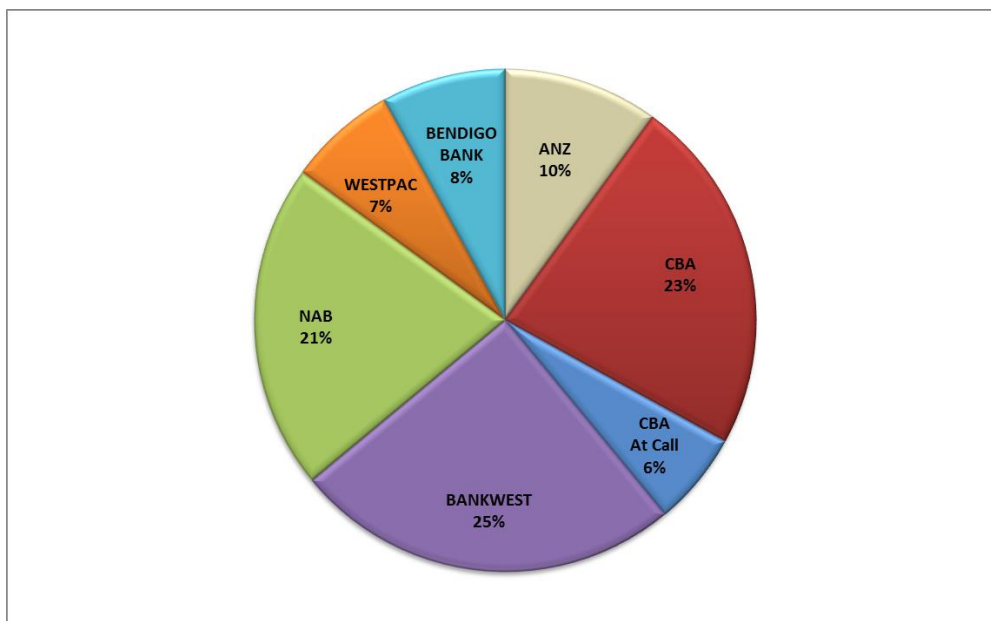
Cash and Investments

Graph 2.1: Cash Flow Comparison

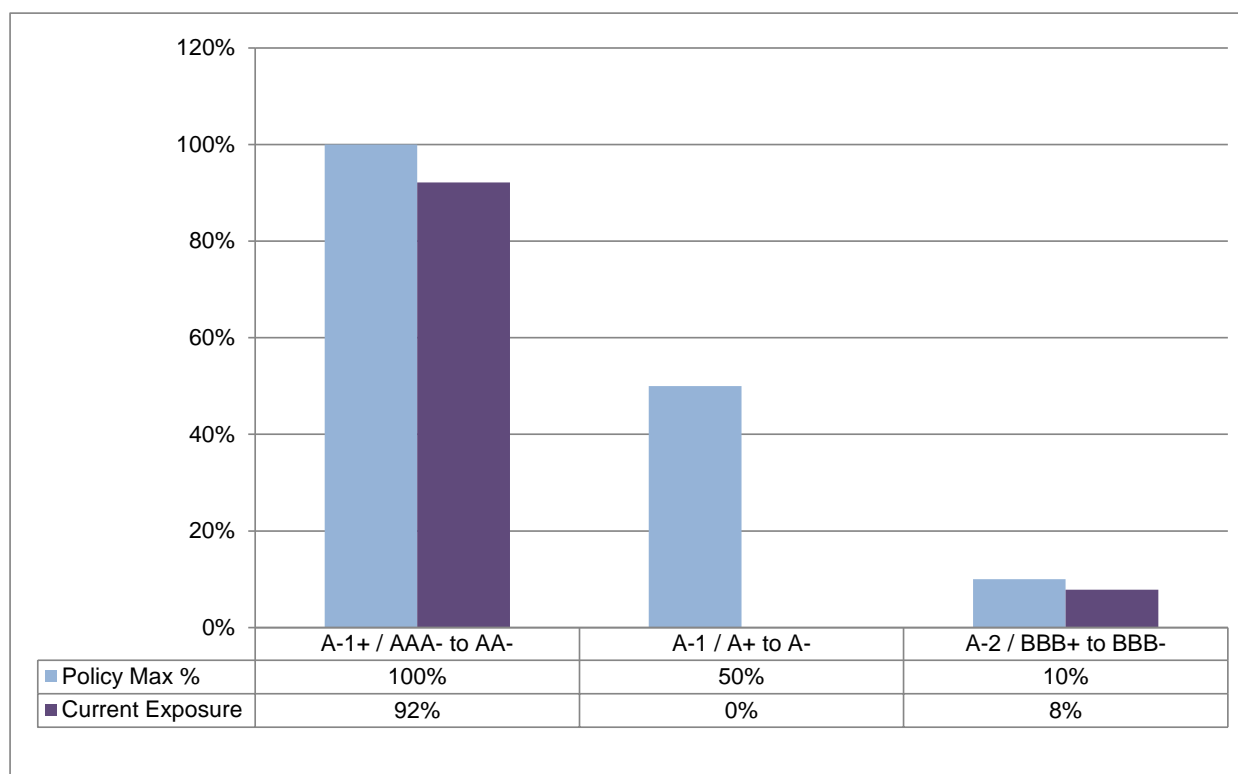


Note: Restricted Funds includes cash that is subject to external restrictions such as trust funds and deposits, Public Open Space Reserve and the Car Parking Reserve. It also includes funds allocated for specific future purposes such as the Aged and Disability Reserve, Community Development Reserve,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

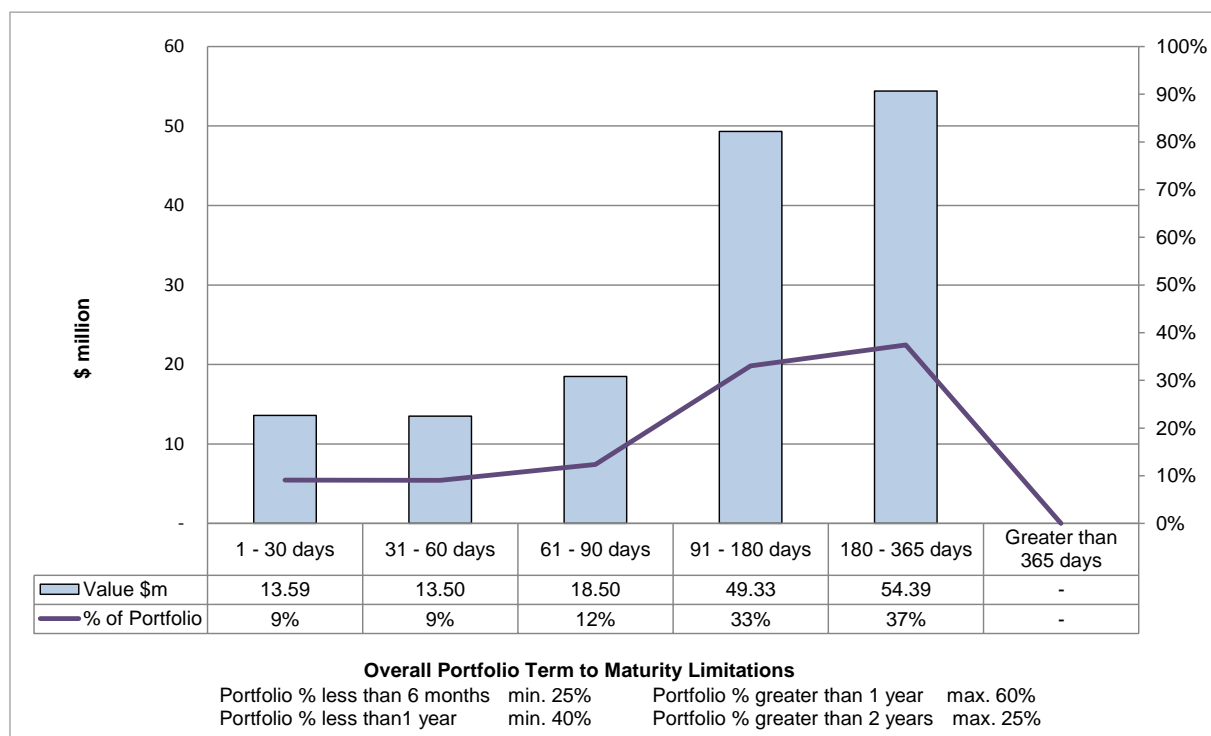
Graph 2.2: Investment by Institution



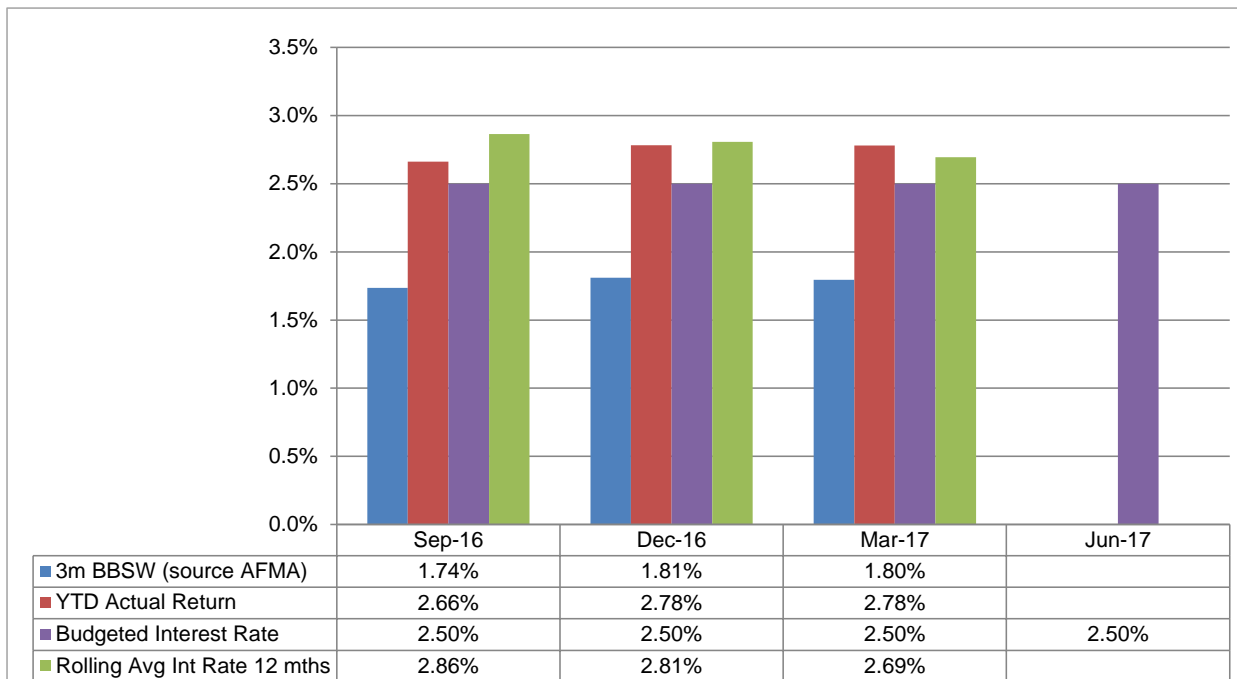
Graph 2.3: Cash and Investment Credit Ratings



Graph 2.4: Cash and Investment Portfolio Term to Maturity



Graph 2.5: Investment Benchmark Indicator



Rate and Other Debtors

Table 3.1: Rate Debtors

	31-Mar-17 \$'000	31-Mar-16 \$'000	28-Feb-17 \$'000
Current Rates	16,598	15,832	23,270
Arrears	800	740	897
Total Rates	17,398	16,572	24,167
% Outstanding			
Current Rates	15.4%	15.2%	21.6%

Graph 3.1: Percentage of Current Rates Collected

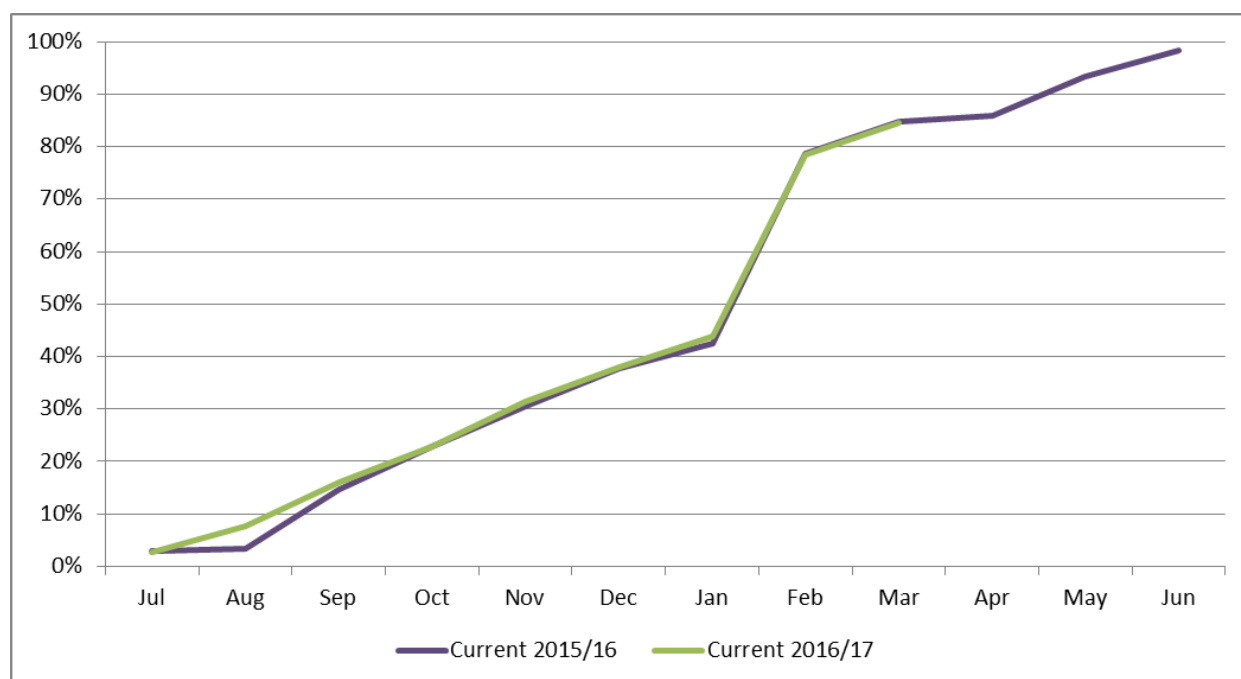
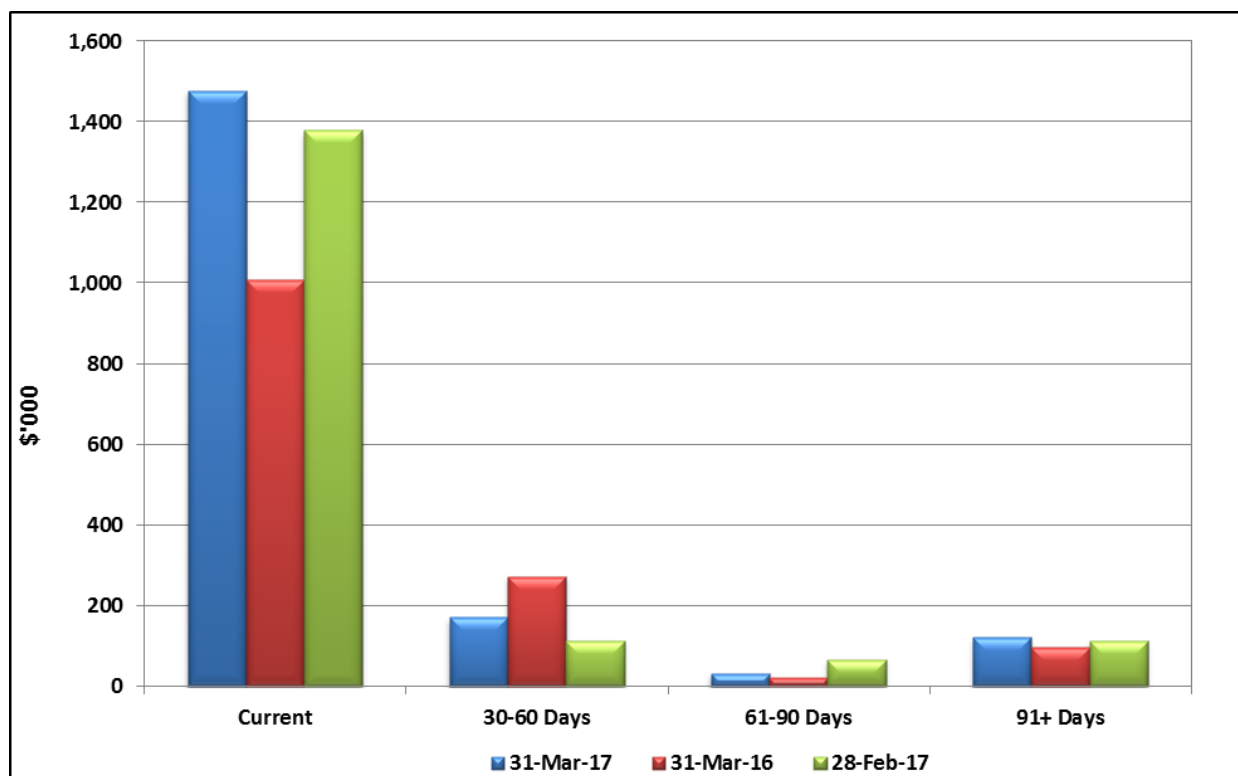


Table 3.2: General and Sundry Debtors

	31-Mar-17 \$'000	31-Mar-16 \$'000	28-Feb-17 \$'000
Current	1,478	1,009	1,380
30-60 Days	172	273	114
61-90 Days	33	22	67
91+ Days	122	98	113
Total Owing	1,805	1,402	1,674
Total over 60 days	155	120	180
% over 60 days	8.6%	8.6%	10.8%
Total over 90 days	122	98	113
% over 90 days	6.8%	7.0%	6.8%

Graph 3.2: General and Sundry Debtors – Aged Comparison

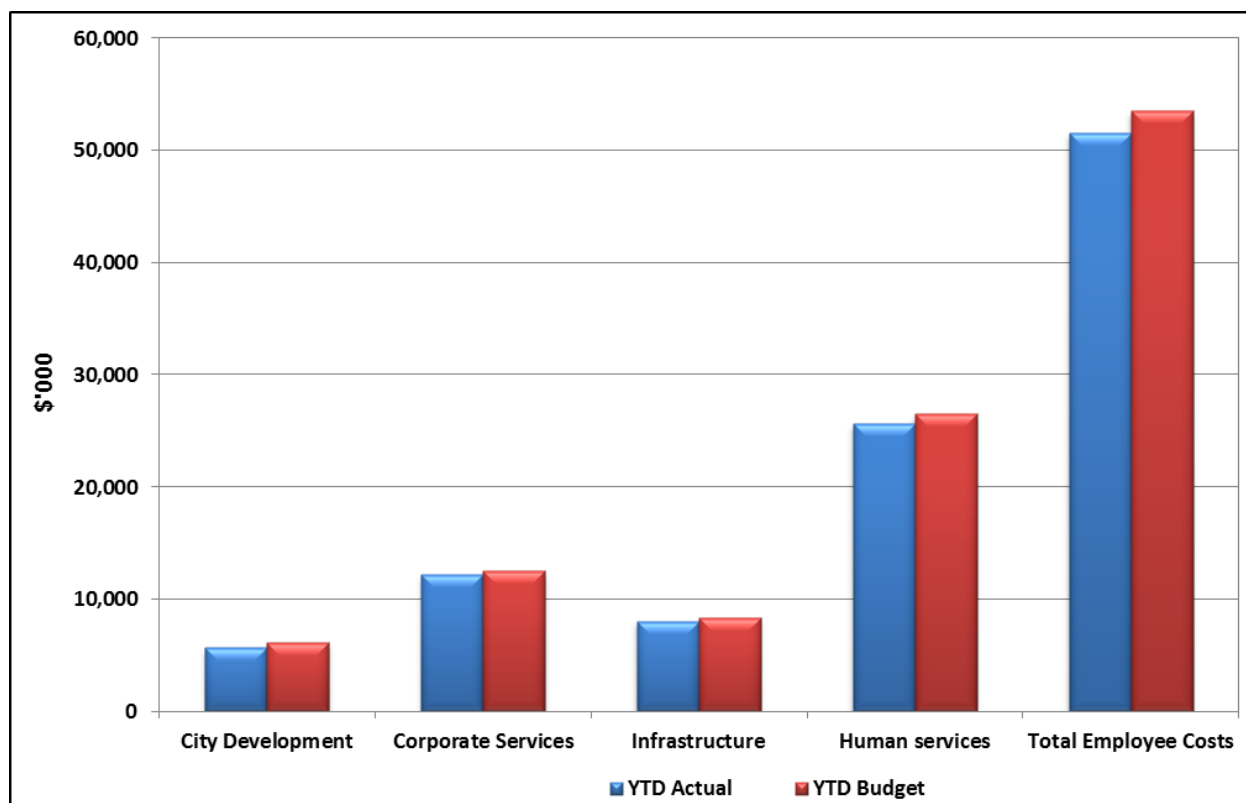


Employee Costs

Employee Costs by Division

Division	YTD Actual \$'000	YTD Budget \$'000	YTD Variance \$'000
City Development	5,688	6,121	433
Corporate Services	12,174	12,551	378
Infrastructure	8,045	8,350	305
Human services	25,647	26,511	864
Total Employee Costs	51,554	53,533	1,980

Employee Costs – Actual to Budget Comparison



Section 8 – Audit Advisory Committee Minutes

AUDIT ADVISORY COMMITTEE MINUTES

6 February 2017

1 OPENING OF THE MEETING

The meeting commenced at 4.33 pm in Meeting Room 8.

2 PRESENT

Mr Michael Said
Mr Greg Hollyman
Cr Denise Massoud
Cr Tanya Tescher

IN ATTENDANCE

Ms Noelene Duff – Chief Executive Officer
Mr Peter Smith – General Manager Corporate Services
Mr Jon Gorst – Manager Finance and Corporate Performance
Mr David Kerwin – Workplace Risk Health and Safety Coordinator (Item 12.1 only)
Mr Patrick Farrell – PriceWaterhouseCoopers
Ms Romy Perrie – PriceWaterhouseCoopers
Mr Tim Loughnan – VAGO
Mr Sanchu Chummar – VAGO

3 APOLOGIES – Nil

4 CONFIRMATION OF MINUTES – 19 September 2016

Committee Resolution

That the Minutes of the Meeting of 19 September 2016 be confirmed.
Moved Mr Hollyman, Seconded Mr Said

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

Internal Audit Status Report – February

Mr Farrell presented the status report.

Committee Resolution

That the Committee note the report.

Moved Cr Massoud, Seconded Cr Tescher

CARRIED

9.2 Audit Reports

Sundry Debtor Management

Ms Perrie presented the report.

Committee Resolution

That the Committee note the report and request Management to conduct a review of user access rights for all corporate IT systems and report back to a future meeting.

Moved Mr Hollyman, Seconded Cr Massoud

CARRIED

9.3 Audit Scopes – Nil

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

10 EXTERNAL AUDIT

10.1 Reports

City of Whitehorse Audit Strategy FYE 30 June 2017

Messrs Loughnan and Chummar gave a verbal summary of the audit strategy for Whitehorse. There was general discussion on changes to VAGO's report and performance indicators, systems and controls.

Committee Resolution

That the Committee note the audit strategy.

Moved Cr Tescher, Seconded Mr Hollyman

CARRIED

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 report.

Moved Cr Massoud, Seconded Cr Tescher

CARRIED

11.2 Audit Committee Matters

Tender Process – Provision of Internal Audit Services

Mr Gorst spoke to the circulated report.

Committee Resolution

That the Committee nominate at least one independent member to form part of the evaluation panel, and that Management proceed with the recommended process for the tendering of Internal Audit Services.

Moved Mr Hollyman, Seconded Cr Massoud

CARRIED

Self-Assessment AAC Performance 2015-16

The findings were noted.

12 OFFICERS REPORTS

12.1 Risk Management

November Bi-Annual Report

Mr Kerwin spoke to the progress report including an update on the risk management action plan and implementation of the Synergi Life software system.

Committee Resolution

That the Committee note the report.

Moved Cr Massoud, Seconded Cr Tescher

CARRIED

12.2 Financial and Performance Reports

September Quarterly Performance Report

Mr Gorst spoke to the circulated report.

Committee Resolution

That the Committee note the report.

Moved Cr Massoud, Seconded Cr Tescher

CARRIED

Know Your Council Performance Summary 2015-16

Mr Gorst spoke to the circulated report.

Committee Resolution

That the Committee note the report.

Moved Cr Massoud, Seconded Cr Tescher

CARRIED

12.3 Fraud Control and Special Investigations – Nil

12.4 Other (including matters scheduled from Audit Committee Plan)

Corporate Policies Review

The following policy was considered and minor amendments suggested:

- Cash Handling and Collection Policy

Committee Resolution

That the Committee endorse the revised policy as amended.

Moved Cr Tescher, Seconded Mr Hollyman

CARRIED

13 CORRESPONDENCE

13.1 VAGO

Local Government: 2015-16 Audit Snapshot

The report from VAGO and related self-assessment was noted.

Self-Assessment Information Systems Control

The self-assessment was noted.

Committee Resolution

That the Committee note the report and self-assessment.

Moved Cr Massoud, Seconded Cr Tescher

CARRIED

13.2 MAV – Nil

13.3 DELWP

Media Release – Council Rate Cap Set At CPI Again

The correspondence was noted.

14 OTHER BUSINESS – Nil

15 CONFIRMATION OF DATE OF NEXT MEETING

Audit Advisory Committee Meeting Schedule 2017

The schedule of meeting dates for 2017 was noted.

Committee Resolution

That the Committee note the schedule of meetings for 2017.

Moved Mr Hollyman, Seconded Cr Massoud

CARRIED

The next meeting is to be held at 4.30 pm on Monday 20 March 2017.

16 CLOSURE OF MEETING

The meeting closed at 6.02 pm.