



Quarterly Performance Report

Whitehorse City Council



October–December

2017

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Introduction

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

The Quarterly Performance Report contains the following sections:

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

Section 1 – Chief Executive Officer’s Overview

I am pleased to present the Quarterly Performance Report for the second quarter ended 31 December 2017.

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

- *Elgar Park North Pavilion Redevelopment* - The development of the Elgar Park North Pavilion reached practical completion in October 2017. The official opening took place on Saturday 25 November 2017. The \$3.4 million project included the redevelopment of the existing pavilion to include six change rooms and storage, new pavilion in between the north-east sports field and the synthetic hockey pitch to include a large kitchen and serving area, a multipurpose room, umpires room, toilets and a large undercover area for spectators.
- *Nunawading Community Hub Redevelopment* – A Community Information Day was held 25 November 2017 for local community to inspect plans and view 3D model on site – attended by approximately 150 residents.
- *Sustainability Strategy Implementation* - Launch of Green Money, a new online platform and program to reward sustainable behaviours actioned by the Whitehorse community such as attending sustainability-themed workshops, planting trees or indigenous plants, using sustainable forms of transport.

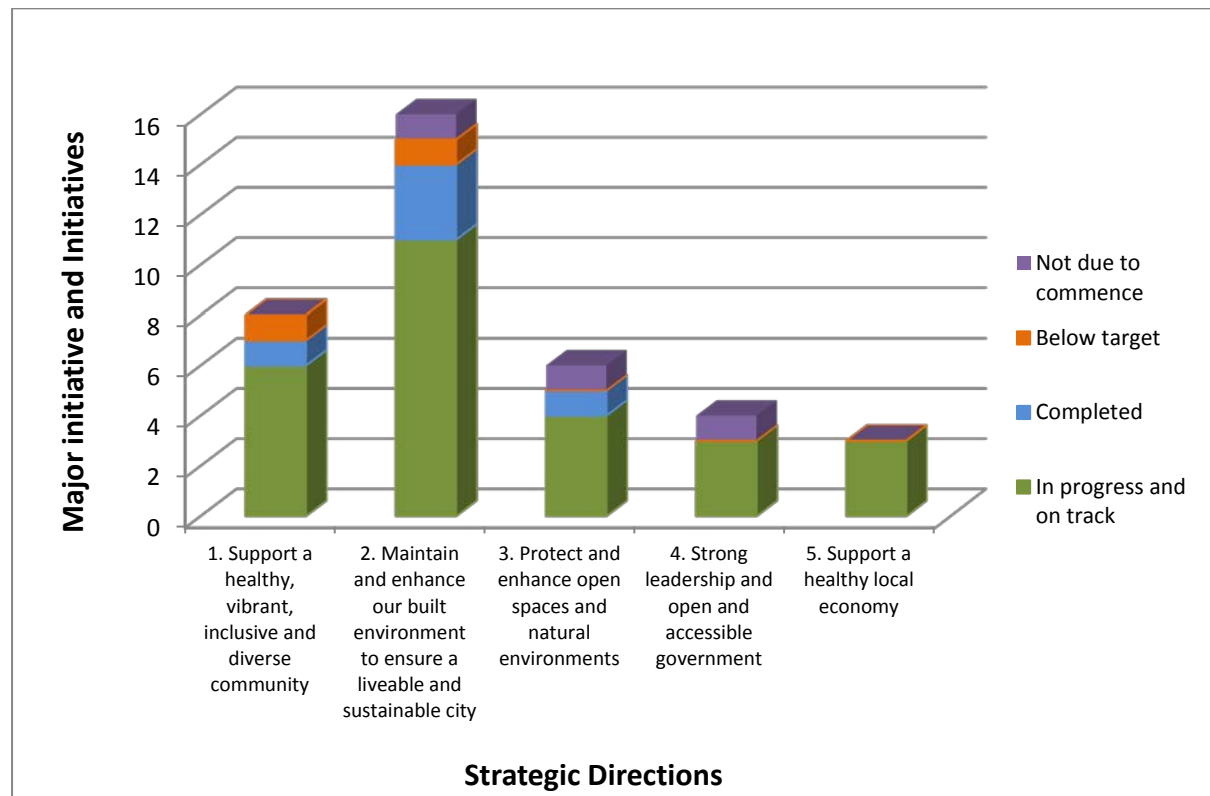
The activities above, as well as many other activities outlined in this report, align directly with the strategic directions and goals (strategic objectives) of the *Council Plan 2017-21*. Of the 37 major initiatives and initiatives in the *Annual Budget 2017/18*, 5 are complete, 27 are on track, 2 are below target, and 3 are not yet due to commence (see graph overleaf).

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

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

Noelene Duff
Chief Executive Officer
Whitehorse City Council

**Performance against Major Initiatives and Initiatives in the Annual Budget 2017/18
for October –December 2017**



Section 2 – Performance against Council Plan 2017-21

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

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

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

Each strategic direction section is structured as follows:

- **Major initiatives** – identified in the Annual Plan, which is part of the *Annual Budget 2017/18*, these are significant projects that will directly contribute to the achievement of the *Council Plan 2017-21* and have a major focus in the budget.
- **Initiatives** – identified in the Annual Plan, which is part of the *Annual Budget 2017/18*, these are actions that are once-off in nature and/or lead to improvements in services.
- **Services** – Council delivers more than 100 services to the community and this report provides a snapshot of service highlights and challenges for the quarter.

For each major initiative and initiative, a ‘traffic light’ system is used to indicate trend against planned targets:



Activity tracking within planned target or complete.



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



Activity deferred.

Not started Activity not yet due to commence.

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

Annual Plan Major Initiatives and Initiatives Update

Major Initiative	Description	Responsible Officer	Target completion date	Current Status	Progress Against Target	Progress Comments
Nunawading Community Hub Development	Develop the Nunawading Community Hub and engage with stakeholders to develop an inviting, highly accessible place with a range of flexible internal and external spaces for active and passive activities, providing for a broad range of groups and individuals now and into the future.	Head of Major Projects and Buildings	June 2018	In progress	 GREEN	Schematic Design phase completed. Value Management meeting brings budget costings in line with approved budget. Detailed Design Development phase commences. Tender documentation preparation almost complete. Calls for Expressions of Interest for construction of Hub – 11 November 2017. Expression of Interest closed 4 December 2017 with ten submissions received and evaluation underway. Community Information Day held 25 November 2017 for local community to inspect plans and view 3D model on site – attended by approximately 150 residents.
Whitehorse Centre	Commence redevelopment of the Whitehorse Centre to upgrade and expand facilities to meet current and future community needs for performing arts, exhibitions and functions activities. This will include an increase in audience capacity and stage size, an additional smaller theatre, increase in foyer space and improved disability access while retaining the sound shell.	Head of Major Projects and Buildings	June 2018	In progress (tracking 30% below target)	 AMBER	Recruitment for Principal Project Manager has commenced. Recruitment for Senior Project Manager is completed. Project Control Group membership and Terms of Reference are being finalised for approval in January 2018. Options for delivery of project being prepared. Recent resignation of Head of Major Projects and Buildings has delayed key components of the project planning.

Major Initiative	Description	Responsible Officer	Target completion date	Current Status	Progress Against Target	Progress Comments
Municipal Public Health and Wellbeing Plan 2017-21	Commence implementation of the Municipal Public Health and Wellbeing Plan (MPHWP), which identifies key priorities and objectives to implement over the next four years to improve the health and wellbeing of the municipality.	Manager Community Development	June 2018	In progress		Commenced implementation of the Plan, including establishing working groups in line with the priorities that have been identified in the plan e.g. Prevention of Violence Against Women. Establishing working group that will include the Inner East Primary Care Partnership to look at healthy eating. Developing a research project to explore and better understand alcohol usage in Whitehorse and its impacts.

Initiative	Description	Responsible Officer	Target completion date	Current Status	Progress Against Target	Progress Comments
Healesville Freeway Reserve Precinct	High level planning and coordination for the precinct including preparation for the redevelopment of Strathdon House and implementation of the Morack Golf Course strategic plan commencing in 2018/19.	General Manager City Development	June 2018	In progress	 GREEN	Project brief finalised and consultant to be appointed shortly to undertake due diligence work.
CCTV Renewal and Upgrade Program	Continue to promote community safety through enabling footage from Council-owned CCTV at Mitcham Station, Britannia Mall and Box Hill Mall to be transmitted to the new Forest Hill and Box Hill Police stations.	Manager Engineering and Environmental Services	December 2017	Completed	 GREEN	Connectivity issues have been resolved and project is now complete.
Resilient Melbourne Strategy	Continue to participate in the Resilient Melbourne Strategy to better understand the challenges the community and wider Victoria face. Whitehorse City Council will participate through further community led activation, following from Councils involvement in the pilot Neighbourhood Project 2016/17.	Manager Community Development Manager Planning and Building	June 2018	In progress	 GREEN	Neighbourhood Project Village Well has commenced work on the final stage to expend the Neighbourhood Project. This work will also consider the toolkit prepared by CoDesign and will review and refine our processes to provide a clear way forward for interested community members wanting to initiate their placemaking ideas.

Initiative	Description	Responsible Officer	Target completion date	Current Status	Progress Against Target	Progress Comments
Box Hill Additional Cleaning Resources	Continue to maintain the appearance, safety and cleanliness of the municipality.	Manager City Works	June 2018	In progress	 GREEN	The first part of the initiative is to provide an additional Cleansing Officer dedicated to the central Box Hill area to support the existing Cleansing Officer. With the high level of development in Box Hill and the increased number of visitors to the area it was determined that a single Cleansing Officer is not enough to adequately service the area. An additional Cleansing Officer was employed from the start of the 2017/2018 financial year. The second part of the initiative is to provide additional footpath sweeping particularly in the early hours of Saturday mornings and Sunday mornings after busy Friday afternoons, Friday nights and Saturday nights. A contractor is currently sweeping the footpaths five days per week from Thursday to Monday, including Public Holidays.

Initiative	Description	Responsible Officer	Target completion date	Current Status	Progress Against Target	Progress Comments
Review of Local Law Enforcement	Undertake a review of enforcement of <i>Whitehorse City Council Community Local Law 2014</i> to improve enforcement of, and compliance with, the Law.	Manager Compliance	June 2018	In progress		The initial phase of the resource injection was the engagement of additional staff and equipment. The additional resources have assisted in the unit's response capabilities and management of proactive service provision. Activities have included amenity inspections of targeted locations, the proactive reporting of abandoned shopping trolleys, broad based management of overhanging branches and park patrols on weekends. The procurement of additional plant to assist in the collection of dumped material has been completed and is currently operating in City Works. Phase two of the project is a review of enforcement of the Community Local Law which is scheduled to commence in March 2018.

Quarterly Service Highlights

Service	Description	Quarterly Service Highlights
Libraries	This service represents Council's contribution to the Whitehorse Manningham Regional Library Corporation which provides public library services at four locations within the municipality. It provides a customer focused service that caters for the cultural, educational and recreational needs of residents and provides a focal point for the community where they can meet, relax and enjoy the facilities and services offered.	▪ Cultural awareness training was rolled out to all frontline staff, with an emphasis on the Chinese community. ▪ Expansion of volunteer opportunities to enhance library services. New volunteer programs include Conversation Circles, adult storytellers and storyteller kit developers. ▪ Community Stories project on Lifelong Readers: Home Library Service volunteers and clients photographed and interviewed on how important books and the home delivery service were to them and the impact on their lives. Stories were shared on social media and displayed at library branches. ▪ Gender Equity Storytimes held as part of the UNITE to End Violence against Women campaign. ▪ Maxine McKew shared her Desert Island reads with 40 people at Nunawading Library on 16 November 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. Council also offers support with community festivals, including Chinese New Year and Moon Festival.	▪ The Whitehorse Seniors Festival was held in November. Many low cost or no cost activities were held for older people. The afternoon tea and show were very successful. ▪ Council held a Volunteer Acknowledgement function in December to celebrate Christmas and to thank Council's many volunteers for their work over the year. ▪ The final meetings of the Whitehorse Reconciliation and Whitehorse Disability Advisory Committees were held. New Committees will be established in 2018. ▪ The Together for Equality and Respect partnership – Planning and contribution to 16 Days of Activism campaign, GE4Us. Across Council, departments got together for the "Loudest Shout" to support prevention of violence against women. ▪ The final meeting of the year for the Eastern Affordable Housing Alliance took place. Planning has commenced for an advocacy campaign in the lead up to the State election.
Cultural Facilities and Programs	This service provides a diverse and ongoing program of arts, cultural and heritage events as well as access to the Whitehorse Art Collection, meeting room hire and function services. Cultural facilities include the Whitehorse Centre, Box Hill Town	Box Hill Community Arts Centre (BHCAC) ▪ The Planning Institute of Australia's 'Doing it Differently' conference was held in Melbourne in October 2017 and focused on innovative solutions for town planning. BHCAC was delighted to be invited to showcase some of Whitehorse's commissioned street art that has enlivened the City. Works included: - The Substation on the corner of Maroondah Highway and Station Street (Commissioned Artists - Blender Creatives) - The mural on the BHCAC carpark wall (Commissioned Artists - Blender Creatives)

Service	Description	Quarterly Service Highlights
Hall and other minor halls, Box Hill Community Arts Centre, Whitehorse Artspace, Schwerkolt Cottage and Museum Complex. A range of Council events are also offered including the Australia Day Concert, Carols Concert, Spring Festival, Heritage Week and Swing Pop, Boom! Music Series. Council also offers support with community festivals including Chinese New Year and Moon Festival.	- The mural on the rear east wall of the Box Hill Town Hall (Commissioned Artist – LucyLucy) - Traffic Signal Boxes throughout the City of Whitehorse (Commissioned Artists – BHCAC tutors and Members of the Box Hill Art Group) ▪ Semester two experienced excellent attendance in all classes with a high demand for adult ceramic classes. ▪ There has been very positive feedback from students about many of the tutors. ▪ Exhibitions for the quarter have included a variety of community groups, organisations and schools including Needlework Tapestry Guild, AMES Heartlands, Contemporary Women Painters, Edwina Marion (Artist in Resident), Kingswood College, Box Hill Clayworkers and the Alcove Art Shop.	▪ Donations this quarter have included a ‘paper-cut’ work by Roma McLaughlin valued at over \$3,000. ▪ Exhibitions have included Roma McLaughlin’s painting and paper-cut exhibition ‘Evolution’ and the Australian Quilters Association’s ‘Reflection’ exhibition. More than 1,200 people visited the art quilt show. ▪ Council endorsed the Collections Policy for the City of Whitehorse (2017-2025) to manage Council’s Art and Civic Collections as well as its exhibition program. ▪ Public Art Conservation included the re-siting of ‘Unity’ to the rear of Nunawading Library that has been well received in its new location.
		Heritage ▪ Schwerkolt Cottage continues to enjoy good visitation and positive feedback from the community. Visitor statistics are tracking well, up by 19% on last year due to an increase in group tours and over 1,000 visitors attending the Family Day during Heritage Week. ▪ The Heritage Week 2018 theme has been selected and will see Whitehorse celebrate our wonderful open spaces through a ‘Walk in the Park’. ▪ The following Heritage Trail signs have been renewed; Surrey Dive, Burwood Drive-In and the Box Hill Artists’ Camp.
		Box Hill Town Hall ▪ The Box Hill Town Hall again hosted a wide variety of well attended events this quarter. The very successful Box Hill Oxfam Concert featured performances by 30 Victorian schools including those from within Whitehorse. The Box Hill Lions Club held their three-day conference which was very successful and well attended. The annual Box Hill Whitehorse Art show continues to attract people from all over Whitehorse and neighbouring areas. The Red Cross Blood Bank returned again enabling Whitehorse residents to participate in the blood donor program. ▪ The central location of the Box Hill Town Hall, its accessibility to public transport and spacious rooms has attracted a number of fairs and markets, including the Collectables Fair and the What’s In The Box Craft market this quarter.
		Festivals <i>Spring Festival</i> ▪ Spring Festival was successfully delivered on Sunday 15 October with an estimated attendance of approximately 20,000 across the day. Over 100 local groups and 12 Council departments participated in the event, continuing to

Service	Description	Quarterly Service Highlights
	highlight the value of this festival for the Whitehorse community. Spring Festival featured a community entertainment program across five stages, interactive activities around the site and was thoroughly enjoyed by the community.	
		<i>Whitehorse Carols Concert</i>
		Whitehorse Carols was successfully delivered on Sunday 17 December with an estimated audience of approximately 9,000. A strong marketing campaign, an impressive line-up of professional artists (including Tim Campbell) as well as community participation (Box Hill Chorale and the Combined Churches of North Blackburn) attracted the community to this event, who enjoyed the free rides/activities and a great concert line-up.
		Whitehorse Centre
		- The launch of the 2018 Season, titled WILD, was a highlight this quarter. The theatre was again fully booked for the launch and to accommodate the large numbers of subscribers wanting to attend it was also streamed live into the function room for the additional patrons. - The Midweek Matinee Season 2018 was released in October and continues to be very popular, confirming our patrons' enjoyment of quality musical events complemented by morning tea. Demand has been so strong for the live shows that second performances will be added for two shows. The classic films have also performed well this quarter, particularly the school holiday screening which attracted many families. As always, this affordable, enjoyable entertainment is appreciated by older residents, families and community groups. - The theatre was heavily booked this quarter with community musical theatre groups Babirra Musical Theatre and Nova Musical Theatre enjoying highly successful seasons of Thoroughly Modern Millie and Les Miserables, the latter enjoying a fully sold out season. Dance schools made up a significant portion of the bookings with well attended end of year performances. This impacted on the function room availability as the Waratah Room was regularly used as dressing space by these large dance schools. - Functions this quarter included new clients Link Health & Community for a graduation ceremony and Royal Australian College of General Practitioners for a full day workshop. Friends of Nunawading Library held a successful book sale in the Willis Room and foyer, benefitting from the improved visibility and access of these areas. Corporate client Vision Eye Institute returned for a seminar/cocktail party for 140 people and there were a number of Council events including the Sports Awards and an annual event for Council's highly valued volunteers. The smaller function rooms have been popular with community groups utilising the space for training sessions and meetings.

Service	Description	Quarterly Service Highlights
Parks Planning and Recreation	This service manages the utilisation of community recreation facilities such as sporting grounds and pavilions, provides support to community groups and provides planning and strategy development for parks and recreation facilities and infrastructure.	Recreation and Parks Building Feasibility Work - Work has been undertaken to investigate the feasibility of developing and/or redeveloping sports pavilions located at Sparks Reserve West, Morton Park and Walker Park and the Yarran Dheran Visitor Centre. For all four projects a project working group, including Council appointed architects, was established to work in close consultation with relevant key stakeholder groups including tenant sports clubs and parkland advisory committees to develop conceptual designs and costings. This work will be referred to Council's Capital Works Budget process for consideration. Elgar Park North Pavilion Redevelopment - The development of the Elgar Park North Pavilion reached practical completion in October 2017. The official opening took place on Saturday 25 November 2017. Council Officers worked closely with representatives of the Box Hill Kew Hockey Club, Elgar Park Regional Hockey Association, Box Hill North Cricket Club and Centrum Architects to develop a design that met the functional requirements of the tenant clubs servicing the hockey field and the north-east sports field. - The \$3.4 million project included the redevelopment of the existing pavilion to include six change rooms and storage, new pavilion in between the north-east sports field and the synthetic hockey pitch to include a large kitchen and serving area, a multipurpose room, umpires room, toilets and a large undercover area for spectators. Hagenauer Athletics Track – Resurfacing works - Council has committed \$540,000 as part of its 2017/2018 budget to undertake resurfacing works at the Hagenauer Athletics Track, located in Box Hill. Works commenced in October to resurface the entire track, the two long jump/triple jump tracks and install new take off boards and blanks and upgrade the two existing shotput circles. - The track hosts the Box Hill Athletic Club and the Box Hill Little Athletics Club. Council Officers have worked closely with club representatives to facilitate the works which will continue until late February 2018, weather permitting. Box Hill South Skate Park reopening - The redevelopment of the Box Hill South Skate Park reached practical completion in October 2017. The main features of the redevelopment included doubling the size of the skate park with a focus on street plaza elements, a separate beginner area, a half-court basketball facility, new shade shelters and installation of automatic shut off lighting. - The official reopening of the Box Hill South Skate Park took place on Friday 6 October and attracted a large number of park users and families to enjoy the facility. As part of the official proceedings there was skater, scooter and BMX riders' demonstrations and following this, the park opened for everyone to enjoy. Whitehorse Sports Awards - Held the annual Sports Awards presentation evening on 25 October to recognise and appreciate the valuable work undertaken by members of the Whitehorse sporting community/clubs. Over 100 sporting stakeholders attended the event enjoying listening to guest speaker Merv Hughes, Australian Test Cricketer speak about his cricket career of over 10 years.

Service	Description	Quarterly Service Highlights
Leisure Facilities	This service provides the Whitehorse community with a range of leisure facilities including Morack Golf Course, aquatic facilities including Aqualink Box Hill and Aqualink Nunawading, Sportlink and Nunawading Community Centre.	- Water Safety Week was held at Aqualink for the first time between 4-8 December. Information stands saw a large number of patron's complete safety quizzes while receiving water safety information and prize packs. The centres introduced the concepts of water safety to children and parents to assist in helping people understand the dangers water can bring. The water safety stand reached 400 people of all ages. Aqualink Nunawading (AQN) also created 2 short videos to promote active supervision of children in water which were played on the Aqualink Nunawading Facebook page and were viewed by more than 300 people. - The 12 classes to Christmas Group Fitness program ran for the second year to encourage members to participate in a broad range of classes and try something new. Participation levels were high across both centres with instructors promoting and building good rapport with members. Approximately 1500 members participated. - In December, the new cardiovascular equipment arrived at AQBH with the expiration of the 4-year lease which commenced following the redevelopment of AQBH. - The launch of the new Body Bike spin bikes was held on Saturday 16 December with Mayor Andrew Davenport officially opening the bikes to a full 8.10am class. A special RPM master class was held with a Les Mills Master Trainer and two Aqualink instructors at 9.30am, followed by morning tea for the class participants. Verbal feedback has been very positive about the bikes and process of evaluation. - On Wednesday 13 December, Sportlink ran an end of year celebration for the Hot Streak Basketball program. The purpose of the event was to show appreciation to our regular participants and continue to attract new players. The event included a live DJ, free BBQ, shoot-out competitions and plenty of giveaways and was promoted internally to existing participants utilising LINKS SMS function. - A Community Open Day was held at the Nunawading Community Hub site in Springvale Rd in November. Approximately 150 local residents and user groups attended and were able to talk to the Project Manager and Architects and view plans of the new Centre. The Nunawading Community Hub Project detailed design phase has commenced and is expected to be finalised in February 2018.

Service	Description	Quarterly Service Highlights
Sports Fields	This service maintains Council's network of sports fields to the required service standards allowing the community to safely participate in organised and informal community sport. It is responsible for the design, installation, maintenance and renewal of sports field infrastructure and the supervision and project management of sports field capital projects.	- This quarter has seen the commencement of the 17/18 summer season. Warm season grasses were promoted and the cool season grasses removed. - East Burwood Reserve South had a new irrigation system installed to replace the old failing system. - Upgrade works commenced at Ballyshanassy Park that will see an improved surface for the tenant clubs and local community.
Whitehorse Home and Community Services	This service provides a range of home and community care services, supporting people who are elderly, frail or with disabilities and their carers to stay active, independent and living at home as long as possible. Services include home delivered and community based meals, personal and respite care, transport, domestic and home maintenance, planned activities and social support, and social housing at two residential housing facilities.	- Number of referrals for services received: 674. - New services implemented: 927. - Assessments: 559 assessments (2,355 hours). - Occupational Therapy: 217 hours. - Domestic Assistance: 18,410 hours. - Personal Care: 5,727 hours. - Respite Care: 532 hours. - Home Modifications & Home Maintenance: 1,184 hours. - Food Services 23,983 meals. - Assistance with food preparation: 336 hours. - Social Support Groups: 7,011 hours. - Assisted Transport: 1,060 hours. - Escorted Activities (shopping): 2,345 hours. - Transport (community): 8,566 hours (5,377 trips). - An external Food Safety Audit conducted by an accredited auditor for Food Services distribution centres and Mountainview Cottage resulted in accreditation compliance. - Meals on Wheels volunteer Cynthia Patchett was nominated and accepted an Individual Award at the 2017 Victorian Premier Volunteer Awards. - Service Coordination Project moved into implementation stage which looks at streamlining and merging of processes and functions of the service coordination function to reduce duplication and ensure service efficiency. - Through the Municipal Association of Victoria (MAV) and in partnership with the Eastern Metropolitan Regional Councils and the State Department of Health and Human Services (DHHS), Whitehorse City Council actively advocated for the continued needs based funding for people under 65 who are not eligible for National Disability Insurance Scheme (NDIS) to support their living in the community and reduce dependency on health services. - Continued collaboration with Eastern Region Local Government Aged Services managers to facilitate uniform

Service	Description	Quarterly Service Highlights
		advocacy, enhanced service responses and client outcomes to facilitate consistency across the Eastern Region - Commenced transition to the NDIS with 26 consumers transitioned to date with a further 120 consumers that will be assessed by the National Disability Insurance Agency (NDIA). Supported potentially eligible consumers (under 65') to test their eligibility for the NDIS and begin the process of accessing individualised supports. Allocated resources for short-term care coordination, data report management and provision of information. - An increased number of consumers have chosen Whitehorse City Council as their Home Care Packages Provider of choice which reflects high standing reputation of the service in the community, and ability to have continuity of care by retaining same staff. Stability and growth of the Home Care package numbers ensures program remains cost neutral to council and supports consumers to remain living in the community.
Family Services This service area provides family oriented support services including centre based childcare (Whitehorse Early Learning Service), integrated kindergarten, inclusion support, maternal and child health and youth support services.		Maternal & Child Health 424 birth notifications have been received. - Provided placement for 3 Maternal & Child Health students. - Major renovations to three centres completed with minimal disruption to service delivery, has resulted in improved facilities for both clients and staff. - The service has 2 Chinese speaking nurses on staff, which has decreased the use of interpreters, and has improved the Chinese families' experience. Early Childhood Services - Utilisation for Council's five child care centres for July to December 2017 averaged a 93.6% occupancy rate. - Establishment of the Early Children Services IT strategy group to research, assess and assist WELS centres to utilise technology to enhance the educational program. - All tasks for the closure of the Central Box Hill Children's Services centre on 31 December 2017 have been completed. Staff and clients have successfully transitioned to their new centres.
		Youth Services - The Whitehorse FReeZA Committee (Flying Pigs Events) made up of 12 young volunteers facilitated the Whitehorse 'Battle of the Bands' event at the Box Hill Community Arts Centre providing an opportunity for young musicians to perform. Approximately 100 people attended. - Flying Pigs Events took part in Councils Spring Festival; coordinating the Youth Stage which had young local musicians performing live and assisting facilitation of the Youth Area. - The Whitehorse Youth Representative Committee (WYRC) made up of 12 young volunteers facilitated the Municipal Youth Forum at the Box Hill Town Hall for secondary school students regarding the issues of mental health, bullying and cultural diversity (all highlighted in the Youth Plan 2014 – 18). - The WYRC took part in Council's Spring Festival; assisted facilitating the Youth Area and the Youth Stage including launching The Whitehorse Creative Youth Community website. - The Whitehorse Creative Youth Community website was developed as part of the Community Youth Services Awareness Project to ensure a comprehensive communication strategy for young people. It was publicly launched at

Service	Description	Quarterly Service Highlights
		Spring Festival with ongoing promotion via Council websites, Facebook, email distribution networks, flyers, Youth ConneXions. Community Programs - Four parent information forums were hosted by Council during the half year reporting period. These forums targeted the parents of 0-18-year-old children and young adults. The forums topics covered child and adolescent behaviours, managing technology, respectful relationships, and nutrition. - The Flexibuzz app and the Whitehorse News were utilised extensively during the quarter to disseminate information to families in the community. - Support to playgroups and toy library groups during the quarter. - Launched the Whitehorse Family Resource Guide which includes useful information relevant to parenting (Long Day Care, Kindergartens, Maternal and Child Health).
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.	- Meeting Council's statutory requirements under the Food Act and Public Health & Wellbeing Act, including: 359 (469 YTD) Mandatory Assessments/Inspections. 48 (83 YTD) Complaint Inspections. 174 (334 YTD) Routine Inspections. 117 (290 YTD) Non-Compliance/Follow Up inspections. 16 (46 YTD) Formal Orders/Notices issued which includes PINs and Seizures. - A total of 3,504 (7,120 YTD) vaccinations were administered to 802 (1,999 YTD) children for the quarter as part of Council's public childhood immunisation program. - A total of 2,880 (7,111 YTD) vaccinations were administered as part of Council's school immunisation program. This includes the implementation of the Meningococcal W program to all year 10 to 12 students which will deliver a significant additional number of vaccinations to school students. - Met targets under MAV Service Agreement for Tobacco control activities under the Tobacco Act that includes education visits and assessments, responding to complaints and test purchases for cigarette sales to minors.

Service	Description	Quarterly Service Highlights
Compliance	This program includes a range of Council's regulatory functions to ensure the safety and wellbeing of the community including domestic animal management, school crossing supervision, Council's local law framework and managing parking controls across the municipality to ensure fair and equitable access to on-street parking for the community, and to ensure that streets are safe for pedestrians and other road users.	▪ The parking team issued 7,066 fines in the last six months using the in-ground sensor information. ▪ Infringement appeals continue to be managed within target time lines with 80% of matters responded to within 10-15 days of receipt (back log in December due to public holidays and other leave). Considerations and responses have been amended to be compliant with the newly introduced Fines Reform legislation and framework. As a result of the Fines Reform framework, it is expected that there will be increased engagement, compliance and fine collection, earlier in the lifecycle of the infringements. ▪ A simplified on-line lodgement process has been introduced for Skip Bin applications. The process allows for the electronic lodgement of applications significantly improving process times. ▪ A series of Emergency Management exercises were carried out to test capacity and capability. These included the Box Hill Town Hall Emergency Relief Centre Set up, training in the use of Council's Emergency Management Software Program, an Armed Offender scenario involving response agencies, support services, business, the education sector and local government. ▪ The City of Whitehorse Municipal Emergency Management Plan was audited by Vic SES and Department of Health and Human Services (DHHS) with the plan assessed as complying with the Ministerial Guidelines. ▪ Council's emergency management arrangements were activated five times during the period for a vehicle accident in Mitcham, a Rooming House fire in Blackburn, a tree across the road in Blackburn, the Warrigal Road landslip and the December storm event. ▪ Two business continuity exercises were conducted. The first was to raise awareness of the business continuity arrangement for the executive and management teams; to identify their roles, action to be taken and to test the current plans. The second was to test the Dual Internet and New Firewall Failover capabilities. ▪ There was one Business Continuity event for the period with a pit fire at the Waste Transfer Station. ▪ The introduction of a new Animal Pound provider has resulted in reduced expenditure in the provision of the Pound contract, more animals being returned home as reunification treatments are able to be applied prior to placement in the Pound, training of staff in animal handling and simplified access to pound data and statistics. ▪ The Extended Hours Parking Service has resulted in consistent performance and spread of service delivery. In-ground sensor, parking meter and hotspots have been exposed to ongoing management as well as after-hours service requests relating to the parking of vehicles being actioned immediately. ▪ The City of Whitehorse Domestic Animal Management Plan 2017-2021 was endorsed by Council setting out a four-year regime to review service level.

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

2.1 Annual Plan Major Initiatives and Initiatives Update

Major Initiative	Description	Responsible Officer	Target completion date	Current Status	Progress Against Target	Progress Comments
Box Hill Affordable Housing Project and Affordable Housing Strategy	Council along with the Department of Health and Human Services (DHHS) is exploring the potential for a vibrant and innovative housing development in Box Hill. The vision is for a building that will include a mix of affordable and private housing as well as potential commercial opportunities.	Manager Community Development	June 2018	In progress		Contracts signed with preferred proponent. On track in regard to project timelines.
Bennettswood Reserve Pavilion Redevelopment	Removal of the existing pavilions and construction of a new pavilion which includes female friendly change rooms and a multipurpose space.	Head of Major Projects and Buildings	February 2018	In progress		Construction is well advanced and finishing trades are on site. The Project is on target to achieve practical completion by end of February 2018.
Elgar Park North Sports Pavilion Redevelopment	Redevelopment of the Elgar Park North Pavilion.	Head of Major Projects and Buildings	February 2018	Complete		12 October 2017 practical completion. End of November 2017, landscaping, ancillary works and oval reinstatement completed.
Harrow Street Carpark Redevelopment -	Complete the design stage of a multi-deck car park.	Head of Major Projects and Buildings	June 2018	In progress		Builders Capability Statements received and evaluated for suitability for construction of Harrow Street Car Park. All five contractors have been invited to Tender (closes 5 February 2018). Final drawings received and included with Tender.
Protect neighbourhood character in Box Hill, Mitcham, Vermont and Vermont South	Develop policy and principles that define and guide responsible and appropriate development. This initiative seeks to implement recommendations 2 and 35 in the	Manager Planning and Building	June 2018	Not started	Not due to commence	Review of the three areas located in Bush Suburban precinct 9 in Mitcham, Vermont and Vermont South is still yet to commence and will be dependent on the outcome of the Municipal Tree controls

Major Initiative	Description	Responsible Officer	Target completion date	Current Status	Progress Against Target	Progress Comments
	Whitehorse Housing Strategy 2014.					proposed in initiative 3.1.1.1.

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

Initiative	Description	Responsible Officer	Target completion date	Current Status	Progress Against Target	Progress Comments
Walker Park Pavilion Redevelopment	Undertake scoping and a concept plan.	Head of Major Projects and Buildings	December 2017	Complete		consideration. Further work to enable a grant application cannot be completed until a decision is made regarding the preferred option.
Design Guidance Framework – Intensive Development	Undertake further strategic work on design guidelines to support implementation of a potential Design and Development Overlay.	Manager Planning and Building	June 2018	In progress		Concept design completed in consultation with stakeholders. Project costings also completed. Awaiting Councillor consideration.
Energy Efficient Street Lighting Changeover Program	Street lighting lamp changeover from inefficient mercury vapours to LED lamps.	Manager Engineering and Environmental Services	September 2017	Complete		Completed the bulk changeover of streetlights that was undertaken over two financial years (16/17 and 17/18). The project is complete. The project was rolled out over two financial years (last quarter of 2016/17 and the first quarter of 2017/18). A total of 3092 lights were changed over to 22 watt streetled (LED) lights over the whole program, of those 1593 were changed over between July and September 2017.
Environmentally Sustainable Development (ESD) Advisory Services	Continue to implement actions of the draft <i>Whitehorse Sustainability Action Plan</i> .	Manager Planning and Building	June 2018	In progress		Council continues to implement the approved ESD policy and to provide feedback to the State Government via Council Alliance for a Sustainable Built Environment (CASBE).
Sustainability Strategy Implement	Continue to deliver the key actions outlined in Section A of the <i>Sustainability Strategy Action Plan</i> as	Manager Engineering and Environmental	June 2018	In progress		Launch of Green Money, a new online platform and program to reward sustainable behaviours actioned by the

Initiative	Description	Responsible Officer	Target completion date	Current Status	Progress Against Target	Progress Comments
	well as priority new actions such as improving the management of Council's environmental data, the increased use of sustainability-focused online community engagement programs and new energy-saving initiatives.	Services				Whitehorse community such as attending sustainability-themed workshops, planting trees or indigenous plants, using sustainable forms of transport etc. At Spring Festival, The New Joneses Tiny House was set up to demonstrate ways of living sustainably in small spaces. There were school visits prior to Spring Festival (405 students from 11 different schools attended energy & composting workshops at the house), a visit from seniors during Seniors Week & good attendance by the public during Spring Festival. The sustainable schools program was promoted to local schools, offering support funding for local schools to participate in the Schools Water Efficiency Program (SWEP), Stephanie Alexander Foundation Kitchen Garden scheme (SAFKG), & Resource Smart programs for 2018; Waste and Recycling Incursions (demonstrations) were delivered at various local schools. Continued participation in projects with Eastern Alliance for Greenhouse Action (EAGA) to reduce energy consumption and subsequent greenhouse gas emissions. Successfully applied for funding grant for solar project – "Scaling Up Solar on Council Facilities"; made submissions to Victorian Government for more funding opportunities for local government to deliver sustainability programs and to encourage greater use of electric vehicles;

Initiative	Description	Responsible Officer	Target completion date	Current Status	Progress Against Target	Progress Comments
						made submissions to the Australian Energy Regulator and Federal Government about Demand Management & electricity pricing and energy market reform, to reduce electricity prices and encourage a reduction in electricity consumption. Commenced discussions with utility service providers in preparation for a new electricity contract from 2018-2020, during which time we will investigate options for using renewable forms of energy. Progressively updating Council's utilities (electricity, gas & water) data onto a new Environmental Data Management System that will enable improved utility data management at Council buildings and facilities. Seniors Festival sustainability program – provided workshops on Active Ageing through Gardening, Preparing for the Summer heat & tour of The New Joneses Tiny House, which were well attended. Commenced planning for Smarter Living workshop season for 2018, Sustainable Living Week 2018 and Renew unwanted household goods collection 2018. Provided hints for the community for how to have a Green Christmas, food waste avoidance over the festive season, & preparing for Summer heat. Promoted United Energy's Summer Saver program to residents to reduce the pressure on the grid by avoiding unnecessary energy consumption during

Initiative	Description	Responsible Officer	Target completion date	Current Status	Progress Against Target	Progress Comments
						peak times on extreme heat days during the summer period. Delivered an Eastern Alliance for Sustainable Learning (EASL) Professional Development session on 4 October 2017 to train up teachers to use outdoor settings to teach, including information about local parks and reserves available in Whitehorse. Established a Sustainable Living in Whitehorse Facebook page in collaboration to engage a wider audience not previously reached by the Whitehorse Sustainability eNewsletter. Ran a Christmas Countdown Competition that reached 186 people.
Box Hill Activities Area Car Parking Strategy	Implement the Box Hill Central Activities Car Parking Strategy.	Manager Engineering and Environmental Services	June 2018	In progress		The Actions from the Box Hill Car Parking Strategy relating to parking restrictions have been reviewed and a consultant appointed to assist with implementing them.

Initiative	Description	Responsible Officer	Target completion date	Current Status	Progress Against Target	Progress Comments
Indoor Sports Study	Undertake a feasibility study to better understand the demands of various indoor sports and facility provision.	Acting Manager Leisure, Parks and Recreation	June 2018	In progress	 GREEN	In October @Leisure Recreation Planning consultants were appointed to commence work on preparing an Indoor Sports Facility Feasibility Study for Council. The study will include a review of Council's Indoor Sports Facility Feasibility Study (2005); demand analysis of various indoor sports (including but not limited to basketball, gymnastics and table tennis), and; a costed direction to strategically address the requirements of indoor sports across the municipality. Work has included an inception meeting with @Leisure and the Project Working Group, developing a project plan, review of existing documentation and finalising a communication and consultation plan for the project with an intention to announce the project in early 2018.
Private Buildings on Council Land	Continue compliance reviews with key stakeholders.	Manager Assets and Capital Works	June 2018	In progress	 GREEN	Priority has been given to developing an action plan for scouts, guides and utility buildings on Council land. In principle agreements with the Scouts hierarchy and with the utility companies have been reached on many of these buildings. Further works are underway to clarify maintenance and renewal obligations on other buildings on Council land starting with kindergartens and some commercially operated buildings.
Student Accommodation Policy	Review Student Accommodation Policy.	Manager Planning and Building	June 2018	In progress (10% below target)	 AMBER	Quotations for the project are being sought.

2.2 Quarterly Service Highlights

Service	Description	Quarterly Service Highlights
Planning	This program provides for the provision of statutory and strategic land use planning. The statutory planning functions include processing applications, amendments and subdivisions, together with ensuring compliance of land uses and developments with Whitehorse's planning controls. Strategic planning functions include development and implementation of structure plans and Urban Design Framework development; review and updating of the <i>Whitehorse Planning Scheme</i>, as well as local planning policy projects. The program also includes a Heritage Adviser and provides for the department's additional role of implementing Structure Plans and managing Council's <i>Place Making Program</i> in Box Hill.	- Amendment C192 to rezone 119 Surrey Road and 150-152B Springfield Road, Blackburn to Commercial 1 Zone and apply a Design and Development and Environmental Audit Overlay was gazetted on 21 December 2017. - Council lodged a submission in response to the Reforming the VPP Discussion Paper which formed part of the Department of Environment, Land, Water and Planning (DELWP) SMART planning reforms. - Amendment C193 for 289-291 Morack Road, Vermont South, to rezone Commonwealth designated land to the General Residential Zone and apply relevant overlays was exhibited in November 2017. - A brief was released seeking a consultant to review Councils local planning policy on student accommodation. - A Panel Hearing was held for Amendment C194 at the Box Hill Town Hall between 2-6 October 2017. - The independent Panel report was received for Amendment C175 on 6 Oct 2017. The Amendment relates to implementation of the draft Box Hill Built Form Guidelines and the Box Hill Structure Plan. - Council officers presented at the State Government Land Standing Advisory Committee Panel Hearing on 28 Nov 2017 for the Fast Track Government Land Service process relating to Box Hill Institute land at 16 – 18 Spring Street and 1000 Whitehorse Road, Box Hill. - The independent Panel report was received for Amendment C194 on 6 Dec 2017. The Amendment relates to 517–521 Station Street and 2-8 Oxford Street, Box Hill. - The final stage of the Neighbourhood Project began. The Place Activation Guidelines will work towards reviewing and refining Council's processes around place activation and community-led placemaking. - A presentation was made to Councillors of the investigation work for a potential Development Contributions mechanism in Box Hill on 13 November 2017. As part of the next stage of this project, the Box Hill Urban Realm Treatment project brief was developed and a consultant engaged. - The Heritage Assistance Fund applications were assessed with 21 properties being successful in their applications. A total of \$40,000 was allocated. - Amendment GC13 was gazetted on 3 October 2017 which introduced the Bushfire Management Overlay to approximately 270 properties in part of Mitcham. Council managed community consultation associated with this State government amendment including notification to affected residents and holding information sessions. - The Forest Ridge Development Plan for the former ATV-0 site in Hawthorn Road, Forest Hill which Council resolved not to support at its meeting on 18 September 2017 went to a compulsory conference before VCAT in October 2017. A number of issues were resolved through this process. VCAT subsequently issued orders on 13 November 2017 to approve the Development Plan with agreed changes. - Work continued on the Burwood East Brickworks Development Plan conditions of approval (that will also be subject to VCAT proceedings), refinement of proposed legal agreements and facilitation of planning permit applications for initial stages of the development.

Service	Description	Quarterly Service Highlights
Building Services	The principal focus of this program is to enhance the health, safety and amenity of the built environment through administration of Council's responsibilities under the <i>Building Act 1993</i> and <i>Building Regulations 2006</i> . The program includes the administration, education and enforcement of various public and community safety aspects, provision of a community focused building permit service, maintenance of various registers and records required by the <i>Building Act 1993</i> , provision of information and investigation of building related matters.	▪ Building Services have engaged a Human Resources consultant to recruit new staff to deal with high turnover of Building Surveyors in industry. It is expected all positions will be filled in early January 2018 ▪ The Victorian Building Authority (VBA) have written to all Victorian Councils seeking feedback from the CEO and the Municipal Building Surveyor (MBS) to deal with the complex issues of combustible cladding on large multistorey buildings and existing swimming pools and spas that required more robust safety barriers to be installed on pools built prior to 2010. ▪ A number of Emergency Orders have been issued on dangerous brick walls on commercial buildings and unfenced swimming pools where property owners have gone on extended leave.
Engineering Services	This includes provision of transport engineering services including strategic traffic and sustainable transport planning and traffic investigations and reports; capital works project scoping, design and construction supervision; civil asset protection, and the strategic management of Council roads and drainage assets.	Capital Works and Design and Construction ▪ Laurel Grove North, Blackburn Road Reconstruction works commenced and is continuing. ▪ Haig Street, Box Hill South Road Reconstruction works commenced and is continuing. ▪ Commenced Local Road Rehabilitation program. ▪ Alexander Street, Box Hill drainage improvement works completed. ▪ Streetscape improvement works at 850 Whitehorse Road are continuing. ▪ Streetscape works at Station Street, Mitcham have reached practical completion. ▪ Tender awarded for Houston Shopping Centre Streetscape Improvements. ▪ Tender awarded for Highbury Road/Middleborough Road Streetscape Improvements. ▪ Detail design finalised for streetscape improvement works at Ferndale Street/Riversdale Road Shops. ▪ Hagenauer Reserve Athletics Track resurfacing works commenced and are continuing. ▪ Completed Box Hill Skate Park extension works completed. Skate Park opened on 6 October 2017. ▪ Finalising design plans for Pipetrack Shared Path - Stage 1D. Travel Behaviour and Strategic Transport ▪ Placed Council's speed observation trailers in 64 local streets to remind motorists to slow down and be aware of other road users. ▪ Hosted 'Walk to School' month activities in 29 primary schools. ▪ Hosted 'Mums on Bikes' cycling education course.

Service	Description	Quarterly Service Highlights
		- Hosted the 'Bike It' event with 148 primary school students from 11 primary schools and 83 community volunteers. 'Transit' program run in 13 primary schools with 724 students participating. 'Fit to Drive' road safety workshop held at Forest Hill Secondary College. - Continued delivery of the 'L2P' learner driver mentor program. - Hosted 'Ride to Work Day' activities in conjunction with Box Hill Institute. - Hosted 3 'CycleWise' cycling courses for adults. - Hosted 2 'Wiser Driver' and 1 'Stepping Out Safely' courses for senior road users. - Continued to work with the State Government to plan pedestrian and cyclist infrastructure improvements along the 'Chirnside Park to the Mordialloc Strategic Cycling Corridor' and the 'Box Hill to Ashburton Strategic Cycling Corridor'. - Continued planning for the review of car parking restrictions within the Box Hill Major Activity Centre. - Continued planning with representatives of other municipalities in eastern Melbourne for the development of the Eastern Regional Trails Strategy. - Continued to identify 'Easy Ride' cycling routes throughout the municipality. Engineering Assets - The inspection and condition assessment of a selection of drainage assets is under way. The project is planned for completion by the end of June 2018. - There have been an increased number of applications for consents to undertake works in road reserves as well as other applications relating to building works and civil infrastructure. - Continued to provide advice to key stakeholders and agencies regarding the Blackburn and Heatherdale Road level crossing removal projects. - Commenced project for preparation of data required for valuing of the land under the Council's roads required for Financial Audit, planned for completion by the end of June 2018.
City Works - Engineering Works and Cleansing	This service is responsible for ensuring the ongoing cleanliness and maintenance of Council's roads, footpaths, kerb and channel, stormwater drainage pits and pipes, roadside furniture, bridges, path structures and shopping centres within the municipality including street sweeping, litter bin collection, removal of dumped rubbish and the provision of an afterhours emergency response service.	- Attended to 3,321 requests. - Made safe 587 footpath slabs. - Replaced 5,004 square metres of footpath slabs. - Repaired or replaced 741 signs. - Cleaned 660 stormwater drainage pits. - Cleared 1,990 lineal meters of stormwater drainage pipe. - Removed 8 tonnes of rubbish from Gross Pollutant Traps. - Responded to 345 requests to collect dumped rubbish. - Collected 46 tonnes of dumped rubbish. - Collected 61 dumped mattresses. - Collected 97 tonnes of waste from Council's street litter bins. - Attended to 305 sites to remove graffiti vandalism. - Removed 2,548 square metres of graffiti from Council and private property.

Service	Description	Quarterly Service Highlights
		▪ Responded to 91 after-hours emergency requests. ▪ Swept 505 tonnes of rubbish and debris from Council roads and car parks. ▪ Continued BBQ cleaning, township cleansing and cleaning of conventional and automated public toilets. ▪ Continued the pavement crack sealing program and line-marking maintenance program. ▪ Continued capital renewal program for kerb and channel, footpaths and drainage pit lids. ▪ On 8 August 2017, a project was awarded to reconstruct the road bridge in Bellbird Dell. The materials have been ordered and site works will commence in October 2017. ▪ Tenders were advertised and are currently being evaluated for the reconstruction of the boardwalk in Koonung Creek Wetlands.
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.	▪ Continued to service and maintain fleet of vehicles and plant in Council's Workshop. ▪ Received delivery of 9 replacement passenger vehicles and sold 9 vehicles at auction. ▪ Received delivery of a new front end loader for the Whitehorse Recycling and Waste Centre. ▪ Awarded contract for a replacement Mercedes bus for Council's assisted transport program. ▪ Awarded contract for the replacement of two Isuzu tipper trucks to be used by ParksWide for maintenance of open space. ▪ Ordered a Glutton electric vacuum for township cleansing. ▪ Received delivery of firefighting water pumps and a replacement water tank. ▪ Requested quotations for a replacement footpath sweeper. ▪ Requested quotations for 4 utility vehicles and 1 commercial van.
Major Projects and Buildings	This service is responsible for the planning and delivery of major projects and building projects.	▪ Head of Major Projects and Buildings has resigned and recruitment process has commenced. ▪ First meeting of the Major Projects Councilor Reference Group was held in October 2017. ▪ Major projects resource plan completed. ▪ Recruitment of new staff to deliver Buildings projects ongoing. ▪ Concept plans for Morton Park, Walker Park, Sparks Upper and Yarran Dheran completed.
Assets and Capital Works	This service is responsible for the development, monitoring and performance reporting of Council's Capital Works Program and the planning and implementation of asset management improvement initiatives across the organisation including the continuing implementation of Council's corporate Asset Management	▪ Immediate actions for 2017 are complete and works are continuing on delivering the residual actions in 2018 from the Asset Management Improvement Plan. Project sponsors are working on priority projects for 17/18. These include updating asset management plans for buildings and developing project plan for mobility project, establishing mobility working group and developing specifications for mobility requirements.

Service	Description	Quarterly Service Highlights
	System.	
Facilities Maintenance	This service provides reactive and preventative maintenance and minor capital renewal of Council's many buildings and structures. Includes scheduled inspections and maintenance to satisfy Building Code Essential Safety Measures Regulations and defined level of service standards to ensure the facilities present in a safe, secure and fully operational state for use by Council staff and the public.	▪ A total of 1325 work orders were raised and works completed during the second quarter. This included 599 programmed works orders and 726 reactive works orders. In addition, 72 capital projects work orders were also raised and completed during the quarter. ▪ Particular highlights included responding to damage from storms at the Whitehorse Centre, responding to urgent public safety requirements at Box Hill Library, managing essential safety measures and removing asbestos for all Council owned and managed buildings, and continuing the ensure buildings like AquaLink Nunawading and AquaLink Box Hill are able to deliver services to the large numbers who rely on the service. ▪ Finally, the 3-yearly building condition audit for all Council's building stock was completed during the quarter and the data is being used to plan for and program works into the future.

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

Annual Plan Major Initiatives and Initiatives Update

Major Initiative	Description	Responsible Officer	Target completion date	Current Status	Progress Against Target	Progress Comments
Municipal Wide Tree Study Recommendations	Maintain and protect valued residential areas in Whitehorse, through implementation of the <i>Municipal Wide Tree Study</i> recommendations.	Manager Planning and Building	June 2018	Not started	Not due to commence	A request for authorisation for interim and permanent tree controls by extending the Significant Landscape Overlay to all residential land in the municipality was lodged with the Minister for Planning in May 2017. The planning scheme amendment process cannot proceed to exhibition until authorisation is granted.
"Pipetrack" Shared Path	Construction of shared path between Mahoneys Road and Springvale Road, Forest Hill for use by cyclists and pedestrians.	Manager Engineering and Environmental Services	June 2018	In progress	 GREEN	Finalising detail design plans in preparation of tender for works.

Initiative	Description	Responsible Officer	Target completion date	Current Status	Progress Against Target	Progress Comments
Activity Centre Streetscape Improvement Program	Renewal and upgrade to the various streetscapes across the municipality including ongoing improvements to Box Hill Commercial Activity Area.	Manager Engineering and Environmental Services	June 2018	In progress	 GREEN	Works have commenced and are continuing on the streetscape improvements at 850 Whitehorse Road, Box Hill (Whitehorse Towers site). Works have reached practical completion for Mitcham Shopping Centre being the completion of Station Street, Mitcham road and streetscape works. Tender awarded for Houston Shopping Centre Streetscape Improvement Works. Tender awarded for Highbury Road/Middleborough Road Streetscape Improvement Works. Detail design finalised for Ferndale Street/Riversdale Road Streetscape Improvements.
Box Hill Skate Park Extension	Construction works to extend Box Hill Skate Park and will include a separate new beginner area, introduction of street 'plaza' style skating elements, a new basketball half-court, upgrade to the main bowl, removal of the existing shade shelter and construction of two new shade shelters, installation of lighting and additional seating.	Manager Engineering and Environmental Services	September 2017	Complete	 GREEN	All works were completed in September 2017. The project will be officially opened by the Mayor in October 2017.
Urban Forest Strategy Implementation	Achieve an increase in overall tree numbers within Whitehorse through the ongoing implementation of the <i>Street Tree Upgrade Program</i> and <i>Indigenous Tree Planting in Parks Program</i> .	Manager ParksWide	June 2018	In progress	 GREEN	Continued 17/18 street tree infill program and indigenous park tree planting program. To date 626 trees have been planted in 17/18.

Initiative	Description	Responsible Officer	Target completion date	Current Status	Progress Against Target	Progress Comments
Whitehorse Urban Biodiversity Strategy 2024	Develop an inventory of Whitehorse biodiversity assets and urban habitat.	Manager ParksWide	June 2018	In progress	 GREEN	Whitehorse Biodiversity Inventory project continuing. Survey commenced in September 2017 and will take approximately 15 months to complete to allow for seasonal variations.

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. This service also includes contracts for waste collection including domestic garbage collection, kerbside recycling, and hard and green waste collection. Waste services are provided through external contractors.	▪ Collected 1,515,973 garbage bins, 973,897 recycling bins and 309,377 garden organics bins for the quarter. ▪ Collected hard waste and bundled pruning's from 17,623 hard waste bookings for the quarter. ▪ National Recycling Week activities delivered and well attended—Visy MRF tour, Declutter workshop, Make & Mend Morning; Recycle Right (Soft Plastics) advert placed in Asian Media publications. ▪ Launch of Green Money, a new online platform and program to reward sustainable behaviours actioned by the Whitehorse community such as recycling and reducing waste. ▪ Garage Sale Trail - promoted and supported this annual National program that encourages residents to hold a garage sale on Garage Sale Trail day, to recycle their unwanted household goods. This included promotion to the broader community to follow the trail of garage sales within Whitehorse to buy second-hand goods. Good participation by Whitehorse residents and community groups. ▪ Spring Festival – The New Joneses Tiny House was set up to demonstrate ways of living sustainably in small spaces. There were school visits prior to Spring Festival (405 students from 11 different schools attended energy & composting workshops at the house), a seniors visit during Seniors Week & well attended by the public during Spring Festival. ▪ Sustainable schools program was promoted to local schools, offering support funding for local schools to participate in the Schools Water Efficiency Program (SWEP), Stephanie Alexander Foundation Kitchen Garden scheme (SAFKG), & Resource Smart programs for 2018; Waste and Recycling Incursions (demonstrations) were delivered at various local schools. ▪ Commenced discussions with utility service providers in preparation for a new electricity contract from 2018-2020, during which time we will investigate options for using renewable forms of energy. ▪ Progressively updating Council's utilities (electricity, gas & water) data onto a new Environmental Data Management System that will enable improved utility data management at Council buildings and facilities. ▪ Seniors Festival sustainability program – provided workshops on Active Ageing through Gardening, Preparing for the Summer heat & tour of The New Joneses Tiny House, which were well attended. ▪ Commenced planning for Smarter Living workshop season for 2018, Sustainable Living Week 2018 and Renew unwanted household goods collection 2018. ▪ Provided hints for the community for how to have a Green Christmas, food waste avoidance over the festive season, & preparing for Summer heat. ▪ Delivered 6 x Love Food Hate Waste Cooking Demonstrations and Pop – Up Workshops as part of DUELI's Best No Waste Chef Competition (grant funded project) with Deakin University students. ▪ Launched Sustainable Living hints and tips through a new Whitehorse Facebook Page. ▪ Delivered an Amenity/Waste Services presentation for the Box Hill Chinese Senior Citizens Group; and a Waste in Whitehorse Presentation at Eastern Climate Action Melbourne (ECAM) meeting. ▪ Approximately 1900 properties were provided direct recycling education as part of Bin Inspections Program. ▪ Promoted United Energy's Summer Saver program to residents to reduce the pressure on the grid by avoiding

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.	unnecessary energy consumption during peak times on extreme heat days during the summer period. ▪ The Whitehorse Recycling and Waste Centre performed 35,300 transactions and received a total of 15,700 Tonnes of material to site including: - 10,800 tonnes of waste; - 3,375 tonnes of green/timber waste mulched and recycled; - 270 tonnes of cardboard and paper recycled; - 468 tonnes of steel recycled; - 99 tyres recycled; and - 808 mattresses. ▪ A total of 38% of material diverted and recycled.
Open Space Maintenance	ParksWide maintains and enhances open space sites for residents to enjoy the natural environment, to contribute to the visual attractiveness of the municipality and to ensure the safety of park users and visitors. It is responsible for the management of Council's bushland, open space and parklands including developing plant stock, landscaping, pruning, grass cutting and fire management. Council also provides an education program on ecological and environmental issues largely centred on Blackburn Lake Sanctuary.	▪ Open Spaces areas were maintained through the spring period during a time of increased grass growth. ▪ Spraying continued in parks for controlling of weed species. ▪ Renovation works were undertaken in a number of parks and reseeding was completed following aerating to improve conditions. ▪ Fertilising completed at Box Hill Gardens and Civic Centre to prepare for Spring Festival and Carols.
Tree Management	This service is responsible for the strategic and operational management of Council's street and park trees to meet community expectations as well as statutory and safety obligations. It includes planning for increasing the	▪ 1,100 new and replacement trees planted for the year-to-date 31 December 2017. ▪ Watering of new trees planted in previous 2 years has commenced for the summer period. ▪ Hazard pruning in Bushland areas has commenced. ▪ Cyclic block pruning is continuing throughout the municipality.

Service	Description	Quarterly Service Highlights
	quantity and quality of trees within Whitehorse as well as maintaining the health and amenity of existing trees through inspections, pruning and removals in line with Council policy.	

Strategic Direction 4: Strategic leadership and open and accessible government

Annual Plan Major Initiatives and Initiatives Update

Major Initiative	Description	Responsible Officer	Target completion date	Current Status	Progress Against Target	Progress Comments
Digital Transformation Strategy	Implementation of year one of the <i>Digital Strategy 2017</i> .	Head of Business Technology	June 2018	In progress	 GREEN	Following the first round of recruitment, a further 3 FTE positions were signed in the period paving the way for specialist expertise in the areas of Social Media, Digital Marketing and Content & User Experience to augment the Digital Team in early 2018. In parallel, Digital team members conducted extensive consultation with Business Units to understand current process and application workflows and any challenges associated with these. Further analysis informed possible areas of the business for priority attention and development of Proof of Concept (PoC) systems. An update provided to the Digital Steering Committee in November sought and received approval for the proposed PoCs. Early work has also focussed on the functional requirements of a new Web Content Management System - a core enabling component of the Whitehorse's Digital Transformation Strategy.
Strategic Land Management Program	Complete due diligence on identified Council landholdings.	Manager Property and Rates	June 2018	In progress	 GREEN	Presented on behalf of Council, in its corporate capacity, at the C194 Panel Hearing. Completed environmental assessments for select sites. Completed desktop traffic assessment for a select site.

Major Initiative	Description	Responsible Officer	Target completion date	Current Status	Progress Against Target	Progress Comments
						Arranged valuations of select sites. Review of policies and strategies relating to select sites. Negotiated final acquisition areas and secured final compensation payment for the Springvale Road grade separation.

Initiative	Description	Responsible Officer	Target completion date	Current Status	Progress Against Target	Progress Comments
Implementations of the requirements of the Local Government Act Review	Implementation of requirements of the <i>Local Government Act Review</i> .	Manager Civic Services	June 2018	Not started	Not due to commence	The draft exposure Bill has been issued for consultation and comment by 23 February 2018. The Bill is being reviewed and a council submission will be prepared.
Business Improvement Program	Continue to implement an organisation wide business improvement program focusing on benefits such as improving effectiveness, responsiveness, systems and reporting.	Head of Finance and Corporate Performance	June 2018	In progress	 GREEN	Council approved the Business Improvement Strategy Phase II. Phase II involves building capability to run improvement projects. Capability building activities for the quarter included updating Whitehorse's own improvement methodology and developing continuous improvement training. Training is scheduled for the end of March 2018. Fourteen business improvement projects were active during the quarter. Of the fourteen initiatives, eight projects are in progress and six projects completed and in monitoring phase. The benefits of these projects in progress, as well as monitoring of completed projects, can be reviewed in Section 4 – Business Improvement.

Quarterly Service Highlights

Service	Service Description	Quarterly Service Highlights
Council Support	Provision of services involved with the conduct of citizenship ceremonies, legal expenses, Council receptions and functions, general office expenses, Councillor development and training and the conduct of Council elections.	- Working relationship with Mayor ensuring smooth management of Mayoral commitments. - Working relationship with Councillors as their support for conference registrations and event acceptance/apologies. - Continual scheduling of Citizenship Ceremonies to accommodate the Department of Immigration and Border Securities candidates waiting list in line with Federal and State requirements. - Continual organising of Mayoral/Councillors functions such as End of Mayoral term. - Scheduling of meetings on behalf of the Mayor with internal/external stakeholders including Local MP's. - Maintain gift registry on behalf of Mayor and Councillors. - Maintaining a reporting process of the signing of Mayor/Councillors Monthly Mobile Phone usage schedules. - Maintaining a reporting process of the signing of the Mayor/Councillors Cab usage.
Civic Services	Includes the provision of customer service at Council's three service centres; governance services including coordination of Council meeting documents, managing Freedom of Information applications and maintaining Council's statutory records; fostering international relations particularly with Council's Sister City Matsudo, and cleaning and maintaining the municipal offices.	Governance - Continued participation, oversight, advice provided in relation to statutory compliance matters such as Freedom of Information, Registers of Interest, Delegations and Authorisations. - Conducted an audit of Authorised Officer Appointments. - Participated in two Freedom of Information network meetings with other local government agencies. - Ongoing processing of Freedom of Information applications, including nine new applications received during the October to December 2017 quarter. - Participated in an Exposure Draft briefing for metropolitan Councils on the review of Local Government Act 1989. - Facilitated a training session for Property and Rates department on the Freedom of Information Act 1982. - Prepared for an upcoming VAGO audit, request for Council's Department Gift Registers and Minutes of Confidential Meetings. - Prepared for the Statutory Meeting to elect Mayor for the coming Mayoral year, including an induction plan for the incoming Mayor. - Met with Council's auditor to provide advice on Council policy in relation to Gifts, Benefits and Hospitality. - Conducted Governance induction for new staff members. - Participated in a meet and greet with a resident from the City of Whitehorse Canada who was visiting Melbourne. - Ongoing interaction with City of Matsudo in relation to a visit by City of Matsudo staff member in February 2018 for a two week 'study visit' to Whitehorse; and collaboration with Box Hill Community Arts Centre staff for Matsudo Week 2018 events, workshops and projects. - Statutory and other proceedings for the minor suburb boundary alignment continued, including lodging the proposal/request with the Office of Geographic Names for consideration and approval. - Support and advice provided on Infocouncil electronic agenda management system and the Councillor Dashboard – the information hub for Councillors. - Civic Centre Office Clean-Up day conducted with high involvement of all areas of the organisation. - Participation and advice in relation to the Civic Centre redevelopment.

Service	Service Description	Quarterly Service Highlights
		▪ Commenced preparation for Council's Australia Day 2018 Civic Awards and Citizenship ceremony. ▪ Completed orders for two Capital Works projects. ▪ 2018/2019 Budget preparation for Governance, Council Expenses, Headquarters and International Relations programs. Customer Service ▪ Despite increased workload over this period, the Customer Service Team recorded strong results against targets. A total of 33,956 calls were answered, 88.71% of these being connected within 20 seconds. An increasing number of calls were resolved at the first point of contact, 36.14%, which demonstrates the benefits of system and training initiatives. ▪ Council's Customer Service Centres served 12,987 customers over the counter and in addition processed 12,760 in person cashing transactions. An additional 89,186 transactions were made through alternate payment options such as the internet, BPAY and Australia Post. ▪ The Customer Service Improvement Project has continued to drive initiatives to support the delivery of exceptional customer service. During this quarter, the Customer Service Quarterly Report has been further enhanced to incorporate data relating to the volume of Complaints and Compliments received by Council. The report is distributed throughout the organisation, allowing departments to examine results both for improvement opportunities and for recognition of staff. ▪ A number of staff from a variety of departments, participated in our tailored training program, Customer Service – It's Everyone's Business. Feedback from attendees has been overwhelmingly positive, many commenting on the relevant content and the enhanced customer service skills they developed.
Communications	This service manages Council's communications activities including the production of Council publications such as the Whitehorse News and Annual Report. The service also manages content on Council's seven websites, six Facebook pages and produces printed and electronic communication for the community, Councillors and the organisation.	▪ Published 6 copies of the Whitehorse News. ▪ Prepared 64 speeches. ▪ Designed and produced 131 publications including brochures, banners and postcards. ▪ Produced Whitehorse Calendar featuring young people's art created at Box Hill Community Art Centre. ▪ Major promotions included: Heritage Week, Seniors Festival, School Day Historical Map, Spring Festival and Carols. ▪ Prepared 21 communication strategies on behalf of various departments. ▪ Responded to 50 media enquiries. ▪ Produced 126 media releases. ▪ Published 26 advertisements in Whitehorse Leader, promoting a range of Council events, services and initiatives. ▪ Produced 6 informative telephone on-hold messages.
Organisation Development	Provides human resource management services including staff recruitment, corporate training and development, industrial relations and volunteer	▪ Recruitment for New Business Initiatives has continued in the second quarter with employees engaged in the Digital team and project workers. ▪ Development of induction Compliance training for volunteers in Meals on Wheels has been undertaken in time for the first session in late January. ▪ Significant work has progressed on the Risk Strategy and revisions of Council's strategic and operational risks. ▪ The Emerging Leaders group have completed their Swinburne module with distinctions in their assessment and the

Service	Service Description	Quarterly Service Highlights
	advisory services.	completion of a draft Change Management model for the organisation. ▪ The first stage of the Gender Equity program with Local Government Victoria has been completed with some recommendations made for the next stage of the program. ▪ A major Workforce Planning project has also commenced in the organisation with a number of Departments participating in this first phase of the project.
Risk, Health and Safety	This service administers Council's occupational health and safety program, ensures compliance with occupational health and safety legislation, manages Council's insurance program and implements the risk management framework.	▪ The upgraded Contractor Induction program has been completed and is being actively used throughout the organisation. The pre-qualification makes it easier for Council officers to check contractor's insurances, licences, safety procedures and ensures all their employees have been inducted.
Finance and Corporate Performance	This service manages Council's corporate planning, performance and continuous improvement functions, financial management, payroll, and procurement, tendering and contract administration.	▪ Completion and submission of annual Victorian Grants Commission and Essential Services Commission returns. ▪ Successful completion of the Procurement and Payroll Internal Audits. ▪ Commenced Phase II of the Whitehorse Business Improvement program. ▪ Successful migration to cloud environment of CAMMSstrategy (Interplan). ▪ Launched the 2018/19 budget process. ▪ Identification of twelve improvement champions for training during 2018.
Corporate Information	This service manages and maintains Council's corporate record system and information across the organisation.	▪ Continued to respond to internal RM system/Information Management enquiries and privacy enquiries on a daily basis. ▪ Continued to process incoming correspondence in a timely manner. ▪ Continued to lodge Private Building Surveyors documentation in a timely manner. ▪ Continued to provide archiving and retrieval services in a timely manner. ▪ Continued to provide appropriate levels of training for RM system. ▪ Continued to monitor and maintain the Business Functional Classification Scheme in RM to ensure it serves its purpose and that it does not get out of date or fall into disuse. ▪ Continued to provide RM action tracking reports to the Executive and Managers. ▪ Continued to implement Data Migration Strategy. ▪ Continued with the RM system upgrade project process.

Service	Service Description	Quarterly Service Highlights
Information Technology	This service manages and maintains Council's computer systems and networks.	▪ Successfully upgraded the core Pathway application to enable latest features and security. ▪ Continued to migrate systems to the new firewall platform, increasing internet security. ▪ Installed new infrastructure for the dual data centre setup to enhance Disaster Recovery (DR) capability. ▪ Migrated pilot and test systems to the new DR capable infrastructure. ▪ Organised Optus In-Building Coverage for superior mobile reception in the Civic Centre. ▪ Continued to support the organisations IT applications and infrastructure.
Property	This service manages Council properties, conducts property valuations, and maintains the Geographic Information System.	▪ Completed settlement of 2 Carrington Road, Box Hill. ▪ Various lease documents including residential and commercial lease. ▪ Completion of valuation objection period. ▪ Public Open Space valuations. ▪ Land Under Roads methodology document. ▪ Removal of drainage easement at Harrow Street car park. ▪ Procurement of aerial imaging for GIS. ▪ Advice regarding 5 South Parade occupation.
Rates	This service undertakes rate revenues and fire services property levy collection.	▪ Successful collection of 1st and 2nd instalments. ▪ Generation of approximately \$493,000 in supplementary rates income. ▪ Remitted Fire Services Property Levy fund to the State Revenue Office. ▪ Completed a draft rates aged debtor plan.
Watts Street Parking Service	This service provides multi-level car parking facilities in Watts Street, Box Hill.	▪ Installed equipment running correctly. ▪ Income stream and occupancy performing in accordance with forecasts.
Emergency Management and Business Continuity	This service implements Council's responsibilities as detailed in the <i>Emergency Management Act 1986</i> , the <i>Municipal Emergency Management Plan</i> and <i>Business Continuity Policy</i> .	▪ Updated all Departmental Business Continuity Recovery plans. ▪ Reviewed all business function Quantitative Impact Assessments and Recovery Time Objectives. ▪ Conducted Emergency Management Exercises: Box Hill Town Hall setup, ERC Traffic Management deployment, participate in Exercise East, assist in Active Armed Offender exercise with Vicinity Box Hill. ▪ Completed Crisisworks training for Whitehorse staff. ▪ Whitehorse Emergency Management webpage under redevelopment. ▪ Regional Influenza Pandemic and Extreme Heat Plans - In progress and on track. ▪ Develop and implement an Emergency Management community engagement plan for community groups highlighting the revised web page as a source of information - Scheduled to commence in April 2018.
Digital Transformation Strategy	This service provides the transition to digital platforms across the organisation aimed to deliver improved customer experience	▪ Following the first round of recruitment, a further 3 FTE positions were signed in the period paving the way for specialist expertise in the areas of Social Media, Digital Marketing and Content & User Experience to augment the growing Digital Team in early 2018. In parallel, Digital team members conducted extensive consultation with Business Units to understand current process and application workflows and any challenges associated with these. Further analysis informed possible areas of the business for priority attention and development of Proof of Concept (PoC)

Service	Service Description	Quarterly Service Highlights
	and operational benefits.	systems. An update provided to the Digital Steering Committee in November sought and received approval for the proposed PoCs. Early work has also focussed on the functional requirements of a new Web Content Management System - a core enabling component of the Whitehorse's Digital Transformation Strategy.

Strategic Direction 5: Support a healthy and local economy

Annual Plan Major Initiatives and Initiatives Update

Initiative	Description	Responsible Officer	Target completion date	Current Status	Progress Against Target	Progress Comments
Local Business and Community Events	Encourage local businesses to work with the community in creating events which promote a sense of place.	Assistant Manager Investment and Economic Development	June 2018	In progress	 GREEN	In partnership with Community Development and Victoria Police a business and community security and safety forum was held in October 2017 with over 12 Businesses taking up stalls and over 40 in attendance. In partnership with the Small Business Mentoring Service a Women in Business Financial Planning program was completed in October 2017 with 8 businesses completing the program.
Nunawading/Megamile and Mitcham Activity Centre Structure Plan	Review the Structure Plan to provide guidance for future improvement and development in Nunawading/Megamile East and Mitcham Activity Centre.	Manager Planning and Building	June 2018	In progress	 GREEN	Brief being prepared to undertake background work and scope future review of the Structure Plan.
Box Hill Metropolitan Activity Centre	Review and action the biennial investment, development and economic update for the Box Hill Metropolitan Activity Centre.	Assistant Manager Investment and Economic Development	June 2018	In progress	 GREEN	Box Hill First Stakeholder Group met on the 16 October with a record number of stakeholders (>30) in attendance. Presentation by Michael Nolan Chair, United Nations Global Compact - Cities Programme was well received and generated considerable debate. Continued dialogue with Vicinity Centres on the future plans for Box Hill Central and the opportunity to be aligned with the redevelopment of the Box Hill Transport Interchange remains critical. Increased advocacy towards a "Better Box Hill" will intensify as the 2018 State Election approaches.

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>.	▪ Delivered Council's annual Think Local Buy Local Campaign over 3 months to the lead up to Council. ▪ Local radio and media promotions towards supporting local businesses. ▪ Completed the Whitehorse Festive Window Decoration Competition with over 35 nominations received with five businesses selected for prizes. ▪ Small business mentoring bus visited Whitehorse with over 25 drop-ins seeking business advice. ▪ Work on a Whitehorse and Box Hill Visitor Guide has commenced. The Guide should be completed and distributed by end March 2018.

Section 3 – Performance against Customer Service Targets

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

Performance Indicator	Target	Actual	Trend	Progress Comments
Percentage of calls answered within 20 seconds	80%	88.78%	 GREEN	Council's call centre groups, combined, exceeded target for the volume of calls answered with 20 seconds. Over 88% of calls were connected to an officer inside 20 seconds, with an average wait of 13 seconds.
Percentage of total calls answered	95%	96.11%	 GREEN	A total of 89,750 calls offered to Councils queue groups were answered, representing over 95% of all calls presented. A remaining 3,631 calls were terminated prior to connection.
Enquiries resolved at first call	70%	65.80%	 AMBER	Over 65% of calls answered were managed to conclusion at the initial contact point. The remaining 34.20% of queries required specialised assistance and were subsequently transferred to either a skilled officer or department. Plans to improve first call resolution include ongoing system development, combined with building capability of staff at the front line.
Records management actions completed within allocated timeframes* (Records Manager)	95%	96.60%	 GREEN	Total number of actions – 19,116 Total number of overdue actions – 656

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

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

Section 4 – Business Improvement

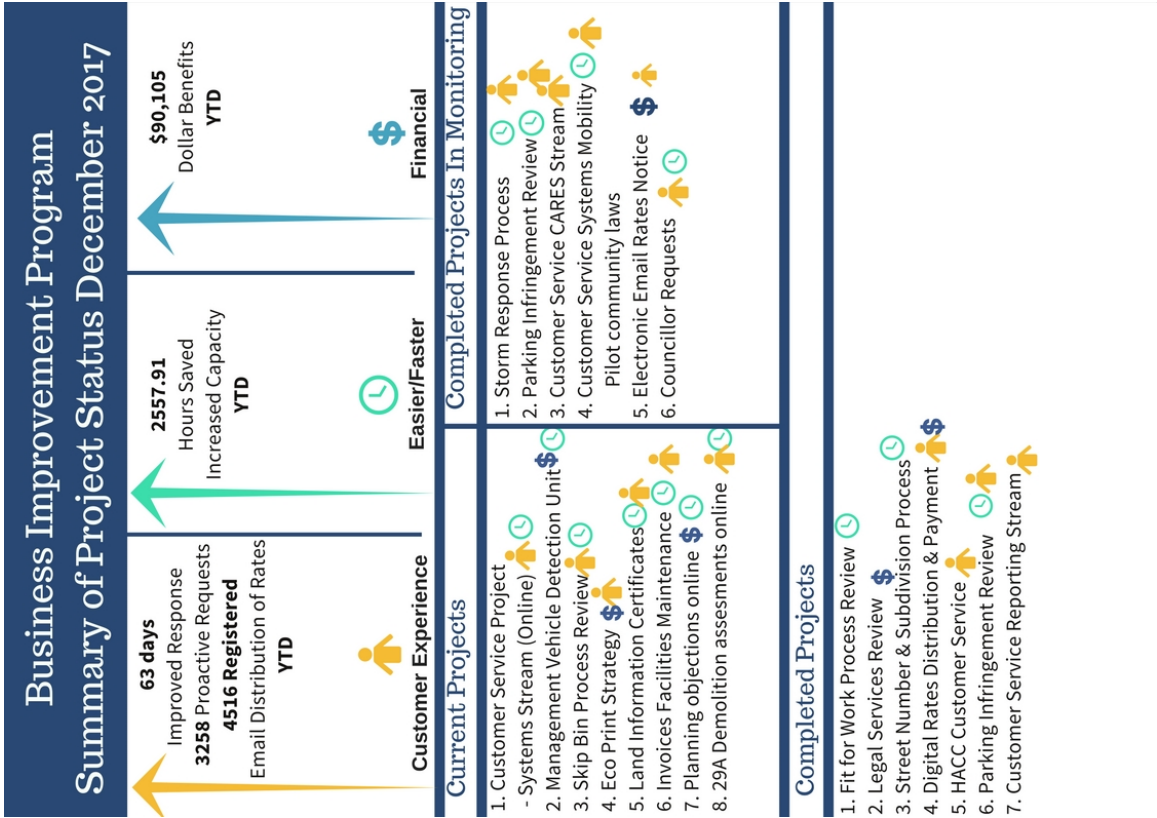
Business Improvement Projects –
Project Update October to December 2017

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

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.

Fourteen business improvement projects were active during the quarter. Of the fourteen projects, eight remain current and in progress and the remaining six in the monitoring phase. Resulting benefits for the year to date are shown in the summary diagram

Council approved the Business Improvement Strategy Phase II. Phase II involves building capability to run improvement projects. Capability building activities for the quarter included updating Whitehorse's own improvement methodology and developing Continuous Improvement training. Training is scheduled for the end of March 2018.

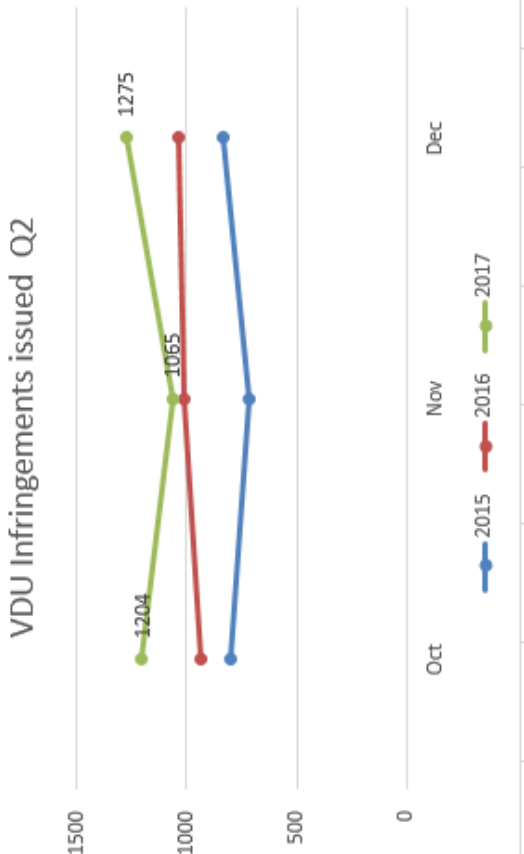


Business Improvement Projects – Highlight Project Updates October to December 2017

Project Title	Opportunity Identified	Change Implemented	October to December activities
Customer Service Project: Systems Stream Councillor Mobility Requests: <u>Change Champion:</u> Governance	Councillor mobility requests: providing access for Councillors to lodge enquiries or requests for action via their mobile devices directly into our CRM aimed to improve the experience as well as provide time saving for administrative process.	City Watch improves 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.	49 Councillor requests were submitted online achieving 9.8 hours increased capacity during the quarter. Several improvement opportunities, including GPS coordinates and automatic routing are under investigation.
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 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). 23 staff completed both Part 1 and Part 2 of the customer focused CARES training during the quarter. 73 staff completed Part 1.

Project Title	Opportunity Identified	Change Implemented	October to December activities								
Eco Print Strategy <u>Change Champion:</u> Business Technology and Engineering & Environmental Services	Multi-phased initiative to implement Eco Printing functions for staff aimed at: - reducing the cost of paper and consumables; - increasing flexibility, security and electronic document delivery; - delivering environmental benefits. Whitehorse currently prints 51% of documents in Colour with Multi-Function Devices not optimised for the economic and sustainable outcomes that can be achieved through the use of software such as Follow Me Print.	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.	Since full implementation on 1st January 2017, the following benefits of Follow Me Print have provided savings that equates to approximately \$70K by improvements realised in the below metrics <table><tr><td>Print volumes</td></tr><tr><td>2016 Baseline of >300K pages/month. During the quarter print page volume averaged 195K pages per month. This represents a 35% reduction easily surpassing the targeted 10% reduction</td></tr><tr><td>Colour printing</td></tr><tr><td>In 2016 the level of colour printing was 51% of all prints, a reduction of 10.3% was achieved to 40.7%.</td></tr><tr><td>Double sided printing</td></tr><tr><td>Improved from 40% to 42.5% averaged over the quarter.</td></tr><tr><td>Purged prints (never released or collected)</td></tr><tr><td>An average of 15K 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> In addition, customer experience benefits realised from Follow Me Print include enhanced security and flexibility when releasing prints and scanning documents. The Eco Print project moved from Current Projects to Completed Projects in Monitoring status at the end of the October to December quarter.	Print volumes	2016 Baseline of >300K pages/month. During the quarter print page volume averaged 195K pages per month . This represents a 35% reduction easily surpassing the targeted 10% reduction	Colour printing	In 2016 the level of colour printing was 51% of all prints, a reduction of 10.3% was achieved to 40.7%.	Double sided printing	Improved from 40% to 42.5% averaged over the quarter.	Purged prints (never released or collected)	An average of 15K 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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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 was undertaken with the submission process made available to customers via our website. In addition the workflow available through existing CRM system has enabled an electronic internal process including an automated email response to customers. Internal process review is in progress aimed to provide administrative efficiencies in processing these submissions.	The changes implemented have improved the customer experience with 24/7 accessibility to submissions online and immediate confirmation of receipt, having this channel available has reduced the need for customers cost to travel into the office or postage to lodge their submission/objection. Internally, a process and technical design is in progress aimed to provide administrative efficiencies in processing these submissions. Further reporting is being developed aimed to provide data analytics on online planning submission volumes.								

Project Title	Opportunity Identified	Change Implemented	October to December activities
Customer Service Project: Systems Stream Skip Bin Permits <u>Change Champion:</u> Community Laws	Skip Bin Permits: Council receives 1250 applications for skip bin permits issued by community laws. Existing process consumes 336.5hrs of administrative processing time with an opportunity to streamline the application and administrative process.	The ability for customers to apply for Skip Bin permits online. Benefits include an improved customer experience, reducing duplication of data entry, and automated reporting. Efficiencies in saving 6.5 minutes per permit or 135.4 hours per annum Reduction in invoice referral process from 24 hours per annum to 12 minutes. Electronic document delivery function can provide a further cost saving in postage up to \$1,250.00.	In the last quarter, the pilot roll out with 2 companies resulted in 56 applications being received online. Processing these permits provided a saving of 6 hours in administrative time and a saving in postage costs of \$36.40 Additional opportunities to improve Customer Experience were identified during the Pilot. After these improvement opportunities are implemented an additional 20 companies will have on-line access.
Mobility in the Field Community Laws Officers <u>Change Champion:</u> 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 are now rolled out to all community laws officers providing automated request allocations via online mapping with direct access to request information and customer details. Access allows officers to open, edit and close requests adding notes and looking up information as they investigate issues.	495 hours saved across 7 community laws officers resulting in increased capacity and improved presence within the community achieved through 1189 proactive activities undertaken during the quarter. 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

Project Title	Opportunity Identified	Change Implemented	October to December activities
Management of Vehicle Detection Units (VDU) Change Champion: Community Laws	To review existing business processes in the management of electronic parking detection units including the issuing of infringements. Standardised System Reporting with projected efficiency gains of 252 hours saved per year.	Structured work process informed by system data analysis. Staff engagement through weekly meetings, monthly 1on1 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 7hrs a week to generate. Infringements issued through the vehicle detection units 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.	From the baseline of the same quarter 2016 there was an increase of 558 infringements, equating to increased value of \$43,524. Increases were observed during October and December, whilst November remained steady from 2016 figures  VDU Infringements issued Q2
Customer Service Project: Systems Stream Change Champion: Planning	29A assessment: In 2016 there were 574 requests for demolitions (29A's). There is an opportunity to streamline the paper based process and perform all administration and authorisation functions electronically improving the customer experience and increased efficiencies in administrative processing time.	The 29A requests for demolition are now managed electronically with no hard copy documentation and an improved customer experience with a 24/7 online channel option. The final document is then delivered to the customer electronically improving response time and reducing postage or printing costs.	The October to December quarter was the first full reporting quarter after the system implementation during September 2017. During the quarter a total of 202 requests were processed resulting with 6.7 hours efficiency gains and postage savings of \$131.30.

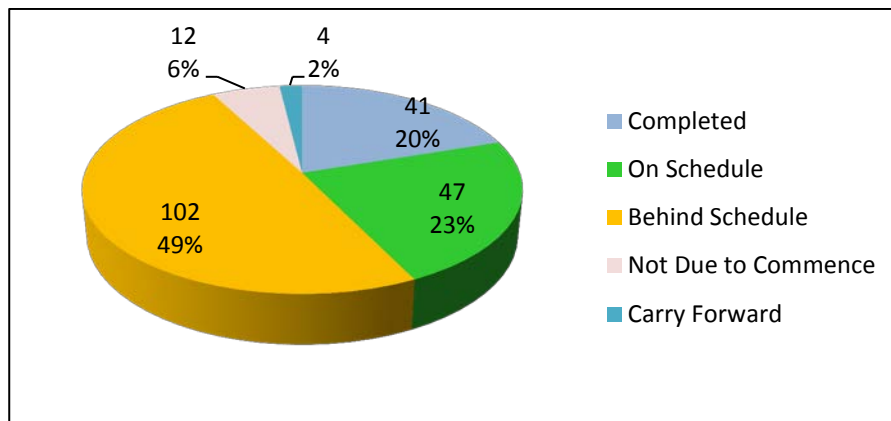
Project Title	Opportunity Identified	Change Implemented	October to December activities
Customer Service Project: Systems Stream <u>Change Champion:</u> Engineering & Environmental Services	<u>Applying the CRM Functionality of Electronic Document Delivery (EDD)</u> for community responses to improve the customer experience in receiving prompt acknowledgement responses whilst improving administration processes and efficiencies. This will result in cost savings in printing and postage (on average 364 letters are produced) and significant time savings for the Engineering Administration who currently average 25min staff time per letter.	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	EDD functionality now enables these letters (where an email address has been provided) to be produced within a reduced timeframe of approximately 1 minute providing time savings of approximately 145hours per annum . In addition, the cost saving of generating this electronic channel instead of post equates to a potential (reliant on email being provided) for \$345.80 saving in postage fees per annum . Further reporting is being developed aimed to provide data analytics on outgoing EDD volumes to enable realisable benefits.
Land Information Certificates <u>Change Champion:</u> Property & 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.	The Property Certificate Web Service currently under development will be used by customer to submit Land Information Certificates via a Web Service.	Working with the Digital Strategy team, process and application testing of the Property Certificate Web Service continued.

Project Title	Opportunity Identified	Change Implemented	October to December activities
Building Certificates <u>Change Champion:</u> Planning and Building Department	In 2016-2017 financial year 4,036 Building Certificates were processed. A review of the Building Certificate process to apply via an online transaction channel aimed to improve the customer experience and increase administrative efficiencies through saved hours has been undertaken.	The Property Certificate Web Service currently under development will be used by customer to submit Building Certificate requests. This process will remove the need to lodge each request in Pathway and the need to print the certificate thereby reducing both print and postage costs and increase capacity for administrative staff.	Working with the Digital Strategy team, process and application testing of the Property Certificate Web Service continued. Current state mapping of process has occurred and development of online process in Pathway Test to undertake a pilot test with the identified agencies making the large volume of these requests. Initial testing indicate a saving of approximately 3 minutes per application resulting in an annual saving of 201 hours based on the 2016-2017 financial year numbers).
Invoice Process Facilities Maintenance <u>Change Champion:</u> Facilities Maintenance	To review existing business processes in the receipt of approx. 3858 invoices received per annum and improving the processing time with a focus on increasing capacity for administration and duplication in printing. On average 10min per day is spent printing and processing invoices.	Process mapping and swot analysis has identified the opportunity to utilise our corporate record management system to electronically capture, workflow and process these invoices. This application will remove the need to print providing sustainable benefits and printing costs with increase capacity through administrative time savings to be identified through electronic process development and pilot.	This process is currently under review, with a goal to utilising our existing record management system avoiding the cost of an additional system purchase Outcomes of system testing against process will provide benchmark data and enable calculation of the projected benefits.

Section 5 – Capital Works Report

Capital Projects

There are 206 capital projects to be delivered over the financial year. At the end of the second quarter an additional 31 capital projects have been completed, 149 are in progress (47 are on schedule and 102 are slightly behind schedule), 4 carry forward and 12 are not yet due to commence.



Pictures below: Bennettswood Reserve Pavilion Redevelopment project nearing completion this quarter.





Capital Funding

Total available capital funding was \$41.2m as at 30 December 2017:

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

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

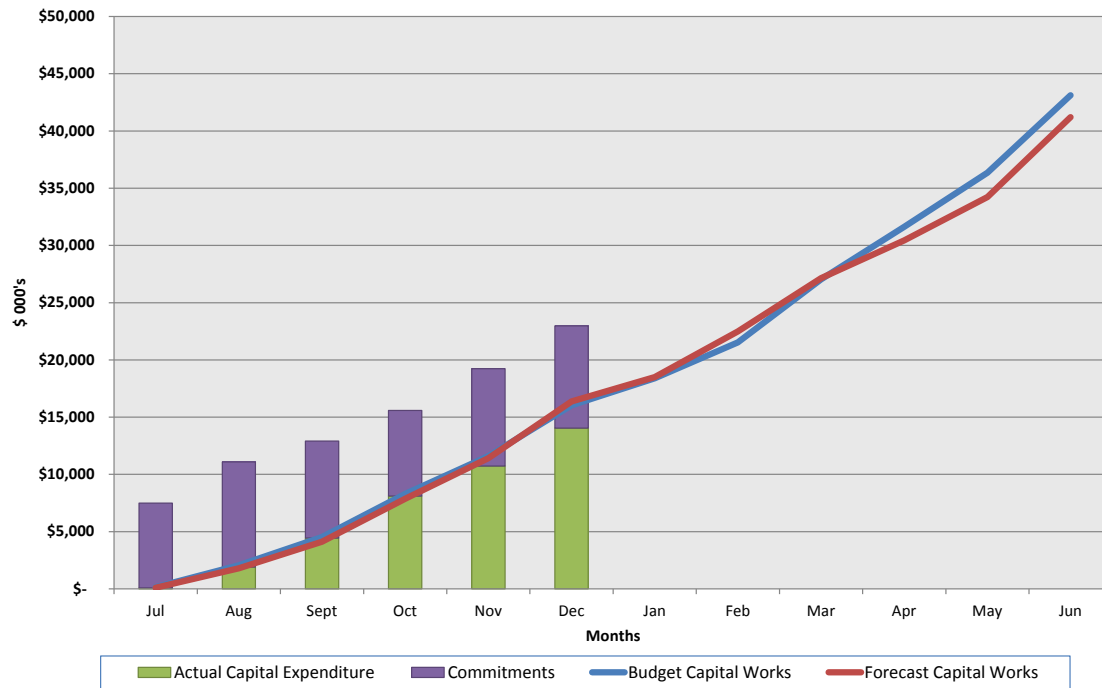
Capital Expenditure

As at 31 December 2017, actual capital YTD expenditure was \$14.04m, which is slightly lower than the YTD forecast of \$17.14m (see table below).

Actual capital YTD expenditure represents 34.08% of the total available capital funding. Total capital commitment stands at \$22.9m which equates to 55.6% of total available capital funding.

	YTD Actual \$000	YTD Budget \$000	YTD Forecast \$000	2017/18 Budget \$000	2017/18 Forecast \$000
Buildings	4,556	4,315	4,112	11,650	7,773
Buildings Improvements	1,484	1,820	2,116	6,185	6,240
Land	0	0	0	1,680	1,680
Total Property	6,040	6,135	6,228	19,515	15,693
Bridges	123	50	50	100	150
Drainage	496	715	731	1,865	1,671
Footpaths and Cycleways	1,560	1,161	1,441	3,033	3,242
Off Street Car Parks	44	142	142	582	582
Parks, Open Space & Streetscapes	1,319	1,605	2,374	3,480	4,459
Recreational, Leisure & Community Facilities	966	1,660	1,571	2,865	2,803
Roads	987	1,460	1,447	5,090	5,262
Waste Management	120	505	505	1,330	1,695
Total Infrastructure	5,616	7,298	8,262	18,345	19,864
Computers and Telecommunications	911	1,052	1,067	1,405	1,724
Fixtures, Fittings and Furniture	294	346	371	578	569
Plant Machinery and Equipment	1,178	1,200	1,215	3,283	3,343
Total Plant and Equipment	2,383	2,598	2,653	5,266	5,636
GRAND TOTAL	14,039	16,031	17,144	43,126	41,193

Capital Works Program 2017-18 Actual Expenditure V's Projected Expenditure



Section 6 – Financial Report

Executive Summary

The year-to-date financial result at 31 December was favourable to budget by \$10.06m. This primarily reflects \$2.84m additional contributions, and a mix of permanent and timing differences on year-to-date grant income (\$2.31m), employee costs (\$1.49m) and materials and services costs (\$2.47m).

The year-end result is forecast to be a surplus of \$33.86m, \$7.12m favourable to budget.

Year-to-date Result

As outlined above in the Executive Summary, the year to date result at 31 December 2017 reflects a favourable variance of \$10.06m. The significant variances to budget were as follows:

- 1) Statutory fees and fines were \$358k favourable to budget primarily reflecting a \$154k increase in statutory planning fees due to continued strong demand for planning application permits, a \$92k increase in parking infringements due to increased after hours monitoring, a \$68k increase in health fines, and a \$63k increase in Council election non-voter fines.
- 2) User fees were \$566k less than budget primarily relating to:
 - The Recycling and Waste Centre, which was \$406k less than budget primarily due to a decrease in patronage this year attributed to a new 24-hour facility opening in Dandenong South. Other contributing factors include loss of income from large customers for a week in September due to a significant mechanical failure and a \$110k timing difference relating to gate fee income collected for the last week of December, which has come through in January;
 - Leisure Facilities, which was \$238k unfavourable mainly reflecting lower than expected casual aquatic attendances and memberships at Aqualink Nunawading (\$98k), partly due to a 2-week closure of the pool for filter works, and lower casual attendances at Morack Golf Course (\$88k); and
 - Compliance, which was \$218k unfavourable to budget primarily relating to local laws infringements (\$141k) reflecting exemptions processed after matters being finalised at Court, and a \$105k timing difference on meter money collections.
 - Partly offset by the Whitehorse Centre, which was \$133k higher than budget mainly due to strong ticket sales to performances including the Wharf Revue and Mirusia from the Heart.
- 3) Grants – operating were \$2.06m higher than budget mainly reflecting a \$1.34m timing difference due to Q3 Commonwealth Home Support Program (Home and Community Care) funding being received early from the Department of Health, and \$257k disaster relief funding received in relation to an extreme storm event in January 2015.
- 4) Contributions – monetary was \$2.38m greater than budget mainly reflecting higher than anticipated public open space contributions (\$1.63m) and unbudgeted contributions towards the improvement of Council assets and facilities (\$751k). \$2.13m of this variance relates to the 850 Whitehorse Road, Box Hill development.

- 5) Contributions – non-monetary was \$460k favourable to budget due to the acquisition of 1A Bulkara Avenue, Forest Hill.
- 6) Employee costs were \$1.49m lower than budget reflecting favourable variances across a number of departments. The largest variances relate to:
- Digital Strategy, which was \$398k lower than budget reflecting the new roles which are progressively being recruited for this new initiative. Three additional positions have been recruited and have commenced in January;
 - Planning and Building, which was \$393k favourable to budget due to a number of vacant positions and the delayed commencement of the implementation of Municipal Wide Tree Study recommendations pending the Minister's decision;
 - Organisation Development, which was \$183k lower than budget primarily due to a lower annual Workcover premium than expected (\$127k);
 - Leisure Facilities, which was \$173k favourable to budget primarily relating to the Aqualink facilities (\$132k) and savings due to an employee secondment; and
 - \$188k timing differences in training and development costs across the organisation.
- 7) Materials and services were \$2.47m less than budget reflecting favourable variances across a number of departments. The most significant variances relate to:
- Engineering and Environmental Services, which was \$772k lower than budget, \$493k of which relates to Council's garbage (\$256k), hard and green waste (\$105k), and kerbside garden (\$99k) and recycling (\$33k) collection services, primarily due to lower than expected tonnage collected and lower than budgeted cost increases. The energy efficient street lighting changeover initiative was also \$104k lower than budget at 31 December;
 - Property and Rates, which was \$350k favourable to budget of which \$323k reflects a timing difference on the strategic land management program initiative, the costs of which are now anticipated to be incurred primarily in the second half of the year;
 - Digital Strategy, which was \$269k lower than budget mainly relating to website development costs, which are now anticipated to be \$200k lower than budget. With recruitment of main roles now completed, development works and expenditure will now accelerate;
 - Leisure Facilities, which was \$298k favourable to budget mainly reflecting a mix of timing and permanent differences for Morack Golf Course (\$118k), and timing differences for Aqualink facilities (\$167k) in promotions (\$68k) and contracts and services (\$55k); and
 - Home and Community Care, which was \$296k lower than budget mainly reflecting lower contract and services costs in Quality Business Support (\$84k), which has been reallocated for agency salaries, lower Home Care Package costs due to fluctuations in demand (\$82k), and timing differences in Direct Care Services costs (\$41k).
- 8) Depreciation was \$406k favourable to budget mainly due to a change in depreciation methodology for road assets subsequent to the revaluation conducted at 30 June 2017.

Projected Result

The Budget adopted at the Ordinary Council Meeting on Monday 26 June 2017 projected a year-end surplus of \$26.73m.

The second forecast review was completed by all Departments and reported in the November Financial Report to Council. The projected year-end result for 2016/17 has increased by \$2.22m since the previous forecast to \$33.86m, and is \$7.12m favourable to Budget.

Cash Position

Total cash and investments (including other financial assets) totalled \$147.95m at the end of December, representing a \$4.02m increase since the beginning of the year. \$11.12m was held in cash and short-term investments at 31 December.

Debtors

Council has collected \$38.64m or 35.4% of rate debtors as at 31 December 2017.

Other debtors (net of doubtful debt provisions) outstanding at 31 December amounted to \$3.04m of which \$156k has been outstanding for more than 90 days.

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Income Statement for the period ending 31 December 2017

	Year-to-Date				Full Year		
	Actual \$'000	Budget \$'000	Variance \$'000	Notes	Budget \$'000	Nov Forecast \$'000	Forecast Change \$'000
Income							
Rates	111,608	111,493	115		111,623	111,738	115
Statutory fees and fines	4,058	3,700	358	1	7,164	7,615	451
User fees	21,452	22,018	(566)	2	40,804	40,424	(380)
Grants - operating	10,436	8,374	2,062	3	16,238	16,728	490
Grants - capital	344	100	244		488	956	468
Contributions - monetary	6,591	4,210	2,381	4	9,406	11,589	2,183
Contributions - non-monetary	460	-	460	5	-	460	460
Interest income	1,861	1,727	134		3,781	3,921	140
Other income	1,725	1,515	210		3,105	3,342	237
Net gain / (loss) on disposal of assets	685	555	130		229	868	639
Total income	159,220	153,692	5,528		192,838	197,641	4,803
Expenditure							
Employee costs	35,377	36,871	1,494	6	73,740	72,596	1,144
Materials and services	24,366	26,839	2,473	7	58,672	58,267	405
Depreciation	12,220	12,626	406	8	26,106	25,205	901
Interest expense	122	121	(1)		232	232	-
Other expenses	4,815	4,975	160		7,356	7,486	(130)
Total expenditure	76,900	81,432	4,532		166,106	163,786	2,320
Net surplus / (deficit)	82,320	72,260	10,060		26,732	33,855	7,123

Balance Sheet as at 31 December 2017

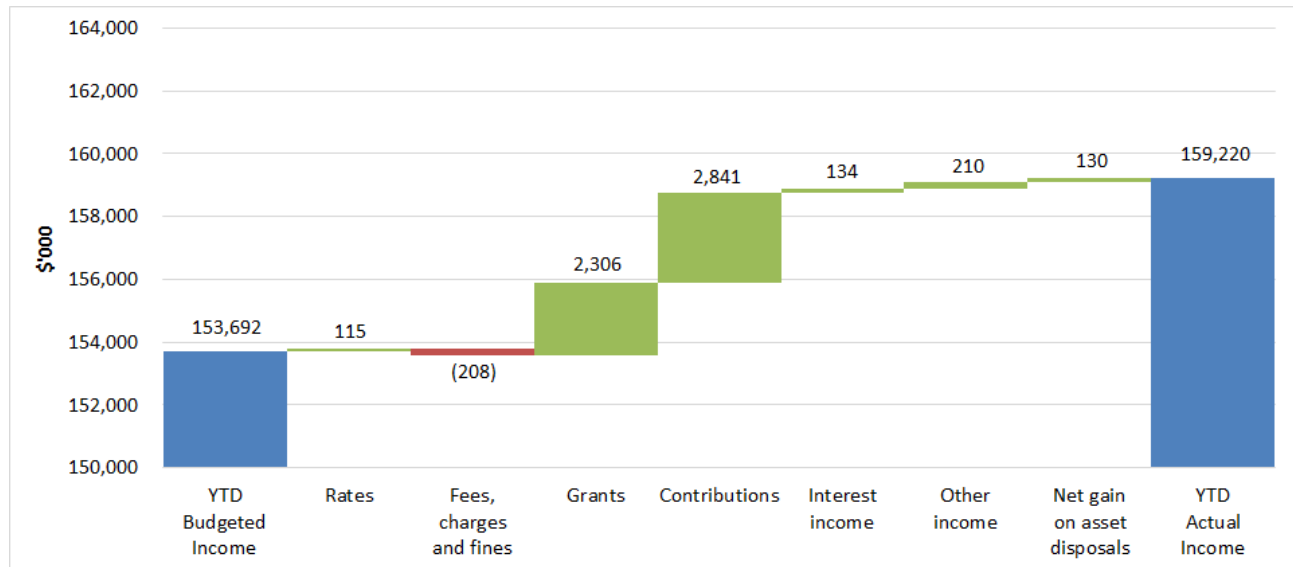
	2017/18 31-Dec-17 \$'000	2016/17 30-Jun-17 \$'000
ASSETS		
Current assets		
Cash and cash equivalents	11,123	18,204
Trade and other receivables	89,867	10,854
Other financial assets	136,826	125,723
Other assets	217	2,455
Non-current assets held for sale	18,954	18,954
Total current assets	256,987	176,190
Non-current assets		
Trade and other receivables	44	44
Investments in associates	7,805	7,805
Property, infrastructure, plant & equipment	2,957,157	2,956,545
Intangible assets	748	941
Total non-current assets	2,965,754	2,965,335
Total assets	3,222,741	3,141,525
LIABILITIES		
Current liabilities		
Trade and other payables	16,814	18,224
Trust funds and deposits	8,894	8,588
Provisions	14,863	14,679
Interest bearing loans and borrowings	274	436
Total current liabilities	40,845	41,927
Non-current liabilities		
Provisions	1,693	1,619
Interest bearing loans and borrowings	5,074	5,008
Other liabilities	1,619	1,781
Total non-current liabilities	8,386	8,408
Total liabilities	49,231	50,335
Net assets	3,173,510	3,091,190
EQUITY		
Accumulated surplus	784,113	742,178
Surplus (deficit) for period	82,320	41,935
Asset revaluation reserve	2,234,722	2,234,722
Reserves	72,355	72,355
Total equity	3,173,510	3,091,190

Cash Flow Statement for the period ending 31 December 2017

	2017/18 31-Dec-17 Inflows/ (Outflows) \$'000	2016/17 31-Dec-16 Inflows/ (Outflows) \$'000
Cash Flows from Operating Activities:		
Rates	41,043	40,479
Statutory fees and fines	4,058	3,408
User fees	22,437	21,772
Grants - operating	10,436	9,596
Grants - capital	345	105
Contributions - monetary	6,591	4,592
Interest received	1,861	1,519
Other receipts	1,725	1,783
Fire Services Property Levy collected	5,512	5,641
Employee benefits	(35,282)	(33,376)
Materials and services	(32,914)	(35,682)
Other payments	(4,815)	(4,854)
Fire Services Property Levy paid	(5,269)	(5,425)
Net cash from operating activities	15,728	9,558
Cash Flows from Investing Activities:		
Payment for property, infrastructure, plant and equipment	(14,039)	(12,688)
Proceeds from sale of property, infrastructure, plant and equipment	2,686	4,225
(Purchases)/sales of financial assets	(11,103)	420
Repayment of loans and advances from community organisations	6	3
Net cash used in investing activities	(22,450)	(8,040)
Cash Flows from Financing Activities		
Repayment of interest bearing loans and borrowings	(238)	(196)
Interest paid	(122)	(140)
Net cash used in financing activities	(360)	(336)
Net Increase/(decrease) in cash and cash equivalents	(7,082)	1,182
Cash and cash equivalents at 1 July	18,205	14,116
Cash and cash equivalents as at end of period	11,123	15,298

Operating Income and Expenditure

Graph 1.1: Year-to-date Operating Income Variance

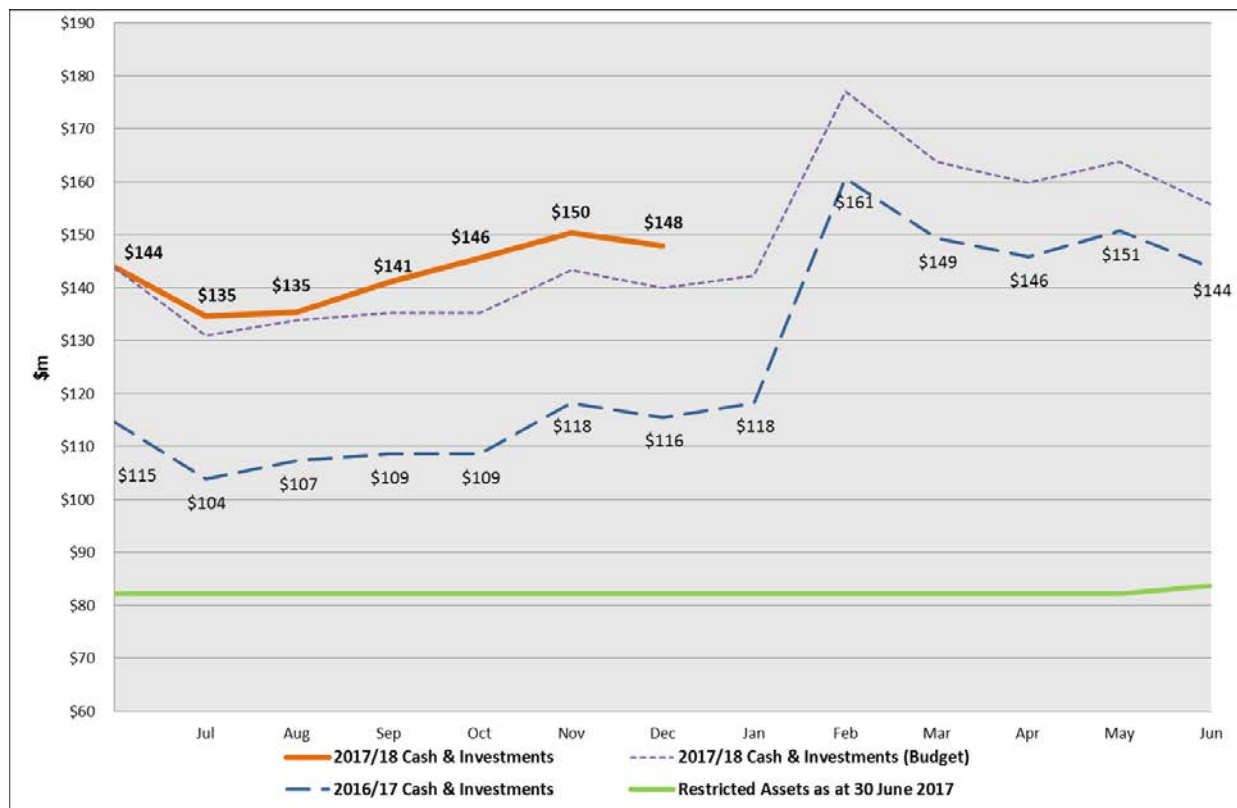


Graph 1.2: Year to Date Operating Expenditure Variance



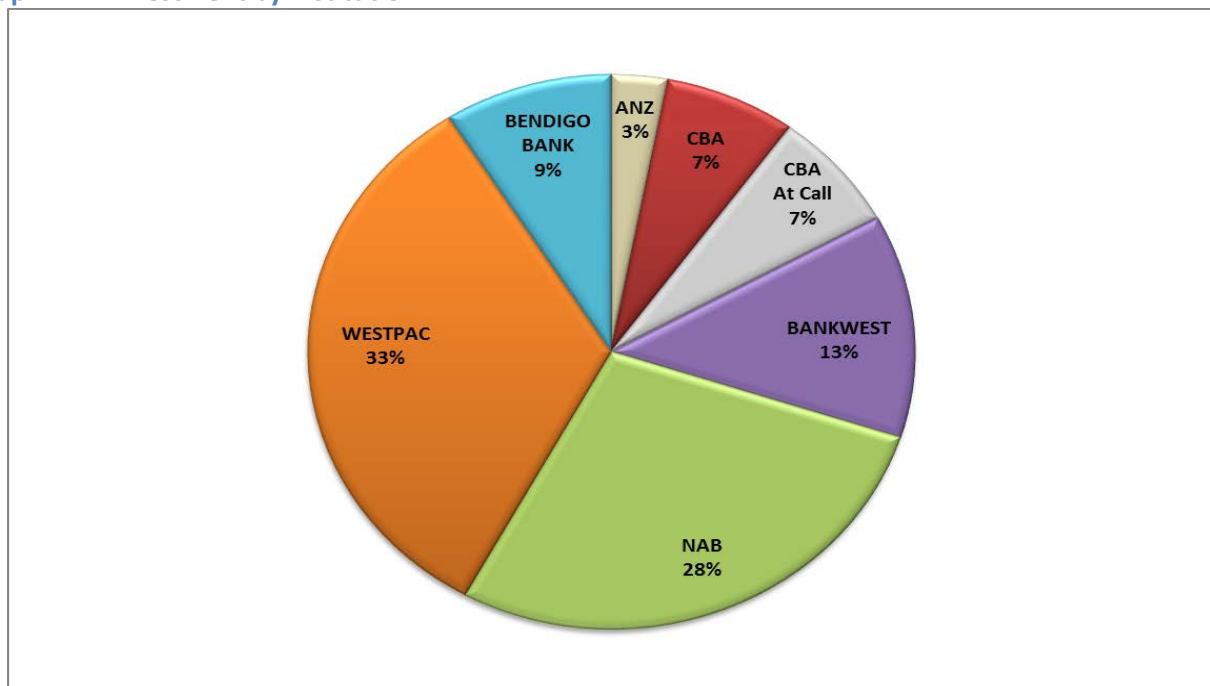
Cash and Investments

Graph 2.1: Cash Flow Comparison

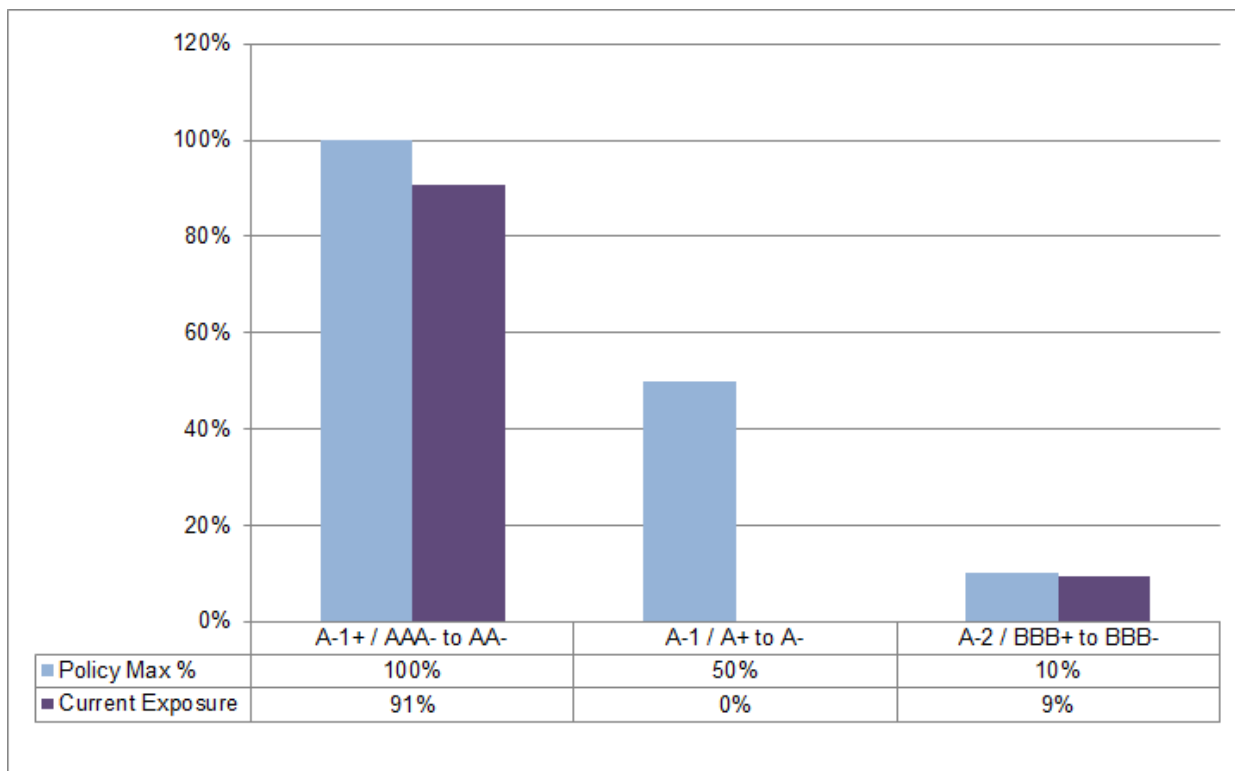


Note: Restricted Funds includes cash that is subject to external restrictions such as trust funds and deposits, Public Open Space Reserve and the Car Parking Reserve. It also includes funds allocated for specific future purposes such as the Aged and Disability Reserve, Community Development Reserve,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

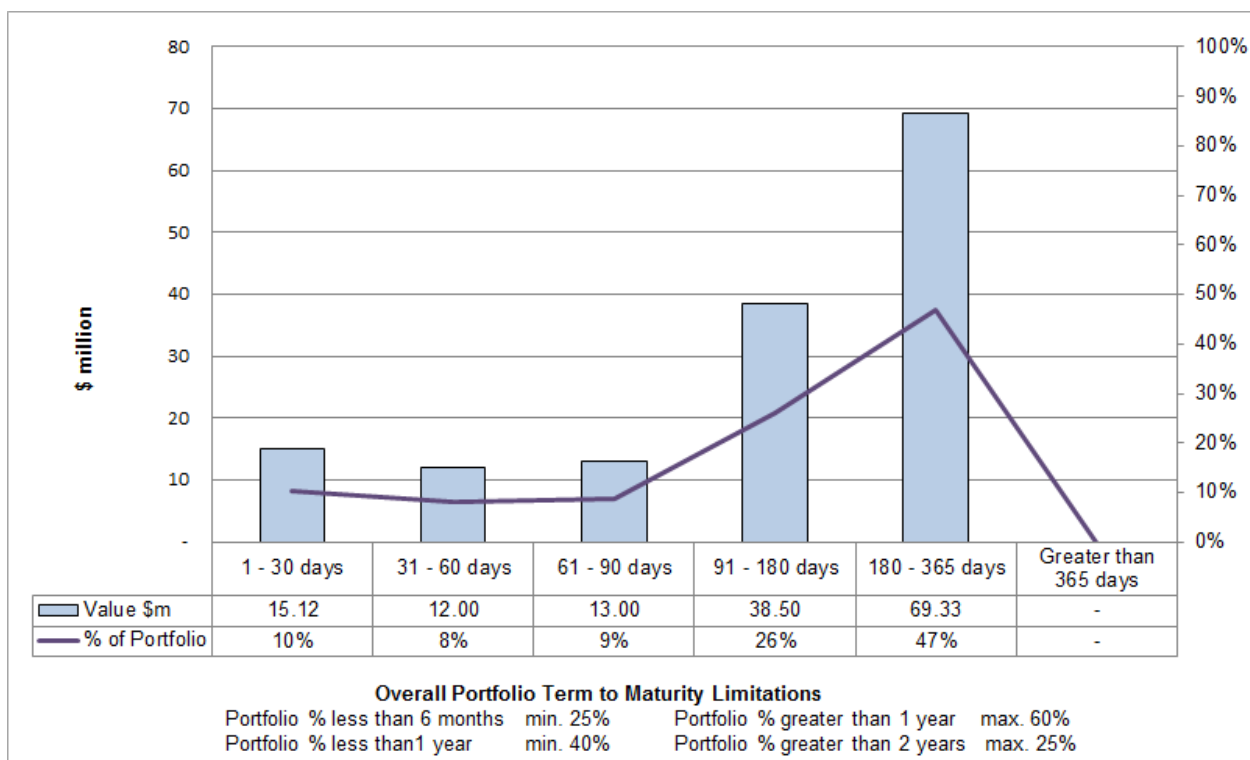
Graph 2.2: Investment by Institution



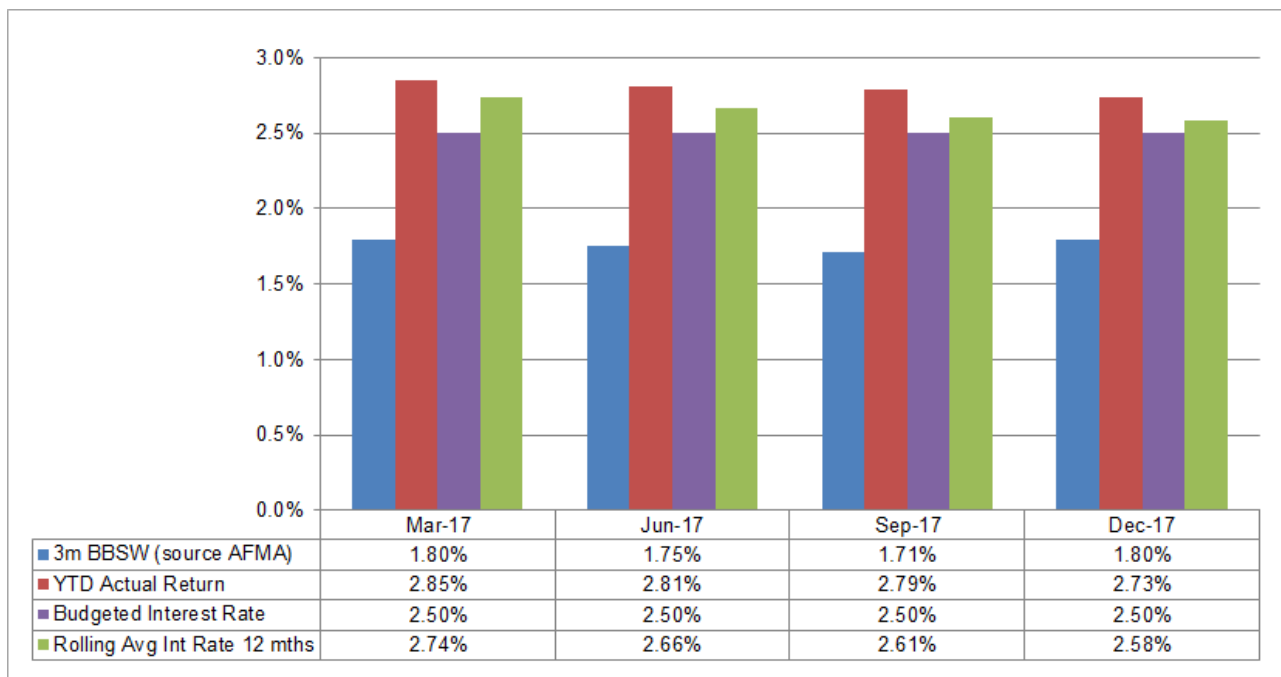
Graph 2.3: Cash and Investment Credit Ratings



Graph 2.4: Cash and Investment Portfolio Term to Maturity



Graph 2.5: Investment Benchmark Indicator



Rate and Other Debtors

Table 3.1: Rates Collected

	31-Dec-17 \$'000	31-Dec-16 \$'000	30-Nov-17 \$'000
YTD Rates Collected	38,635	37,975	32,256
% YTD Rates Collected	35.4%	36.1%	29.6%

Graph 3.1: Percentage of Current Rates Collected

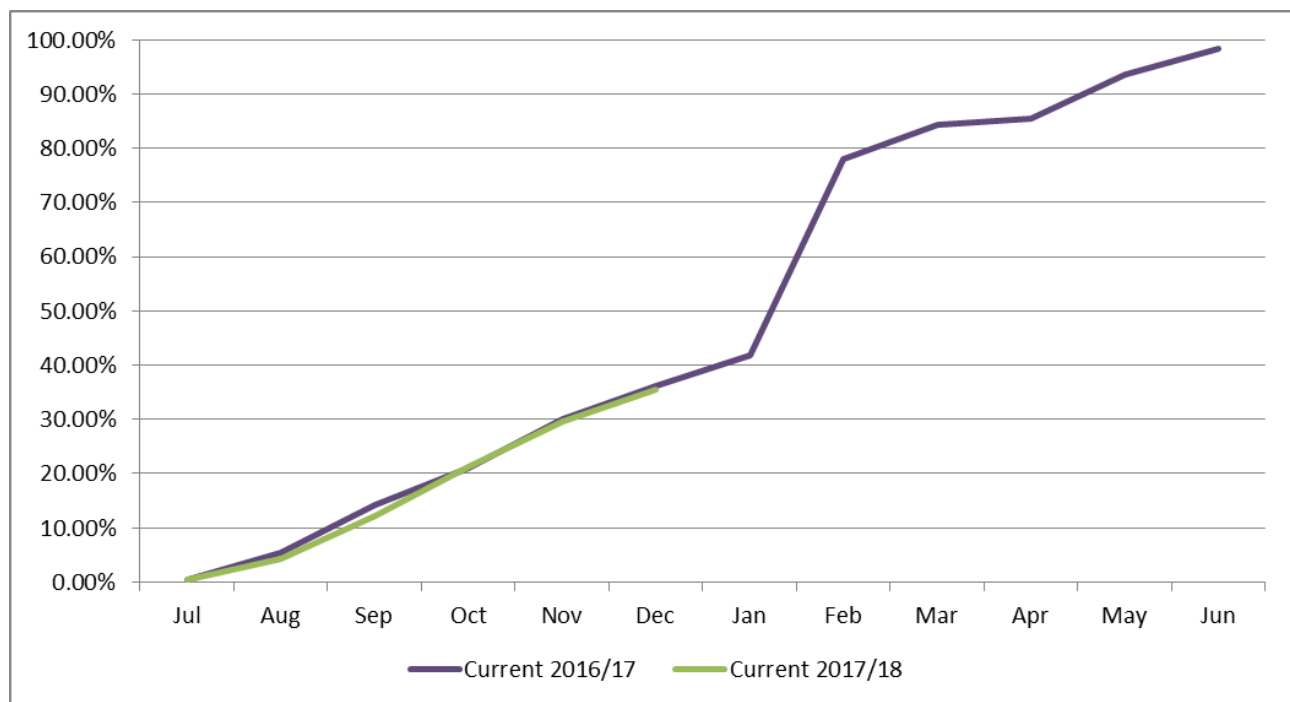
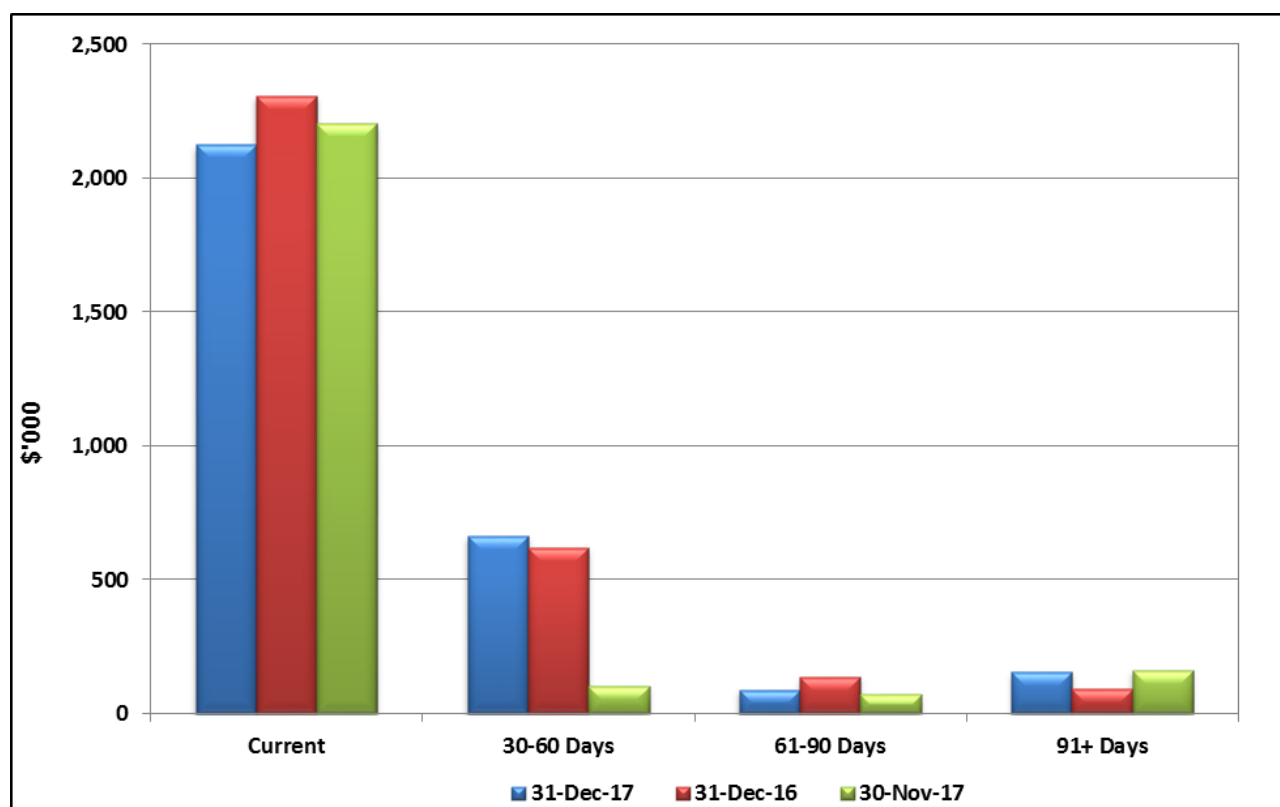


Table 3.2: General and Sundry Debtors

	31-Dec-17 \$'000	31-Dec-16 \$'000	30-Nov-17 \$'000
Current	2,127	2,310	2,205
30-60 Days	665	622	105
61-90 Days	91	140	73
91+ Days	156	94	164
Total Owing	3,039	3,166	2,547
Total over 60 days	247	234	237
% over 60 days	8.1%	7.4%	9.3%
Total over 90 days	156	94	164
% over 90 days	5.1%	3.0%	6.4%

Graph 3.2: General and Sundry Debtors – Aged Comparison

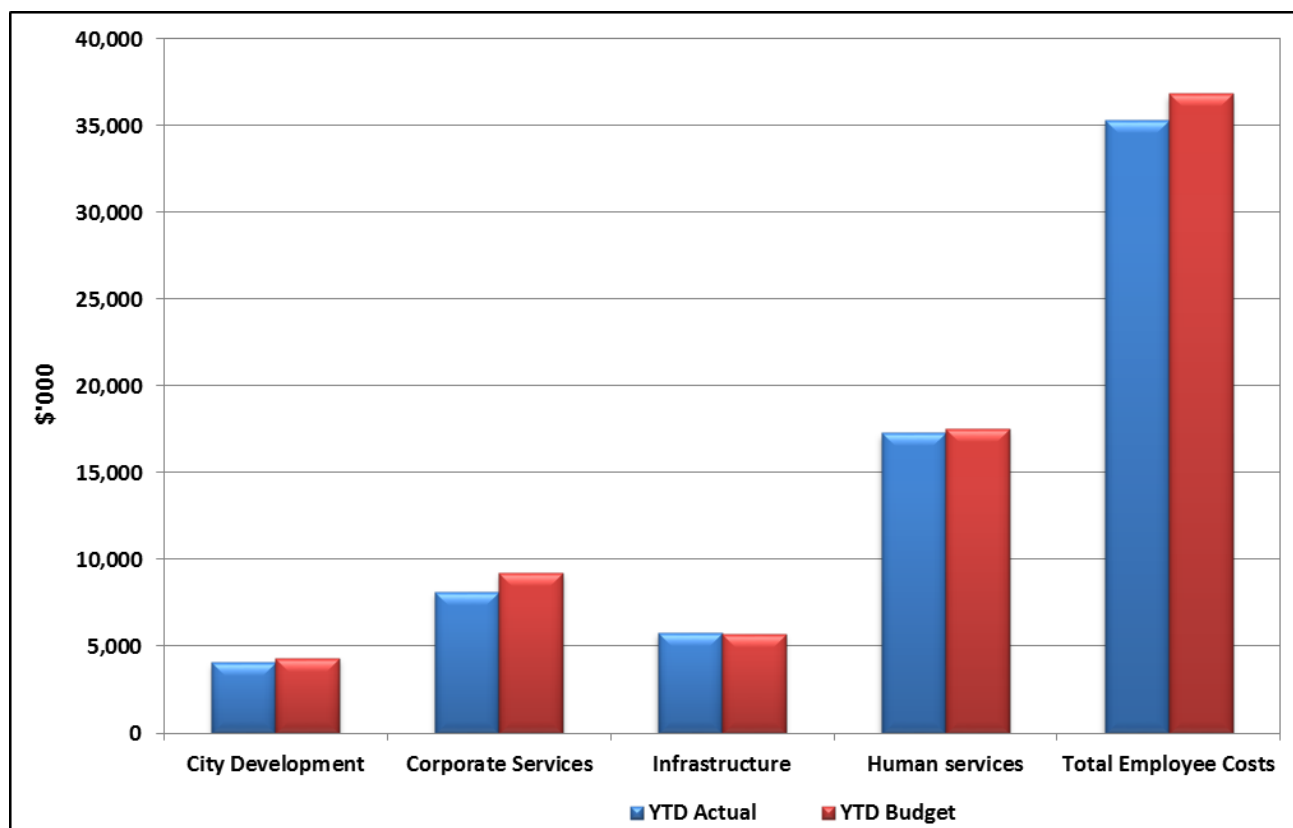


Employee Costs

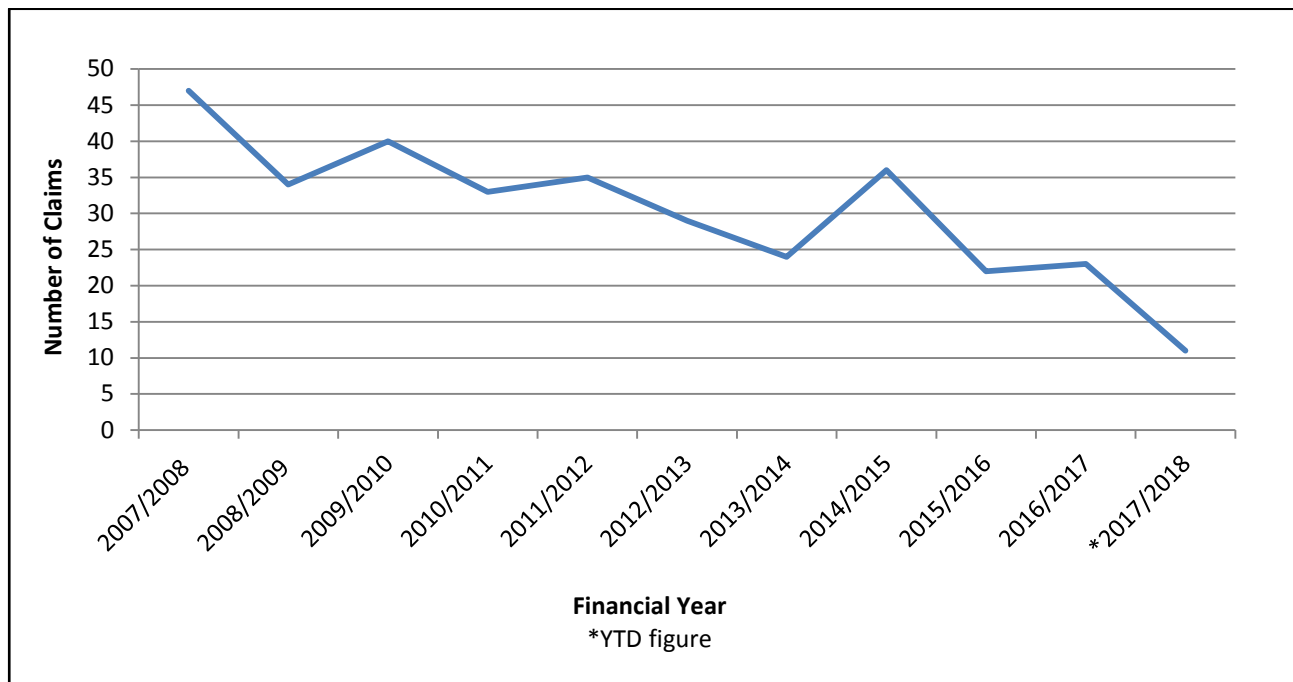
Table 4.1: Employee Costs by Division

Division	YTD Actual \$'000	YTD Budget \$'000	YTD Variance \$'000
City Development	4,081	4,329	248
Corporate Services	8,169	9,261	1,092
Infrastructure	5,801	5,736	-65
Human services	17,326	17,545	219
Total Employee Costs	35,377	36,871	1,494

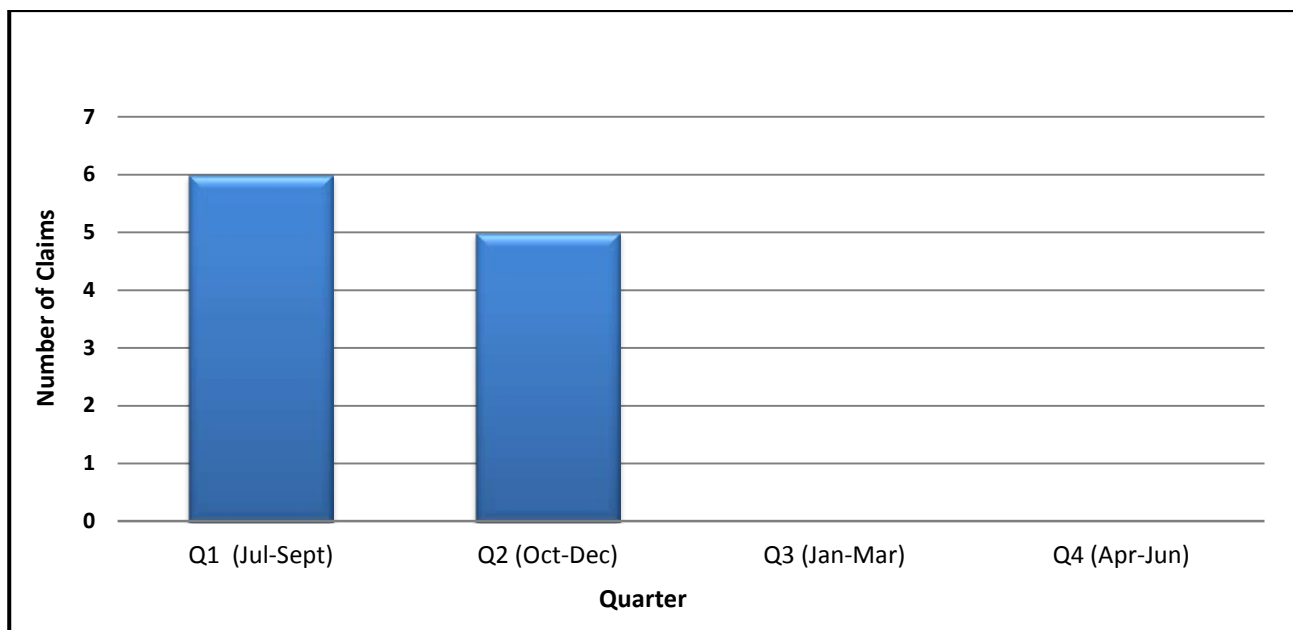
Graph 4.1: Employee Costs – Actual to Budget Comparison



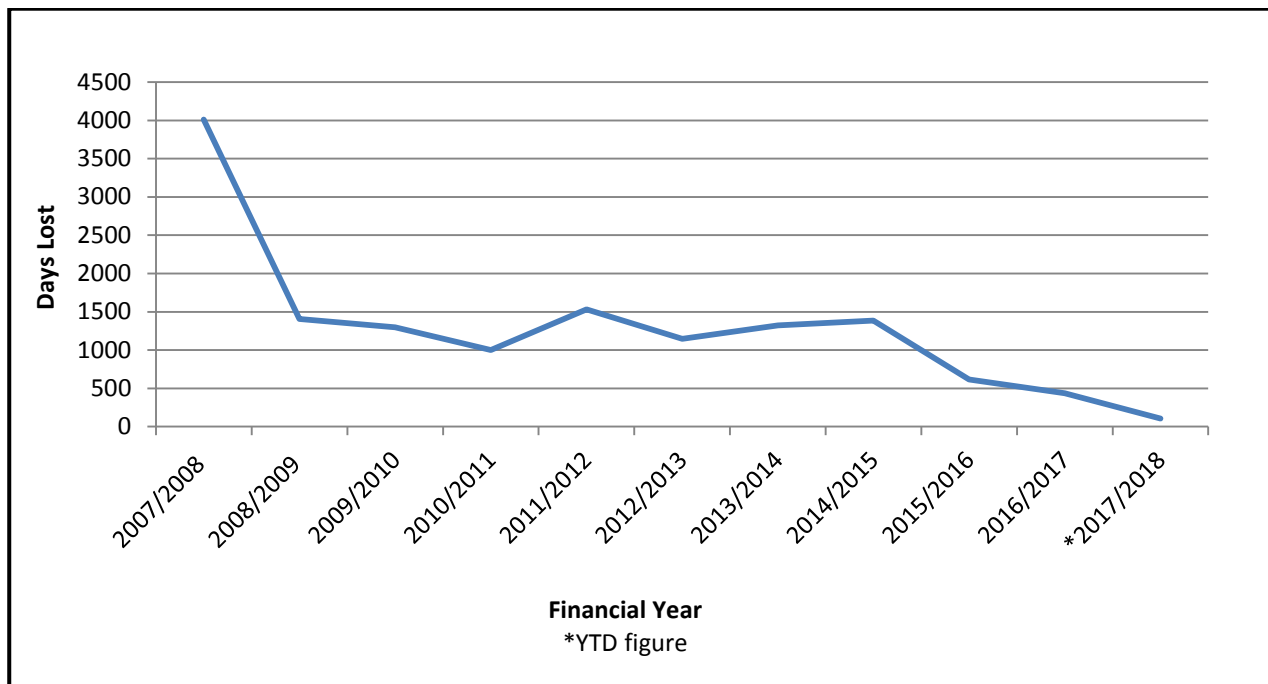
Graph 4.2: Employee Costs – Workers Compensation Claims 10-year trend



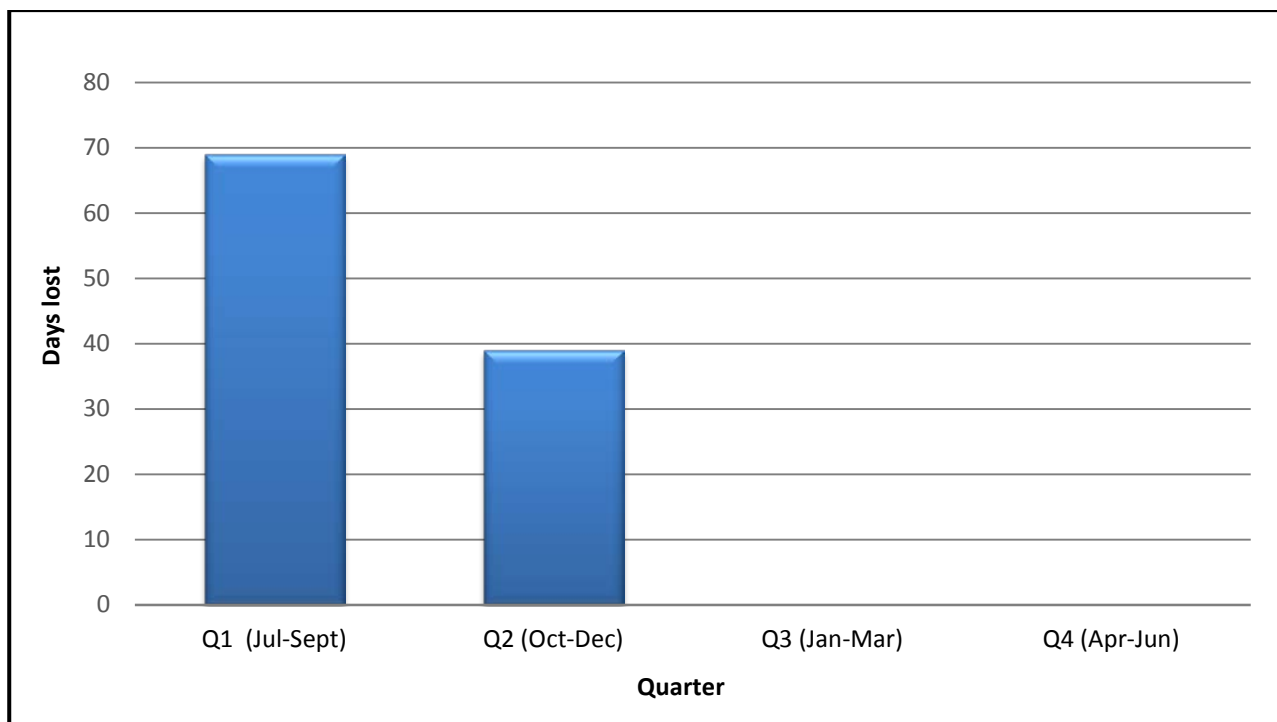
Graph 4.3: Employee Costs – Workers Compensation Claims 2017/18 FY



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



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



Section 7 – Audit Advisory Committee Minutes

This section contains the Audit Advisory Committee Minutes for the second quarter of the financial year – 1 October 2017 to 31 December 2017.

AUDIT ADVISORY COMMITTEE MINUTES

18 September 2017

1 OPENING OF THE MEETING

The meeting commenced at 10.30 am in Meeting Room 9.

2 PRESENT

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

IN ATTENDANCE

Ms Noelene Duff – Chief Executive Officer
Mr Peter Smith – General Manager Corporate Services
Mr Stuart Cann – Head Finance & Corporate Performance
Mr Andrew Zavitsanos – Crowe Horwath

3 APOLOGIES – Nil

Ms Woolmer was welcomed to the meeting as the newly appointed independent member.
Mr Zavitsanos was welcomed to the meeting as Council's new internal auditors.

4 CONFIRMATION OF MINUTES – 21 August 2017

Committee Resolution

That the Minutes of the Meeting of 21 August 2017 be confirmed.
Moved Cr Stennett, Seconded Cr Massoud

CARRIED

5 MATTERS ARISING FROM PREVIOUS MEETING – Nil

6 AUDIT COMMITTEE PLAN

The revised audit committee plan for 2017/18 was noted.

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

Strategic Internal Audit Plan 2017-2020

Mr Zavitsanos presented the internal audit plan and discussion followed. Mr Said advised that Asset & Infrastructure Management were a key focus for VAGO.

Committee Resolution

That the Committee note the report.

Moved Ms Woolmer, Seconded Cr Stennett

CARRIED

9.2 Audit Reports – Nil

9.3 Audit Scopes

The scope for the Procurement (Below Tender Threshold) Review was discussed.

Committee Resolution

That the Committee note the scope report.

Moved Cr Massoud, Seconded Ms Woolmer

CARRIED

The scope for the Payroll Review was discussed.

Committee Resolution

That the Committee note the scope report.

Moved Cr Stennett, Seconded Cr Massoud

CARRIED

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

10 EXTERNAL AUDIT

10.2 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 six recommendations by Management to be removed.

Moved Ms Woolmer, Seconded Cr Stennett

CARRIED

11.2 Audit Committee Matters – Nil

12 OFFICERS REPORTS

12.1 Risk Management

Progress on Protected Disclosures Procedures

The progress report on outstanding actions was circulated. It was suggested that when the procedures are reviewed, reference should be made to the 2016 IBAC report on the matter.

Committee Resolution

That the Committee note the report.

Moved Cr Massoud, Seconded Ms Woolmer

CARRIED

12.2 Financial & Performance Reports

Draft Annual Report of Operations 2016/17

The draft report was circulated and noted.

Committee Resolution

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

CARRIED

12.3 Fraud Control & Special Investigations – Nil

12.4 Other (including matters scheduled from Audit Committee Plan)

Corporate Policies Review

The following revised policies were received:

- Employee Conduct
- Conflict of Interest
- Major Community Infrastructure Projects

After discussion, it was agreed that Management incorporate suggested improvement options for consideration at the next update.

Committee Resolution

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

CARRIED

Child Safe Standards Update

The action plan on compliance with the child safe standards was circulated.

Committee Resolution

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

CARRIED

13 CORRESPONDENCE

13.1 VAGO

Public Participation & Community Engagement: Local Government Sector

The correspondence was noted.

13.2 DELWP – Nil

13.3 MAV – Nil

14 OTHER BUSINESS – Nil

15 CONFIRMATION OF DATE OF NEXT MEETING

Audit Advisory Committee Meeting Schedule 2018

The schedule of meeting dates for 2018 was circulated.

Committee Resolution

That the Committee note the schedule of meetings for 2018.
Moved Cr Stennett, Seconded Cr Massoud

CARRIED

The next meeting is to be held at 10.30 am on Monday 20 November 2017.

16 CLOSURE OF MEETING

The meeting closed at 12.01 pm.