



CITY OF WHITEHORSE

# Quarterly Performance Report

OCTOBER – DECEMBER 2018



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## Introduction

The Quarterly Performance Report for the second quarter ended 31 December 2018 provides a detailed report of performance against the major initiatives and initiatives identified in the *Adopted Budget 2018/19*. 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 ending 31 December 2018.

For this second quarter of the 2018/19 financial year we have carried out many activities from all areas of Council, including the following key highlights:

- *Nunawading Community Hub Development* – Work commenced mid-November 2018 with site clearing and bulk excavation complete and civil drainage underway.
- *Residential Corridors Study* – A final draft of the Residential Corridors Built Form Study has been completed and incorporates feedback from community consultation held during July and August 2018.
- *Digital Transformation Strategy* – A further 24 Council services are now ‘Apply and Pay Online’ enabled, bringing the total to 35 and augmenting the earlier compliance and efficiency benefits with 324 staff hours and 192 customer hours saved YTD.
- *Live streaming of Council and Committee meetings* – Live stream of Council meetings commenced on 12 November 2018. Our website page is fully operational providing information and archive access of meetings.
- *Box Hill Mall general waste and recycling bin upgrades* – the 10 general waste bins and seven recycling bins in the mall have been replaced with three sets of solar compacting recycling and waste bins with another set located in Box Hill Gardens near the new play space and barbeque area.

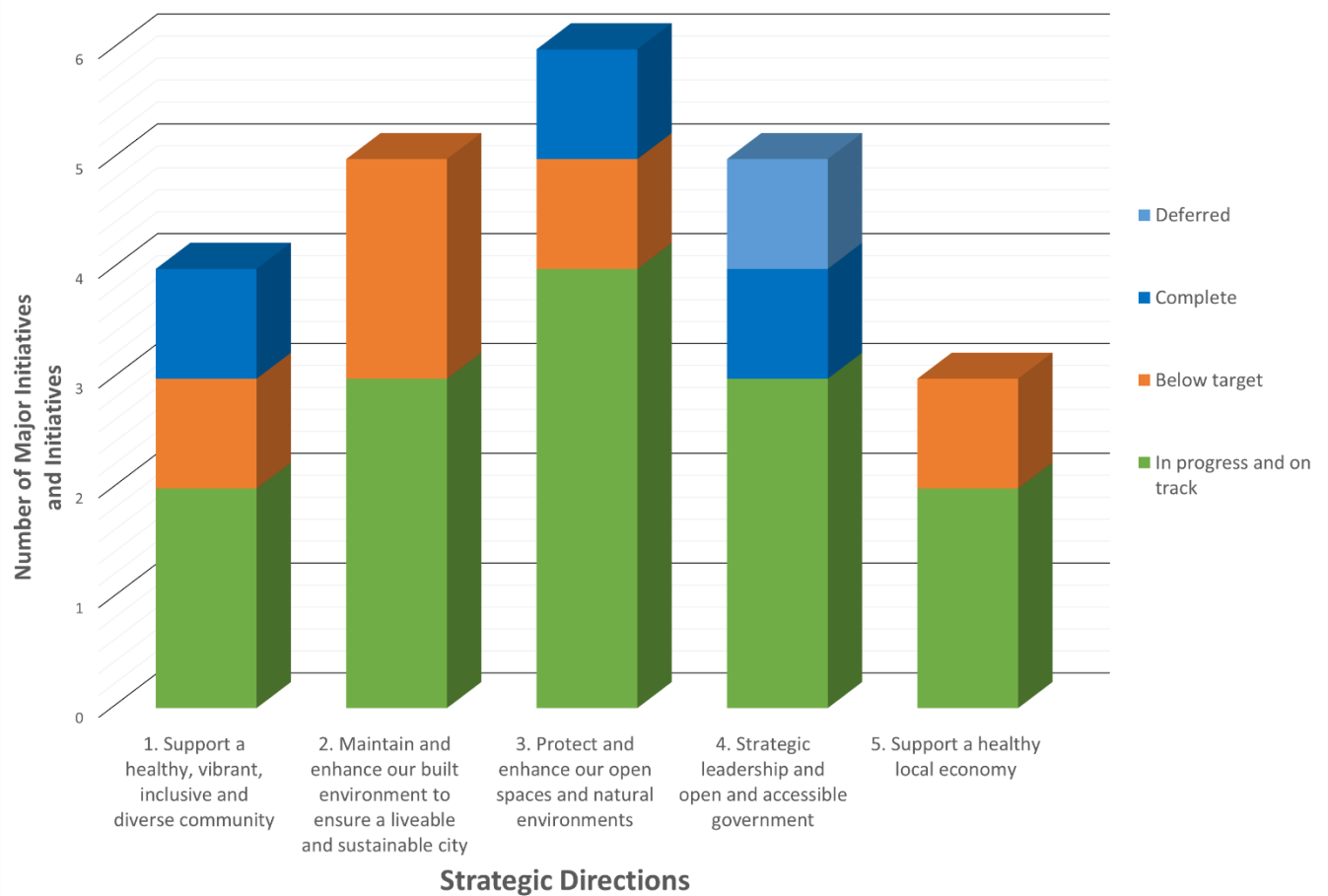
The activities above, as well as many other activities outlined in this report, align directly with the strategic directions and goals (strategic objectives) of the *Council Plan 2017-21*. Of the 23 major initiatives and initiatives in the *Adopted Budget 2018/19*, three are completed, 14 are on track, five are below target and one has been deferred (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 *Adopted Budget 2018/19*  
October – December 2018



## Section 2 – Performance against Council Plan 2017-21

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

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

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

Each strategic direction section is structured as follows:

- **Major initiatives** – identified in the Annual Plan, which is part of the *Adopted Budget 2018/19*, these are significant projects that will directly contribute to the achievement of the *Council Plan 2017-21* and have a major focus in the budget.
- **Initiatives** – identified in the Annual Plan, which is part of the *Adopted Budget 2018/19*, 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/ Initiative	Description	Responsible Officer	Target completion date	Current Status	Progress Against Target	Progress Comments
<b>Major Initiatives</b>						
<b>Nunawading Community Hub Development</b>	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 2019	In Progress		Work commenced mid-November 2018 and is due for completion in March 2020. Project is progressing on schedule with site clearing and bulk excavation complete and civil drainage underway.
<b>Whitehorse Centre</b>	Commence redevelopment of the Whitehorse Centre to upgrade and expand facilities to meet current and future community needs for performing arts, exhibitions and functions activities. This will include an increase in audience capacity and stage size, an additional smaller theatre, increase in foyer space and improved disability access.	Head of Major Projects and Buildings	June 2019	In Progress		The Design Competition Expression of Interest has been issued to approved respondents of the registration phase and submissions are due at the end of January 2019. A short-list will be finalised and Stage 2 of the Design Competition will commence mid-February. The appointment of a Quantity Surveyor and Cost Planner has been finalised and the Expression of Interest for the Communications Consultant is currently being evaluated.
<b>Initiatives</b>						

Major Initiative/ Initiative	Description	Responsible Officer	Target completion date	Current Status	Progress Against Target	Progress Comments
<b>Initiative - Sports and Planning Development</b>	Manage sports club growth and demand in Whitehorse proactively with employment of a Sports Planning and Development Officer	Manager Leisure and Recreational Services	June 2019	Complete	 GREEN	Sports Development and Participation Officer employed and commenced in role November 2018. This position is responsible for proactively planning and managing current and future utilisation of key Council recreation and sport facilities from a policy development and club development perspective, with an emphasis on participation, physical activity and health-focused outcomes.
<b>Strathdon House</b>	Commence redevelopment for the future of the Strathdon homestead and precinct	Buildings Project Management Coordinator	June 2019	In Progress	 AMBER	Architectural consultant has been engaged. Currently awaiting site condition reports and recommendations. Stakeholder consultation is underway to review proposed works and establish a master plan for the use of Strathdon house.



## Quarterly Service Highlights

Service	Description	Quarterly Service Highlights
<b>Libraries</b>	This service represents Council's contribution to the Whitehorse Manningham Regional Library Corporation which provides public library services at four locations within the municipality. It provides a customer focused service that caters for the cultural, educational and recreational needs of residents and provides a focal point for the community where they can meet, relax and enjoy the facilities and services offered.	<ul style="list-style-type: none"> <li>Cr Prue Cutts and Cr Tina Liu reappointed to the Library Board on 12 December 2018, with Cr Tina Liu elected as Chair.</li> <li>Local campaign for Libraries Change Lives was launched at Box Hill Library on 30 November 2018, with Library Board members and State Library Victoria representatives in attendance. The launch was facilitated by local author Hazel Edwards and featured library members' stories of how libraries had impacted their lives.</li> <li>Whitehorse Manningham Libraries launched a Christmas fundraising appeal <i>Give the Gift of Reading</i> to provide gift bags of books and learning resources to children in our community experiencing disadvantage. This program was delivered in partnership with the City of Whitehorse and Manningham City Council Maternal and Child Health Services and supports the Library Plan objectives to reduce barriers to access and encourage early literacy skills development.</li> <li>Recruited 288 learners to the Be Connected Program, a government initiative aimed to improve the confidence, skills &amp; online safety of Australians over 50.</li> <li>Upgrade of public computers rollout with Windows 10 has been completed at all branches.</li> <li>ICT Strategy 2018 -2021, Security Policy and Governance Framework were adopted by the Library Board 12 December 2018.</li> <li>Reportable Conduct Policy endorsed by the Library Board on 12 December 2018.</li> <li>Digitisation Strategy endorsed by Public records Office of Victoria and Digitalisation Policy endorsed by Library Board in December 2018.</li> <li>Staff member awarded the prestigious Margery C Ramsay Scholarship by Library Board of Victoria December 2018.</li> <li>4,854 respondents participated in the 2018 Community Survey held in November – results will be analysed and released early 2019.</li> </ul>
<b>Community Development</b>	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.	<p><i>2018 Whitehorse Seniors Festival</i></p> <ul style="list-style-type: none"> <li>The Whitehorse Seniors Festival took place in October providing seniors with an opportunity to try new activities and become more involved in their local community.</li> <li>Over 40 free or low cost activities were offered across the municipality.</li> <li>14 partner organisations hosted events.</li> <li>Multiple Council departments offered events: Arts and Cultural Services, Leisure and Recreation Services, Community Development and Engineering and Environmental Services Department.</li> </ul> <p><i>Forest Hill Dementia Friendly Community</i></p> <p>Two priority actions (below) have been agreed on and are currently being explored:</p> <ul style="list-style-type: none"> <li>Assist people with dementia and their carers to know where to get help.</li> <li>Help businesses to have an understanding about people with dementia.</li> </ul>

Service	Description	Quarterly Service Highlights
		<p><i>Healthy ageing in the Eastern Metropolitan Region</i></p> <ul style="list-style-type: none"> <li>A Network has been established which is supported by the State funded Eastern Metropolitan Region (EMR) Active Healthy Ageing Advisor.</li> </ul> <p><i>Elder Abuse</i></p> <ul style="list-style-type: none"> <li>Continued participation in the Eastern Elder Abuse Network and Committee which has a focus on developing primary prevention approaches to elder abuse across the EMR.</li> </ul> <p><i>Burwood Facilities Project</i></p> <ul style="list-style-type: none"> <li>The Burwood Project officer has been appointed as well as the establishment of the Project Control Group and Governance framework.</li> </ul> <p><i>Neighbourhood Houses</i></p> <ul style="list-style-type: none"> <li>Council supports the 10 Neighbourhood Houses in the municipality via community grants and Quarterly Neighbourhood House meetings. The final of these for 2018 was held in November.</li> <li>Council's Community Participation &amp; Grants Officer facilitated two strategic planning days with Neighbourhood Houses.</li> </ul> <p><i>Whitehorse Parkland Advisory Committee Review</i></p> <ul style="list-style-type: none"> <li>Advisory Committee review has commenced with appointment of a consultant and preparation of a project plan.</li> <li>Research has commenced and staff and community engagement has been planned.</li> </ul> <p><i>Volunteers</i></p> <ul style="list-style-type: none"> <li>2018 International Volunteer Day Celebration on 13 December at the Whitehorse Centre.</li> <li>100 volunteers attended.</li> <li>Excellent feedback from volunteers attending.</li> </ul> <p><i>Your Say Whitehorse</i></p> <ul style="list-style-type: none"> <li>Internal launch of Council's new online engagement platform</li> <li>Community Development supported the use of Council's online community engagement platform for Economic Development and Recreation and Leisure services.</li> </ul> <p><i>The Whitehorse Men's Action Group</i></p> <ul style="list-style-type: none"> <li>Held a White Ribbon Breakfast call to action (signing of the White Ribbon t-shirt), developed a victims of family violence installation at Nunawading and Box Hill Town Hall, provided info graphics on family violence statistics on social media and conducted a flag raising at the Box Hill Town Hall.</li> </ul> <p><i>Eastern Affordable Housing Alliance</i></p> <ul style="list-style-type: none"> <li>Supported an intensive advocacy campaign in the lead up to the State Government election through letters to ministers and shadow ministers, letters to local MPs and candidates, social media posts and distribution of campaign materials.</li> </ul>

Service	Description	Quarterly Service Highlights
		<p><i>Whitehorse Manningham Libraries Early Years Literacy Forum</i></p> <ul style="list-style-type: none"> <li>Social Policy Officer presented demographics of the early literacy age cohort including information on CALD background, family composition, and geographical locations and forecasting.</li> </ul> <p><i>Let's Talk Mental Health Forum</i></p> <ul style="list-style-type: none"> <li>Council partnered with the Mental Health Foundation Australia to deliver the Let's Talk Mental Health Forum which aimed to raise awareness of the impacts of mental illness on the lives of people and services available in the local community. The forum was attended by a total of 67 people.</li> </ul> <p><i>Nadrasca Says No to Violence</i></p> <ul style="list-style-type: none"> <li>Council worked in partnership with Nadrasca to develop a 12 month calendar of events under the 'Abuse is Not OK' banner commencing with a short video released to coincide with the International Day of Elimination of Violence against Women and International Day of Persons with Disability.</li> </ul> <p><i>Prevention of Violence Against Women/Family Violence</i></p> <ul style="list-style-type: none"> <li>Whitehorse Celebrates Equality and Respect (16 Days of Activism Against Gender-based Violence)</li> <li>Well-received White Ribbon Breakfast hosted by the Mayor, Councillor Bill Bennett with over 100 people in attendance.</li> <li>The Men's Action Group created a thought-provoking installation on the lawns of the Town Hall and the Civic Centre, and collected signatures of people committed to say no to violence against women.</li> <li>Coordinated toy drive to support specialist family violence service EDVOS and local refuge Kara House.</li> <li>Supported the Sports Club Development Forum hosted by the Recreation Services team to promote Women's Leadership in Sport.</li> </ul> <p><i>Community Safety</i></p> <ul style="list-style-type: none"> <li>Developed new Women's Safety Information Card to support Council's work in prevention of family violence. The design was shared with other EMR Councils.</li> </ul>
<b>Arts and Cultural Services</b>	<p>This service provides a diverse and ongoing program of arts, cultural and heritage events as well as access to the Whitehorse Art Collection, meeting room hire and function services. Cultural facilities include the Whitehorse Centre, Box Hill Town Hall and other minor halls, Box Hill Community Arts Centre, Whitehorse Artspace, Schwerkolt Cottage and 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</p>	<p><i>Box Hill Community Arts Centre</i></p> <ul style="list-style-type: none"> <li>The Box Hill Community Arts Centre (BHCAC) school term and workshop classes for the quarter have experienced excellent enrolment numbers. The 2019 Semester 1 and 2 term classes were released this quarter and have seen steady enrolments with many of the adult ceramic classes booked out.</li> <li>The BHCAC gallery space was fully allocated this quarter with a variety of community and professional art exhibitions both celebrating and appealing to our diverse community. Positive feedback continues to be received from gallery artists and attendees. On exhibition of photography by Meaghan Lyon "Life Up Close and in Focus" highlighting Mental Health Week was particularly well attended and received.</li> </ul> <p><i>Heritage</i></p> <ul style="list-style-type: none"> <li>Schwerkolt Cottage continues to enjoy strong visitation and positive feedback from the community. Visitor statistics and group bookings are tracking well for the quarter.</li> </ul>

Service	Description	Quarterly Service Highlights
	community festivals including Chinese New Year and Moon Festival.	<p><i>Box Hill Town Hall</i></p> <ul style="list-style-type: none"> <li>Box Hill Town Hall (BHTH) had a busy quarter hosting a wide variety of events including the annual five day Box Hill Whitehorse Rotary Art Show, the Bonsai Society's exhibition, the Red Cross mobile blood bank and a number of fairs and markets.</li> <li>During Senior's Week a daily tour and high tea was held at the BHTH allowing seniors throughout Victoria to take advantage of free public transport and the Town Hall's accessibility to both trains and buses.</li> <li>A large number of primary and secondary schools as well as several sporting clubs from within the City of Whitehorse and surrounding areas held their end of year celebrations and presentation nights.</li> </ul> <p><i>Festivals</i></p> <ul style="list-style-type: none"> <li>Over 20,000 people attended the Spring Festival on Sunday 21 October. Activities celebrated all forms of art in Whitehorse, over 120 community groups participated and favourable weather contributed to a successful event.</li> <li>Approximately 6,000 people attended the rain affected Whitehorse Carols on Sunday 16 December. The Whitehorse event was thoroughly enjoyed by the attendees with many staying on site after the short burst of rain.</li> </ul> <p><i>Whitehorse Artspace (Art Collection &amp; Programs)</i></p> <ul style="list-style-type: none"> <li>Exhibitions held at the Whitehorse Artspace in the last quarter were much appreciated by attendees. Exceptional visitation numbers were recorded for both 'Sweeping Landscapes: The Streeton Legacy' and 'Boyd &amp; Davey' (both attracting over 1,000 visitors each).</li> <li>Donations to the Whitehorse Art Collection were gifted by important local artists and ceramicists. Staging the exhibition 'A Life in Print: Ian Gardiner' was an invaluable way of showing appreciation to the donors, for the gifting of significant prints, printing plates, drawings and sketchbooks to the Art Collection.</li> </ul> <p><i>Whitehorse Centre</i></p> <ul style="list-style-type: none"> <li>In addition to Council's well attended 2018 curated programs, the theatre was heavily booked this quarter by community musical theatre groups including Nova Musical Theatre and Babirra Musical Theatre, both of which had high attendances.</li> <li>The Season 2019 program entitled GRACE was very well received at the launch in December. The theatre was fully booked for the event and live streaming to the function room enabled another 100 subscribers to attend. The priority booking period for subscribers resulted in many patrons completing their booking forms on the night and early indications are that a number of 2019 performances will again sell out.</li> </ul>
<b>Parks Planning and Recreation</b>	This service manages the utilisation of community recreation facilities such as sporting grounds and pavilions, provides support to community groups and provides planning and strategy development for parks and recreation facilities and infrastructure.	<p><i>Sports Club Development Forum</i></p> <ul style="list-style-type: none"> <li>On Tuesday 27 November 2018 Council held a club development session for all sport and recreation clubs within the municipality titled 'Empowering Women in Sport.' Councillor Bill Bennett, Mayor of Whitehorse provided the opening address for the evening's session which was facilitated by Meaghan Densley from 'Sports Community.' 'Empowering Women in Sport' focused on the changing face of women's sport and the capacity of sport to advance gender equality. This will assist clubs in encouraging women to seek</li> </ul>

Service	Description	Quarterly Service Highlights
		<p>opportunities in leadership roles. The session was delivered as part of Council's ongoing commitment to provide development and support opportunities for clubs located within the municipality. Participants found the session to be informative and valuable to their club.</p> <p><i>Whitehorse Sport and Recreation Network</i></p> <ul style="list-style-type: none"> <li>Nominations were sought for the next term of the Whitehorse Sport and Recreation Network (WSRN) with the current members' term concluding in December 2018. The recruitment process was completed with five new members and five returning members appointed for a new two year term (2019 – 2020). In this new term, the WSRN will now include Councillor representation.</li> </ul> <p><i>Sports Awards</i></p> <ul style="list-style-type: none"> <li>The annual Sports Awards ceremony was held on 10 October 2018 with AFL Women's player, Lauren Arnell as the guest speaker and over 100 sporting stakeholders attending the event. Lauren provided an inspirational speech about her journey to the top of AFLW which was well received by all. The event highlighted the number of local sporting stars and outstanding achievements by those who live in or compete within the Whitehorse municipality.</li> </ul> <p><i>Mountain Bike Skills Loop and BMX Track Upgrade</i></p> <ul style="list-style-type: none"> <li>Council Officers recently completed the construction of a Mountain Bike Skills Loop and upgrade of the existing BMX Track at Heatherdale Reserve. The original proposal was received from a local group of boys within the community requesting that Council consider a Mountain Bike Track in the vicinity of the existing BMX track. A draft concept plan was developed and consultation was undertaken with key stakeholder groups and local residents. The skills loop includes several elements such as mounds, humps, rocks and berms. The track was opened Christmas Eve and will allow families to ride together and develop riding skills in a safe environment. Additional planting will be undertaken to enhance the riding experience as well as maintaining privacy for adjoining residents.</li> </ul> <p><i>Opening of Rowland Street Park</i></p> <ul style="list-style-type: none"> <li>On Friday December 7 2018, Councillors, Council Officers, contractors and the local community celebrated the opening of Council's latest small local park at 17 Rowland Street, Mont Albert. The park was built on a former residential site which was purchased by Council in 2016 as a recommendation from the Whitehorse Open Space Strategy.</li> <li>The main features include the establishment of an informal grassed open space area, planting of various garden beds, shrubs and trees, development of gravel paths into the park, installation of park furniture and construction of a small local level play space catering for children between the ages of 2-12.</li> </ul> <p><i>Chaucer Street Box Hill South – Landscape Concept Plan Complete</i></p> <ul style="list-style-type: none"> <li>After consultation with the local community the Landscape Concept Plan was finalised for the new park in Chaucer Street, Box Hill South.</li> <li>Construction will begin on the small local park in late January, with works to be undertaken including planting of various garden beds, shrubs and trees, development of gravel paths into the park, installation of</li> </ul>

Service	Description	Quarterly Service Highlights
		<p>park furniture, establishing informal grassed open space areas and construction of a small local level play space catering for children between the ages of 2-12.</p> <p><i>Sporting Facilities Guide (SFG)</i></p> <ul style="list-style-type: none"> <li>Council Officers completed a review of Council's 'Sporting Facilities Guide - seasonal and casual users' to reflect current practice. As part of the Council resolution (10 December 2018), Councillors endorsed release of the revised SFG to Whitehorse sport clubs, sporting associations, schools, casual users and the broader community for comment, subject to some minor changes being made.</li> </ul>
<b>Leisure Facilities</b>	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.	<p>Aqualink Box Hill &amp; Nunawading, Sportlink and Morack Golf Course participated in Springfest promoting the activities and services on offer at Council's Leisure Facilities.</p> <p><i>Aqualink</i></p> <ul style="list-style-type: none"> <li>Conducted a Group Fitness Festive Fun program leading into Christmas. All members who attended group fitness classes were entered into a weekly draw for a 1 month free membership and overall prize of 6 months free membership. The aim of the program was to increase participation from previous year, and to retain members participating in classes during a traditionally quiet time. The program was successful with a 3.2% increase in participation compared to 2017 Christmas retention program.</li> <li>Water Safe Week was conducted at the Aqualink Centres in the first week in December to educate and highlight the importance of water safety and supervision. Patrons were provided with a quiz to test their water safety knowledge with staff on hand to educate patrons and answer questions.</li> <li>Aqualink Box Hill hosted two outdoor swimming carnivals in November, Strathcona attended with 120 students taking part in the carnival and Kingswood College swimming carnival ran with 90 students participating. Both were a great success and saw the schools utilising the outdoor grounds which included marquees and open space activities for the participants.</li> </ul> <p><i>Sportlink</i></p> <ul style="list-style-type: none"> <li>The inaugural Eastern All Abilities Tournament was held in November. The tournament provided opportunities for players with intellectual disabilities. Sportlink is proud to be able to provide accessible and inclusive facilities for a diverse range of user groups.</li> <li>Sportlink secured a new user group 'Toddaly Messy' who provide play experiences for babies, toddlers and pre-schoolers. The play format encourages children to use their senses and is considered vital for early brain development because young children learn best using all senses: sight, touch, taste, smell and hearing. Since this groups inception in October it has gone from strength to strength with a new website start-up and online booking system, extended sessions and additional days being added.</li> <li>New padding was installed on all netball posts to enhance the safety around the goal posts. The installation was in time for the Whitehorse Netball Association finals which are generally played at a higher intensity.</li> </ul> <p><i>Morack Golf Course</i></p> <ul style="list-style-type: none"> <li>An appreciation golf day was held for the Morack Ladies Golf Club that plays Tuesdays with 50 players in attendance enjoying a complimentary BBQ and drinks following a round of golf.</li> </ul>

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.	Sports fields hosted various sporting code finals including Eastern Football League and Victorian Amateur Football Association. Commenced the relaying of turf at Ballyshanassy reserve. Spring renovations were completed at all grounds in preparation for summer season																											
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.	<div>The following services have been delivered by WHACS:</div> <table><tr><td>Regional Assessment Service (RAS)</td><td>594 assessments (2,644 hours)</td></tr><tr><td>Service referrals received</td><td>759 consumers</td></tr><tr><td>Occupational Therapy</td><td>205 hours</td></tr><tr><td>Domestic Assistance</td><td>18,174 hours</td></tr><tr><td>Personal Care</td><td>5,393 hours</td></tr><tr><td>Respite Care</td><td>1,004 hours</td></tr><tr><td>Home Modifications &amp; Home Maintenance</td><td>1,615 hours</td></tr><tr><td>Food Services</td><td>21,731 meals</td></tr><tr><td>Assistance with food preparation</td><td>580 hours</td></tr><tr><td>Social Support Groups</td><td>6,895 hours</td></tr><tr><td>Assisted Transport</td><td>1,121 hours</td></tr><tr><td>Escorted Activities (e.g. shopping, appointment, etc)</td><td>2,994 hours</td></tr><tr><td>Transport (community)</td><td>8,052 trips</td></tr></table> <div><ul style="list-style-type: none"><li>WHACS has successfully passed 18 out of 18 Quality Standards during a Quality Review conducted by the Australian Aged Care Quality Agency in November 2018. Quality Report acknowledged quality systems and processes in place to ensure access to services based on consultation, equity and consideration of available resources. It has also reflected that interviewed care recipients were highly satisfied with the way their support is provided, staff responsiveness and satisfied with their participation in decisions about the services they receive to continue living in the community.</li><li>A number of continuous improvement initiatives has been conducted including a Timesheet Project and a Neopost project which resulted in annual savings of 48 reams of paper along with improved environmental footprint and \$12,643 savings in postage, printing and labour costs respectively.</li></ul></div>		Regional Assessment Service (RAS)	594 assessments (2,644 hours)	Service referrals received	759 consumers	Occupational Therapy	205 hours	Domestic Assistance	18,174 hours	Personal Care	5,393 hours	Respite Care	1,004 hours	Home Modifications & Home Maintenance	1,615 hours	Food Services	21,731 meals	Assistance with food preparation	580 hours	Social Support Groups	6,895 hours	Assisted Transport	1,121 hours	Escorted Activities (e.g. shopping, appointment, etc)	2,994 hours	Transport (community)	8,052 trips
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Transport (community)	8,052 trips																												





Service	Description	Quarterly Service Highlights
		<ul style="list-style-type: none"> <li>▪ Growing demand for Respite Care has seen service hours increase with great benefits for the carers allowing time off to attend to own interests and wellbeing. Services increased by over 200 hours this quarter, ensuring greater numbers of carers were able to continue providing care.</li> <li>▪ Over 90 consumers have attended “Christmas Wonderland Spectacular” Social Support Program Function that provided opportunities for social engagement, reduction of social isolation and development of new social connections.</li> <li>▪ Increased demand and access to ‘Cooking for One or Two’ program that is maximising opportunity for consumers to manage their own health and nutrition via healthy cooking options.</li> <li>▪ Regional Assessment Service (RAS) has assessed needs of 594 (2,644 hours) people seeking home and community services to support independent community living and referred them to the most appropriate support services.</li> <li>▪ Continued advocacy to the Australian and Victorian Governments for appropriate levels of needs-based funding to support vulnerable residents of any age to live independently in their local Whitehorse community.</li> <li>▪ Continued collaboration with Eastern Region Local Government Aged Services managers on regional sector issues driven by ongoing aged care and disability reforms.</li> <li>▪ Intergenerational Partnership Project has been developed between Mountainview Cottage and several children specific services including Star Fish Child Care Centre, St Philip’s Primary School Year 6 and Burwood East Primary School. Consumers and children have been engaged in various activities sharing skills and experiences. Activities included Christmas card making, gardening and chocolate making and Life Skills program. Life Skills program has provided opportunities for students to learn life stories of the elderly participants and produce books reflecting their lives. Both groups of participants reflected on how the project has enriched their understanding of each other’s needs, change of the world over time and life journeys.</li> <li>▪ WHACS commitment to customer service excellence is reflected in the achievement of 85% Grade of Service and ‘Customer Service Excellence” training provision to all administration staff across WHACS program to enhance skills and customer service outcomes.</li> </ul>
<b>Family Services</b>	This service area provides family oriented support services including centre based childcare (Whitehorse Early Learning Service), integrated kindergarten, inclusion support, maternal and child health and youth support services.	<p><i>Maternal and Child Health (MCH)</i></p> <ul style="list-style-type: none"> <li>▪ Birth notices from July to December 2018 were 817 – this is lower than last year at the same time.</li> <li>▪ Total consultations across the Key Ages and Stages were 9840, this included particular needs and telephone consults.</li> <li>▪ Implementation of new Enhanced MCH guidelines progressing well with the increase in EFT assisting with the heavy workload.</li> <li>▪ Very positive results from MCH customer satisfaction survey undertaken in September. The satisfaction rate was 90% across the service as a whole.</li> <li>▪ MCH worked with the Whitehorse/Manningham library on the Gift of Reading the Christmas program – a one off program where MCH and library staff worked together to provide children’s books to vulnerable</li> </ul>




Service	Description	Quarterly Service Highlights
		<p>families which was very well received by families.</p> <p><i>Community Programs</i></p> <ul style="list-style-type: none"> <li>5 Supported Playgroups successfully operating.</li> <li>3 Successful Parenting Information Forums delivered in the reporting period.</li> </ul> <p><i>Early Childhood Services</i></p> <ul style="list-style-type: none"> <li>Utilisation for WELS was sustained at 90.04% at the end of December.</li> <li>Successful transition to the Federal Government's Child Care Subsidy program.</li> </ul> <p><i>Youth Services</i></p> <ul style="list-style-type: none"> <li>Youth Services and the two youth committees, the Whitehorse Youth Representative Committee and FReeZA facilitated the youth area at Spring Festival which included the FReeZA music stage, range of youth friendly activities and information available to young people and families.</li> <li>FReeZA Youth Committee hosted a film festival at Box Hill TAFE showcasing the creative film making talent of young people.</li> <li>Youth Connexions staff continued to support and assist young people with presenting issues.</li> <li>Youth Services staff presented at Laburnum Primary School to grade 6 students to promote Youth Connexions, to present on relevant issues and assist with the students with their transition to secondary education.</li> </ul>
<b>Environmental Health</b>	This service area provides health education and protection services such as immunisations, food safety management, communicable disease surveillance, tobacco control and environmental protection.	<ul style="list-style-type: none"> <li>Met Council's statutory requirements under the Food Act and Public Health &amp; Wellbeing Act with: <ul style="list-style-type: none"> <li>456 (867 YTD) Mandatory Assessments/Inspections</li> <li>41 (87 YTD) Complaint Inspections</li> <li>95 (160 YTD) Routine Inspections</li> <li>84 (187 YTD) Non Compliance/Follow Up inspections</li> <li>12 (34 YTD) Formal Orders/Notices issued which includes Penalty Infringement Notices and Seizures</li> </ul> </li> <li>Applications to renew registration under the Food Act and Public Health and Wellbeing Act were sent out to 1,350 businesses.</li> <li>A total of 2155 (4,363 YTD) vaccinations were administered to 935 (1,993 YTD) children for the quarter as part of Council's public childhood immunisation program.</li> <li>A total of 1,249 (2546 YTD) vaccinations were administered as part of Council's school immunisation program.</li> <li>Met targets under MAV Service Agreement for Tobacco control activities under the Tobacco Act.</li> </ul>
<b>Compliance</b>	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	<ul style="list-style-type: none"> <li>4,934 Parking Service Requests have been completed with 96% of these completed within required timeframes. VDU Infringements continually exceed monthly contractual requirements with inspection programs proving to be effective.</li> <li>New Infringement Review Policy Document (IRPD) providing for a consistent and transparent review process was introduced and was operational from 27 July 2018 after Executive endorsement.</li> <li>Compliance Support Team introduced a new dashboard to monitor and resolve issues in the management</li> </ul>

Service	Description	Quarterly Service Highlights
	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.	<p>Penalty Reminder Notices.</p> <ul style="list-style-type: none"> <li>▪ The Penalty Reminder Notice was redesigned detailing the lifecycle, enforcement actions and costs if infringement remains outstanding.</li> <li>▪ Introduced a Final Notice process for infringements with the aim of reducing the volume of fines being referred to Fines Victoria and the associated costs.</li> <li>▪ The Compliance Knowledgebase - 'First Point Issue Resolution' was introduced as part of Compliance's Continuous Improvement Project. The program is designed to provide easy access to key Department issues enabling staff to resolve/manage the issue at receipt of original contact.</li> <li>▪ The Community Laws team have partnered with various departments to streamline processes and procedures to clarify roles to help ensure a positive customer experience. It is anticipated the new arrangements will increase effectiveness, reduce duplication and improve efficiency.</li> <li>▪ To improve amenity and safety in our laneways a new Commercial Waste Bins protocol was introduced and is being rolled out in Laneways within the Box Hill area.</li> <li>▪ Community Laws Team conducted intensive education and enforcement in the Box Hill areas specific to trolleys to assist with compliance with Whitehorse City Council's Community Local Law 2014 and other relevant legislation. This resulted in a significant number of shopping trolleys being impounded resulting in a change in behaviour amongst local supermarkets and an increase in their collections.</li> </ul>

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

### Annual Plan Major Initiatives and Initiatives Update

Major Initiatives/ Initiatives	Description	Responsible Officer	Target completion date	Current Status	Progress Against Target	Progress Comments
<b>Major Initiatives</b>						
<b>Harrow Street Carpark Redevelopment</b>	Complete the design stage of a multi-deck car park.	Head of Major Projects and Buildings	June 2019	In Progress	 GREEN	Work commenced in October 2018 and is due for completion in June 2019.  The redevelopment is progressing on schedule with basement slabs complete and structural steel erection in progress.
<b>Initiatives</b>						
<b>Pavilion Redevelopment</b>	Commence the redevelopments of the Morton Park Reserve Pavilion, Walker Park Reserve Pavilion, Elgar Park South Pavilion and Terrara Park Pavilion.	Head of Major Projects and Buildings	June 2019	In Progress	 AMBER	<ul style="list-style-type: none"> <li>Moreton and Walker Park Pavilions Projects have been tendered for construction, and currently undergoing evaluation for Council endorsement. Anticipated commencement date for construction is approximately March 2019.</li> <li>Elgar South Pavilion tender documents are currently being finalised. United Energy substation lease agreement execution is pending. Tendering for the project to proceed once the lease agreement is signed.</li> <li>Terrara Park site investigations are complete including the 2D flood modelling. A design brief was issued to invited architects and design competition submissions were received in November 2018. Endorsement to appoint a successful design firm in on schedule for January 2019.</li> </ul>

Major Initiatives/ Initiatives	Description	Responsible Officer	Target completion date	Current Status	Progress Against Target	Progress Comments
<b>Morack Golf Course</b>	Design development for Morack Golf Course Pavilion, Driving Range and Mini Golf Facility Construction.	Manager Leisure & Recreation Services	June 2019	In Progress	 AMBER	Work continued on the Morack Golf Course redevelopment project including engaging a number of contractors and consultants to carry out detailed and extensive site investigation assessments, car park study and arborist tree analysis report which will be considered in updating the concept plan for the site. Council will appoint a project architect in the next quarter and once appointed, architects will prepare the layout plan for commencement of club presentation and consultation.
<b>Transport Strategy for Box Hill Metropolitan Activity Centre (MAC)</b>	Commence development of an integrated transport strategy for the Box Hill MAC and surrounds to address current and future transport and traffic issues.	Manager Engineering and Environmental Services	June 2019	In Progress	 GREEN	Completed the procurement of an experienced transport planning consultancy to develop a background study as the first step in developing a Transport Strategy. The background study will review previously completed traffic and transport studies for Box Hill, identify knowledge gaps from these studies and assess the existing conditions. AECOM was been appointed in December to develop the background study.
<b>Residential Corridors Study</b>	Implementation of guidelines from the Residential Corridors Study to address design of new development in the Residential Growth Zone along major road corridors.	Manager Planning and Building	June 2019	In Progress	 GREEN	A final draft of the Residential Corridors Built Form Study has been completed and incorporates feedback from community consultation held in July and August. The Study will be reported to Council in the third quarter. Subject to Council's decision, the planning scheme amendment process will commence to implement planning controls from the Study.

## Quarterly Service Highlights

Service	Description	Quarterly Service Highlights
<b>Strategic Planning</b>	Strategic planning functions include development and implementation of structure plans and Urban Design Framework development; review and updating of the Whitehorse Planning Scheme, 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 Place Making Program in Box Hill.	<p>Council has been granted an extension (through Amendment C214) to the interim significant landscape overlay that protects trees across residential areas in the municipality. Council is progressing the further strategic work to support permanent controls.</p> <ul style="list-style-type: none"> <li>▪ The Residential Corridors Built Form Study has been finalised and will be reported to Council in the third quarter.</li> <li>▪ Consultants have been appointed to review the vision and strategic direction for the Box Hill Metropolitan Activity Centre.</li> <li>▪ Updates to the Burwood Brickworks Development Plan to include the potential for a cinema was placed on display from 15 – 29 October 2018. At its December meeting, Council approved the updated Development Plan. Strategic Planning continues to advise on implementation of the Development Plan through each of the detailed design and planning permit stages.</li> <li>▪ Council has requested Authorisation from the Minister for Planning to prepare and exhibit a planning scheme amendment to introduce a new student accommodation policy.</li> <li>▪ Council has been successful in securing funding from the State Government to develop planning policy that supports Affordable Housing initiatives.</li> <li>▪ Successful applicants for the 2018/19 Heritage Assistance Fund (HAF) program have been receiving grants on completion of their approved heritage projects. 22 out of the 48 applications for funding were approved.</li> <li>▪ Box Hill Urban Realm Treatment Guidelines have been completed and can now be gauged in the public arena. The Guidelines were prepared with funding from the Victorian Planning Authority's Streamlining for Growth Program.</li> <li>▪ Place Activation Guidelines have been live and on the council website. The Guidelines were prepared with funding from the Neighbourhood Project.</li> </ul>
<b>Statutory Planning</b>	Statutory land use planning including processing applications, amendments and subdivisions, together with ensuring compliance of land uses and developments with Whitehorse's planning controls.	<ul style="list-style-type: none"> <li>▪ The number of planning applications received remain relatively steady with 422 being lodged, however this has been outstripped by the number of decisions being issued of 499. This demonstrates that officers have been able to maintain and improve upon the performance of last quarter by continuing to clear older applications whilst processing new applications.</li> <li>▪ Decisions processed within the statutory time frame has improved this quarter with an average of 37% for the quarter, with 46% for the month of December. This continues to reflect the high level of stakeholder and community engagement in the processing of applications, which can add to the number of statutory days required to process an application. 11 consultation forums have been held in this quarter.</li> <li>▪ Average gross processing days increased from 100 days to 103 days, which remains less than the metropolitan average of 128 days.</li> <li>▪ There has been a decline in the number of Vic Smart applications received this quarter down from 185 to 131, though this number remains higher than for the same quarter in the previous year (50), and</li> </ul>

Service	Description	Quarterly Service Highlights
		<ul style="list-style-type: none"> <li>continues to be substantially higher than the metro average of 42 Vic Smarts being received this quarter.</li> <li>The number of decisions affirmed by VCAT has increased to 50%, up from 32% last quarter.</li> </ul>
<b>Building Services</b>	The principal focus of this program is to enhance the health, safety and amenity of the built environment through administration of Council's responsibilities under the <i>Building Act 1993</i> and <i>Building Regulations 2006</i> . The program includes the administration, education and enforcement of various public and community safety aspects, provision of a community focused building permit service, maintenance of various registers and records required by the <i>Building Act 1993</i> , provision of information and investigation of building related matters.	<ul style="list-style-type: none"> <li>Building Services have received a high number of siting dispensation applications for the last quarter of 2018.</li> <li>Applications for building appeals board continue where applications have been refused that do not meet Councils siting guidelines.</li> <li>Interviews have commenced in Building Services Team for a new Assistant Building Surveyor.</li> <li>60% of staff in the Building Team have now received PC / laptops as part of the push towards electronic mobile office as part of the digital upgrade process.</li> <li>Councils Building Services Team have also been busy in attending Court and issuing a number of Emergency Orders on a number of unfenced swimming pools.</li> <li>Councils Municipal Building Surveyor (MBS) has commenced building audit programme with the Victorian Building Authority on buildings suspected with combustible cladding. One building has been made safe and the cladding has been fully removed.</li> <li>Building Services are processing many new construction management plan referrals. These applications relate to multi-storey buildings of a complex nature.</li> </ul>
<b>Engineering Services</b>	This includes provision of transport engineering services including strategic traffic and sustainable transport planning and traffic investigations and reports; capital works project scoping, design and construction supervision; civil asset protection, and the strategic management of Council roads and drainage assets.	<p><i>Design and Construction</i></p> <ul style="list-style-type: none"> <li>Completed road reconstruction of Parkside Street, Blackburn and Iris Street, Burwood.</li> <li>Commenced road reconstruction works for Victoria Crescent, Mont Albert.</li> <li>Continuing with works for the Linum Laurel Boongarry Road Improvement Special Charge Scheme.</li> <li>Commenced Local Road Resurfacing Program.</li> <li>Awarded tender for road pavement reconstruction works at South Parade, Blackburn.</li> <li>Commenced detail design of future road reconstruction projects.</li> <li>Completed drainage improvement works in Glen Ebor Avenue, Blackburn.</li> <li>Completed drainage works in Lexton Road, Box Hill North.</li> <li>Evaluating tender for drainage improvements and upgrade works at two locations in Collina Glen.</li> <li>Commenced and continued with play space upgrades at R.E Gray Reserve and Nicoll Park.</li> <li>Completed play space upgrade at Lundgren Chain (North East).</li> <li>Commenced Sports Field Lighting upgrade design of the Bill Stewart (Athletics Track) and infield which is being used for soccer.</li> <li>Awarded tender for sports field lighting upgrade at Vermont Recreation Reserve.</li> <li>Continued with sports field lighting design for East Burwood Reserve and Springfield Reserve (West Oval).</li> <li>Commenced and continued with play space upgrade at Jean Lake Reserve.</li> <li>Awarded tender for Gardiners Creek Play Space Upgrade works.</li> <li>Advertised tender for Eley Road Reserve Play Space Upgrade works.</li> <li>Consulted with public and traders regarding conceptual design for Stage 4 of Mitcham Shopping Centre streetscape improvements.</li> </ul>





Service	Description	Quarterly Service Highlights
		<ul style="list-style-type: none"> <li>Continuing with preliminary design for future stages of streetscape improvement works at Mitcham Shopping Centre.</li> <li>Completed streetscape improvement works at Riversdale/Ferndale Road Shops.</li> <li>Awarded detail design works for streetscape improvement works at Blackburn Village and Vermont Village Shops.</li> <li>Installed Christmas decorations at various locations in the municipality.</li> </ul> <p><i>Transport</i></p> <ul style="list-style-type: none"> <li>Participated a trial of VicRoads Movement and Place strategic framework.</li> <li>Continued strong advocacy to candidates of the upcoming State Government election for improved transport services and infrastructure. Activities include meetings with candidates, community meetings, social media and print media.</li> <li>Continued to work with the State Government to advocate for positive outcomes for the Whitehorse community regarding the North East Link project.</li> <li>Hosted Bike it! 2019, a bike skills challenge for Grade 5/6 students with 12 schools and 160 students participating.</li> <li>Delivered VicHealth's Walk to School Month program, with 30 primary schools participating.</li> <li>Delivered the Transit program to grade 6 students at 8 primary schools regarding road safety, sustainable transport and active transport.</li> <li>Hosted two older driver programs, including RACV's Years Ahead program and the Wiser Driver program.</li> <li>Hosted the annual Ride to Work Day Community Breakfast in Box Hill, as a joint project with Box Hill Institute Event Management students.</li> <li>Placed Council's speed observation trailers in 71 local streets to remind drivers to slow down and be aware of other road users.</li> <li>Pedestrian facility upgrades at the Intersection of Peter Street and Elizabeth Street, Box Hill North.</li> <li>Continued delivery of the 'L2P' learner driver mentor program.</li> </ul> <p><i>Engineering Asset Team</i></p> <ul style="list-style-type: none"> <li>Processed increased number of applications and referrals related to civil assets.</li> <li>Completed annual CCTV survey of Council's storm-water assets.</li> <li>Contract awarded for Roads assets condition survey required under the Road Management Plan.</li> <li>Amended Road Management Plan prepared and referred for internal consultation - to be presented to Council later in the year.</li> <li>Commenced preparation for modelling of Council's drainage assets required for the Stormwater Drains Asset Management Plan.</li> <li>On-line applications for Building over the Easement, Legal Point of Discharge and Flood Levels gone live and are available via Council's website.</li> <li>Ongoing review of the processes for Asset Protection Permits.</li> <li>Ongoing assistance with the State Government's North East Link Project.</li> </ul>


Service	Description	Quarterly Service Highlights
<b>City Works</b>	This service is responsible for ensuring the ongoing cleanliness and maintenance of Council's roads, footpaths, kerb and channel, stormwater drainage pits and pipes, roadside furniture, bridges, path structures and shopping centres within the municipality including street sweeping, litter bin collection, removal of dumped rubbish and the provision of an afterhours emergency response service.	<ul style="list-style-type: none"> <li>Attended to 3,862 requests.</li> <li>Made safe 162 footpath slabs.</li> <li>Replaced 2,511 square metres of footpath slabs.</li> <li>Repaired or replaced 563 signs.</li> <li>Cleaned 499 stormwater drainage pits.</li> <li>Cleared 1,643 lineal meters of stormwater drainage pipe.</li> <li>Removed 5.1 tonnes of rubbish from Gross Pollutant Traps.</li> <li>Responded to 555 requests to collect dumped rubbish.</li> <li>Collected 44 tonnes of dumped rubbish.</li> <li>Collected 73 dumped mattresses.</li> <li>Collected 90 tonnes of waste from Council's street litter bins.</li> <li>Attended to 209 sites to remove graffiti vandalism.</li> <li>Removed 1,371 square metres of graffiti from Council and private property.</li> <li>Responded to 219 after-hours emergency requests.</li> <li>Swept 648 tonnes of rubbish and debris from Council roads and car parks.</li> <li>Continued BBQ cleaning, township cleansing and cleaning of conventional and automated public toilets.</li> <li>Continued the pavement crack sealing program and line marking maintenance program.</li> <li>Continued capital renewal program for kerb and channel, footpaths and drainage pit lids.</li> <li>The lower bridge in Yarran Dheran Reserve was replaced and the boardwalks at Joseph Street Reserve were replaced.</li> <li>4 new solar powered compactor bin units including general waste and recycling bins were installed in Box Hill Mall and Box Hill Gardens.</li> </ul>
<b>Fleet and Workshop</b>	This service provides for the operation of Council's Operations Centre and the replacement, maintenance, insurance and registration costs of Council's plant and vehicle fleet.	<ul style="list-style-type: none"> <li>Continued to service and maintain fleet of vehicles and plant in Council's Workshop.</li> <li>Received delivery of 23 replacement passenger vehicles.</li> </ul>
<b>Major Projects and Buildings</b>	This service is responsible for the planning and delivery of major projects.	<p>Major projects include the Nunawading Community Hub development, Whitehorse Centre redevelopment and Harrow Street Carpark redevelopment.</p> <p>Other initiatives include Strathdon House redevelopment, various pavilion redevelopments and the Morack Golf Course redevelopment.</p>
<b>Assets and Capital Works</b>	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	<p><i>Capital Works achievements</i></p> <ul style="list-style-type: none"> <li>Total expenditure was \$12.3 million and below the YTD budget of \$18 million due to some major projects where expenditure is behind schedule.</li> <li>Excluding building projects, YTD expenditure at end of quarter two is \$9 million; \$1.1 million under budget.</li> <li>Current outstanding orders total \$42.8 million which indicates that works are proceeding across the</li> </ul>




Service	Description	Quarterly Service Highlights
	organisation including the continuing implementation of Council's corporate Asset Management System.	<p>program despite YTD expenditure being below budget.</p> <p><i>Asset Management Strategy</i></p> <ul style="list-style-type: none"> <li>Completed testing of a mobile computing solution for Councils asset management system. The pilot was successful, and a roll out of the solution is scheduled for 2019.</li> <li>Completed a new renewal expenditure plan for Buildings and Play Space assets.</li> <li>Commenced a review for Councils Asset Data Inventory.</li> <li>Commenced a review of Councils Asset Data Management Processes and Reporting.</li> <li>Completed a review of the IT asset management plan.</li> <li>50% of the review for the roads and drainage asset management plan has been completed.</li> <li>The review for the open space and fleet asset management plan has commenced.</li> </ul>
<b>Public Street Lighting</b>	This service provides street lighting throughout Whitehorse.	Ongoing provision of services for requests regarding public lighting.
<b>Facilities Maintenance</b>	This service provides reactive and preventative maintenance and minor capital renewal of Council's many buildings and structures. Includes scheduled inspections and maintenance to satisfy Building Code Essential Safety Measures Regulations and defined level of service standards to ensure the facilities present in a safe, secure and fully operational state for use by Council staff and the public.	<ul style="list-style-type: none"> <li>A total of 1275 work orders were raised with 802 various reactive maintenance request visits, 405 programmed / preventative maintenance visits and 68 for capital renewal works.</li> <li>The 405 regular programmed / preventative maintenance visits (which include where applicable - inspection, clean, service / works, certification) were attended for.</li> <li>Regular Essential Safety Measure (ESM) inspections were carried out at 1278 buildings, with compliance works completed at the 7th Scout Hall Blackburn.</li> </ul> <p>Various capital works projects were completed, which included:</p> <ul style="list-style-type: none"> <li>Mitcham Community House (electronic key pad entry, carpet/vinyl flooring).</li> <li>Mitcham Family Centre (kitchen fit out, carpet to Nurses rooms), Aqualink Nunawading (concrete path to entry).</li> <li>Vermont South Community House Art House (vinyl flooring), Florence Road Pre School (skylights to 4 year old kindergarten).</li> <li>Wattle Hill Kindergarten and Wattle Park Children's Services Centre (shade sails).</li> <li>Blackburn Children's Services Centre (laserlite roof over canopy, new carpet in office).</li> <li>Lucknow Children's Services Centre (shade sail, fixed ladder to attic), Horticultural Centre – Function Rooms (carpet/vinyl flooring).</li> <li>Sportlink (replacement of fluros to LED lighting), Box Hill Town Hall (replacement of fluros to LED lights in Whitehorse Room), Operations Centre – Depot (safe roof access to solar panels), Parkswide Nursery (conversion to electronic swipe access).</li> </ul>

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

### Annual Plan Major Initiatives and Initiatives Update

Major Initiatives/ Initiatives	Description	Responsible Officer	Target completion date	Current Status	Progress Against Target	Progress Comments
<b>Major Initiatives</b>						
<b>Implement Municipal Wide Tree Study Recommendations</b>	Maintain and protect valued residential areas in Whitehorse, through implementation of the <i>Municipal Wide Tree Study</i> recommendations.	Manager Planning and Building	June 2019	In Progress	 GREEN	Council is well progressed with the further strategic work required to support permanent tree protection controls. The Minister for Planning has approved an extension to the interim significant landscape overlay that protects trees across residential areas in the municipality (refer Amendment C214). The interim controls were due to expire on 31 December 2018 and have been extended to 30 June 2019.
<b>Review of Waste Management Strategy</b>	Development of Council's new Waste Management Strategy and commence implementation of priority actions.	Manager Engineering and Environmental Services	June 2019	Complete	 GREEN	A new Waste Management Strategy was adopted by Council in December 2018 following a second round of community feedback on the draft throughout October. The community consultation included face to face drop in sessions and a high level of online community engagement. Four hundred people in total provided comment on the draft in addition to over 700 who provided input into the Strategy development. The Strategy outlines extensive research into waste policies and strategic directions at local, State and National level, bench marking with other Councils, comprehensive community and external stakeholder consultation, input from waste industry specialists, and a review of progress in implementing Council's previous Waste Management Plan.

Major Initiatives/ Initiatives	Description	Responsible Officer	Target completion date	Current Status	Progress Against Target	Progress Comments
						The Strategy sets the direction for Council's waste and recycling services for the next 10 years along with a 5 year action plan, covering priority areas of waste management such as reducing and avoiding waste to landfill, reducing contamination and recycling right, Council's Recycling and Waste Centre, litter, dumped rubbish, and Council's kerbside waste and recycling collections. The adopted Strategy has been made available on Council's website and online community engagement platform and will be promoted to the community throughout January - March 2019.
<b>Initiatives</b>						
<b>Review of Potential Waste Services Charge</b>	Preparation for the potential introduction of a waste services charge that allows for the cost of all kerbside waste and recycling services to be covered by waste	Manager Engineering and Environmental Services	June 2019	In Progress	 AMBER	<p>A review of Council's bin-related databases and corporate systems is continuing, seeking to identify efficiencies and process improvements for Council's entire waste and recycling bin arrangements. Improving Council's bin-related databases and making the administrative processes more efficient and accurate will not only provide a better level of customer service but also save time and money.</p> <p>The project is quite complex as it involves the integration of data and information from different departments across Council, and with external service providers such as Council's waste and recycling contractors. The project is progressing steadily.</p>

Major Initiatives/ Initiatives	Description	Responsible Officer	Target completion date	Current Status	Progress Against Target	Progress Comments
<b>Tree Education Program</b>	Work in an ongoing partnership with developers, residents and homeowners to increase the number of trees and to improve the health of existing trees on private properties.	Manager Planning and Building	June 2019	In Progress	 GREEN	<p>Tree Education Program</p> <ul style="list-style-type: none"> <li>▪ Gardens for Wildlife – 8 properties visited</li> <li>▪ 3 Educational events – approximately 200 people attended</li> <li>▪ 3 Nature play sessions</li> </ul>
<b>Tree canopy cover assessment tool</b>	Progress the Urban Forest Strategy through research and implementation of a tree canopy cover assessment tool.	Manager Parkswide	June 2019	In Progress	 GREEN	<p>Since September, the State Government has released its own canopy model for all of metro Melbourne. The software is more sophisticated and more accurate than what Council intended to purchase and may be made free of charge to Council. Council is exploring this option with the State Government and it is highly likely that Council will therefore not proceed with purchasing its own model.</p>
<b>Sustainability Strategy Implementation</b>	Continue to deliver the key actions outlined in the Sustainability Strategy Action Plan as well as priority new actions including working towards achieving net zero carbon emissions through carbon offsets.	Assistant Manager Sustainability	June 2019	In Progress	 GREEN	<p>Detailed Facility Study audits were completed at nine Council buildings to identify possible energy efficient measures that could be implemented over the coming years. The audits were conducted by suitably experienced energy experts as part of a regional program through Council's membership of the Eastern Alliance for Greenhouse Action (EAGA). This program has already been completed at four neighbouring Councils where a wide range of energy savings were identified.</p> <p>Planning has commenced for the 2019 Sustainable Living Week events, to be held in late May or early June 2019. The community-focussed events will share practical advice on how to live more sustainably and save money on energy and food bills.</p> <p>A total of 12 local schools and educational</p>

Major Initiatives/ Initiatives	Description	Responsible Officer	Target completion date	Current Status	Progress Against Target	Progress Comments
						<p>organisations were awarded small grants from Council to undertake sustainability projects at their school or organisation in 2019. The results of the educational organisation projects and any learnings will be shared with the wider community on project completion.</p> <p>Utilities Management project with Stage 1 continues with a review of utility bills at all Council buildings and facilities, checking electricity, gas &amp; water tariffs for accuracy, errors and possible savings.</p>





## Quarterly Service Highlights




Service	Description	Quarterly Service Highlights
<b>Sustainability, Waste and Recycling</b>	This service facilitates the implementation of actions from the Sustainability Strategy particularly in the planning for energy and water reduction programs and waste management strategic planning. This service also includes contracts for waste collection including domestic garbage collection, kerbside recycling, and hard and green waste collection. Waste services are provided through external contractors.	<ul style="list-style-type: none"> <li>Completed 805,053 kerbside garbage bin collections, resulting in 7,231 tonnes of garbage being taken to landfill.</li> <li>Completed 501,381 kerbside recycling bin collections, resulting in 4,096 tonnes of recyclables being processed for recycling.</li> <li>Completed 190,488 kerbside garden bin collections, resulting in 4,152 tonnes of garden organics being processed for compost.</li> <li>Collected 11,333 hard waste bookings from across the City.</li> <li>Council adopted a new Waste Management Strategy in December 2018 outlining the strategic direction and priority areas of focus for dealing with Council's waste and recycling services over the next seven to 10 years. The final Strategy included consideration of community feedback on the draft strategy, received throughout October.</li> <li>Continued Council's random bin inspection program to observe the contents of a sample of kerbside bins across the City, and provide feedback to residents accordingly.</li> <li>Continued with Council's Gold Star recycling recognition program, for residents observed to be recycling correctly.</li> <li>Increased community participation in Council's Green Money online rewards program, rewarding community actions that reduced waste to landfill, increased recycling or improved the sustainability of households or businesses.</li> <li>Delivered several community activities during National Recycling Week in November 2018, including a tour of waste and recycling facilities, recycling displays at Forest Hill Chase and a community workshop.</li> <li>Undertook food waste recycling at the 2018 Spring Festival, reducing the amount of waste that previously would go to landfill.</li> <li>Continued to work with other Councils, State Government, recycling contractors and Metro Waste Group in reviewing recycling contracts and responding to the impacts of the recycling crisis as a result of the collapse of recycling markets and the ban by China in accepting mixed recycling exports.</li> </ul>

Service	Description	Quarterly Service Highlights
<b>Whitehorse Recycling and Waste Centre</b>	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.	<p>The Whitehorse Recycling and Waste Centre performed 36,994 transactions and received a total of 15,608 tonnes of material to the site including:</p> <ul style="list-style-type: none"> <li>10,940 tonnes of waste and the recycling of 3,231 tonnes of green/timber waste,</li> <li>309 tonnes of cardboard and paper,</li> <li>504 tonnes of steel,</li> <li>594 tonnes of concrete,</li> <li>879 tyres,</li> <li>807 mattresses.</li> </ul> <p>A total of 29.3% percent of material was diverted and recycled.</p>
<b>Open Space Maintenance</b>	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.	Unseasonal weather patterns have significantly strained our Open Space Maintenance particularly with unusual weed and lawn growth. These activities have been the primary focus for this second quarter period.
<b>Tree Management</b>	This service is responsible for the strategic and operational management of Council's street and park trees to meet community expectations as well as statutory and safety obligations. It includes planning for increasing the quantity and quality of trees within Whitehorse as well as maintaining the health and amenity of existing trees through inspections, pruning and removals in line with Council policy.	<p>The dry weather has continued to impact tree management. Watering is ongoing with good results showing for newly planted and established trees.</p> <p>Reactive works have increased significantly since October 2018 with many trees dropping limbs and branches in response to the dry weather.</p>

## Strategic Direction 4: Strategic leadership and open and accessible government

### Annual Plan Major Initiatives and Initiatives Update

Major Initiatives/ Initiatives	Description	Responsible Officer	Target completion date	Current Status	Progress Against Target	Progress Comments
<b>Major Initiatives</b>						
<b>Digital Transformation Strategy</b>	Implementation of year two of the <i>Digital Strategy 2017</i> .	Head of Digital and Business Technology	June 2019	In Progress		The second quarter has seen the Digital Team make solid and tangible progress on delivering the Digital Strategy. A further 24 processes are now 'Apply and Pay Online' enabled, bringing the total to 35 and augmenting the earlier compliance and efficiency benefits with 324 staff hours and 192 customer hours saved. A kick-off meeting was held with our website development partner followed by collaborative, in-depth workshops focussing on the design and functional requirements of both the web and intranet sites. In parallel to the design activities, a tender for website hosting and infrastructure support services was successfully conducted and a vendor selected. Internally, departmental web and social champions have been appointed, content audits completed and policy and procedures created to guide them with the maintenance and operation of their departmental online assets. Digital Marketing was active in assisting departments to leverage the power of social platforms to maximise campaign success. The production of high quality videos, such as that for the Whitehorse Centre, helped increase user engagement and saw the team in high demand! The first community engagement panel survey was conducted to ascertain the community's current level of online platform use, their interests and what they would like to be able to do on our new website.
<b>Strategic Land Management Program</b>	Complete due diligence on identified Council landholdings.	Manager Property and Rates	June 2019	In progress		Completed Cambridge Street sale settlement, sale price of \$51.8M + GST. Commenced and completed the Harrow Street car park management "Expression of Interest" process.

Major Initiatives/ Initiatives	Description	Responsible Officer	Target completion date	Current Status	Progress Against Target	Progress Comments
<b>Initiatives</b>						
<b>Implementation of requirements of the Local Government Act Review</b>	Implementation of requirements of the <i>Local Government Act Review</i> .	Executive Manager	June 2019	Deferred pending Victorian Government actions.	 RED	Procedurally, the <i>Local Government Bill 2018</i> has now lapsed. It is now up to the new State Labour Government and the Minister for Local Government to recommence the process. It is unclear at this stage, when this is likely to be initiated.
<b>Business Improvement Program</b>	Continue to implement an organisation wide business improvement program focusing on benefits such as improving effectiveness, responsiveness, and systems and reporting.	Head of Finance and Corporate Performance	June 2019	In progress	 GREEN	<p>During the quarter October to December 2018, 10 staff graduated our Continuous Improvement Training Program delivering their first project through the Define, Measure, Analyse, Improve, Control (DMAIC) model (a further 3 staff are on track for graduation in January 2019). This approach enables a consistent methodology to be applied in projects undertaken across the diversity of Council services enhancing a culture of Continuous Improvement.</p> <p>Our program has eight projects in progress and has completed nine projects of 12 completed year to date, we continue to monitor eight projects completed.</p> <p>The benefits achieved for this quarter include an improved customer experienced with a focus on increasing our online services and payments for our community, increased capacity through 2,260 hours saved and financial benefits of \$122,580.</p> <p>Please refer to section 4, Business Improvement of the Quarterly Report for further information.</p>
<b>Live streaming of Council and Committee meetings</b>	To implement the live streaming of Council and Committee meetings to assist the community in being informed of Council decision making, and ensuring transparency and accountability in Council proceedings and processes.	Executive Manager Governance & Customer Service	June 2019	Complete	 GREEN	<p>Streaming and Publishing Recordings of Council Meetings Policy was adopted by Council at its meeting held 15 October 2018.</p> <p>Live stream of Council meetings commenced on 12 November 2018.</p> <p>Website page with information and archive access of meetings is fully operational.</p> <p>Figures provided by Live Streaming Service Provider has confirmed that there is good usage of this new initiative.</p>

## Quarterly Service Highlights

Service	Service Description	Quarterly Service Highlights
<b>Council Support</b>	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.	All operational requirements and obligations have continued to be delivered in line with organisational standards and requirements for the second quarter 2018/19.
<b>Civic Services</b>	Includes the provision of customer service at Council's three service centres; governance services including coordination of Council meeting documents, managing Freedom of Information applications and maintaining Council's statutory records; fostering international relations particularly with Council's Sister City Matsudo, and cleaning and maintaining the municipal offices.	<p>The nature of activities and services provided have continued to be delivered in line with organisational requirements and standards:</p> <p><i>Governance</i></p> <ul style="list-style-type: none"> <li>Continued participation, oversight, advice provided in relation to statutory compliance matters such as Freedom of Information, Registers of Interest, Delegations and Authorisations.</li> <li>Support and advice provided to staff on Infocouncil electronic agenda management system and to Councillors and senior staff on the Councillor Information hub - Councillor Dashboard.</li> <li>Undertaken necessary arrangements for Council's Australia Day 2019 Civic Awards.</li> </ul> <p><i>Customer Service</i></p> <ul style="list-style-type: none"> <li>In excess of 13,000 customers attended Council's Customer Service Centres for general queries and assistance.</li> </ul>
<b>Communications</b>	This service manages Council's communications activities including the production of Council publications such as the Whitehorse News and Annual Council Calendar. The service also produces all publications, brochures, speeches, media responses and enquiries, and all communication for the community, Councillors and the organisation.	<ul style="list-style-type: none"> <li>Responded to 18 media enquiries, wrote and distributed 63 media releases.</li> <li>Coordinated, wrote, edited and designed three issues of the Whitehorse News.</li> <li>Designed and produced 76 publications including Whitehorse Leader ads, postcards, banners, brochures, online banners for the website and posters.</li> <li>Liaised with various internal and external stakeholders and completed 10 communications plans.</li> <li>Provided content to Digital Department for intranet promoting individual and organisational good news stories.</li> <li>Wrote 29 speeches.</li> <li>Increased electronic Whitehorse Leader subscriptions (270 current subscribers) and achieve a 54 per cent click through rate.</li> <li>Supported multiple departments and units throughout the organisation to promote their services, activities, achievements, consultation and any other requirements.</li> </ul>
<b>Organisation Development</b>	Provides human resource management services including staff recruitment, corporate training and development, industrial relations and volunteer advisory services.	<ul style="list-style-type: none"> <li>There have been 58 new employees commence this quarter and they have been inducted and on-boarded into the organisation.</li> <li>A total of 93 training programs have been offered in quarter two with 1054 participants. Of particular focus in this quarter was improving the report writing skills of employees with a number of 'Style Guide' and report writing sessions held. There was also a very successful Leadership Forum held in November 2018 with a futurist and local government leader speaking about the importance of</li> </ul>

Service	Service Description	Quarterly Service Highlights
		<p>embracing diversity for improving organisational effectiveness. Ninety one leaders, managers and supervisors attended this forum.</p> <ul style="list-style-type: none"> <li>▪ The staff survey was held in late quarter two with planning underway for the sharing of the results with Managers and employees in quarter three. Although only 37% of employees participated in the survey the results were substantially in the top quarter for benchmarked organisations in both local government and the private sector, with many satisfaction and engagement measures being in the top decile for results.</li> <li>▪ Planning continues for the Collective Agreement negotiations that will commence in quarter three and conclude before the next pay increase is due in September 2019. Exploration with the Fair Work Commission has taken place into Interest Based Bargaining with an information session held at the Commission for our Consultative Committee and Union parties in late December.</li> <li>▪ Workforce Planning continues for another two Departments and an overall picture of the workforce is also being prepared for consideration at the end of quarter three. Council continues to contribute to the development of a resource for all of local government in Victoria for undertaking workforce planning.</li> <li>▪ The OD team is also continuing to contribute to the Parkland Advisory Committee review.</li> </ul>
<b>Risk, Health and Safety</b>	This service administers Council's occupational health and safety program, ensures compliance with occupational health and safety legislation, manages Council's insurance program and implements the risk management framework.	<ul style="list-style-type: none"> <li>▪ Provided the Executive with the draft amendments to the Risk Management Strategy.</li> <li>▪ Provided 23 targeted OHS training programs to comply with OHS legislation and address specific risks.</li> <li>▪ Continue to provide wellness and injury prevention initiatives to target demographic and workforce specific health, wellbeing and injury concerns.</li> <li>▪ Continue to meet benchmarks provided within the Victorian Governments Healthy Workplaces Achievement Program in Smoking, Mental Health and Physical Activity - this has also extended to Alcohol and other drugs.</li> </ul>
<b>Finance and Corporate Performance</b>	This service manages Council's corporate performance & planning, continuous improvement program, financial management and associated reporting, internal control and audit co-ordination, payroll, procurement and contract administration.	<ul style="list-style-type: none"> <li>▪ Annual Report 2017/18 received by Council 15 October 2018.</li> <li>▪ Commenced 2019/20 Council Budget.</li> <li>▪ The memorandum of audit planning scope documents for the Asset Management (Infrastructure) and Privacy and Data Protection Act Management internal audits were presented to the Audit Advisory Committee.</li> <li>▪ Accounts Payable Continuous Improvement (AP CI) Project (AP1000) Presentation at the Manager's Meeting was well received</li> <li>▪ The use of the Neopost application has been extended to send emails to Accounts Receivable customers</li> <li>▪ New corporate procurement procedure endorsed and deployed throughout organisation around Criteria and Weightings, Tender Evaluation Panels.</li> <li>▪ 19 tenders, 2 major quotations and 3 Expressions of Interest have gone to the market</li> </ul>

Service	Service Description	Quarterly Service Highlights
<b>Corporate Information</b>	This service manages and maintains Council's corporate record system and information across the organisation.	<ul style="list-style-type: none"> <li>▪ Responded to internal RM system/Information Management enquiries and privacy enquires on a daily basis.</li> <li>▪ Processed incoming correspondence in a timely manner.</li> <li>▪ Lodged Private Building Surveyor's documentation in a timely manner.</li> <li>▪ Provided archiving and retrieval services in a timely manner.</li> <li>▪ Provision of appropriate levels of training for Records Management (RM) system.</li> <li>▪ Monitored &amp; maintained 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.</li> <li>▪ Began Transfer of Council's Archives to an offsite storage project.</li> <li>▪ Began 2018 MAV Electronic Content Management (ECM) Step program assessment actions planning and implementation process.</li> </ul>
<b>Information Technology</b>	This service manages and maintains Council's computer systems and networks.	<ul style="list-style-type: none"> <li>▪ Continued with the rollout of end user devices resulting in improved staff mobility and productivity.</li> <li>▪ Upgraded key business systems to ensure access to the latest functionality and bug fixes.</li> <li>▪ Upgraded ePayment systems to facilitate online payments of Environmental Health business registrations.</li> <li>▪ Enhanced Business Continuity capability by replacing uninterruptible power supplies / battery back-ups for the Civic Centre IT infrastructure.</li> <li>▪ Completed testing the computer systems and the network to find security vulnerabilities that an attacker could exploit and addressed those vulnerabilities.</li> <li>▪ Streamlined internal IT systems and processes gaining productivity increases and better customer experiences.</li> <li>▪ On average over the past three months, uptime for the network and core applications was 99.994%. This has exceeded the target Key Performance Indicator due to proactive monitoring and improved processes and procedures.</li> <li>▪ Processed over 2400 Service desk requests in the quarter.</li> </ul>
<b>Property</b>	This service manages Council properties, conducts property valuations, and maintains the Geographic Information System.	<ul style="list-style-type: none"> <li>▪ Completed Cambridge Street sale settlement, sale price of \$51.8M + GST.</li> <li>▪ Commenced and completed the Harrow Street car park management "expression of Interest" process.</li> <li>▪ Completed the Sportlink café tenant "Expression of Interest" process.</li> <li>▪ Negotiated contract terms for the part purchase of 33 Nara Road, Mitcham.</li> <li>▪ Completed S190 of the Local Government Act obligations for: Elgar Park substation lease, Watts Street Childcare Centre lease and the Nunawading Community Hub substation lease.</li> <li>▪ Co-ordinated lease negotiations between Council and Melbourne Water regarding the Lucknow Childcare lease.</li> <li>▪ Completed a review of the Silver Grove survey plan for the final settlement of the Springvale Road grade separation with VicRoads.</li> <li>▪ Completed survey of Morack Golf Course 18th tee in preparation for Council to become the Crown</li> </ul>






Service	Service Description	Quarterly Service Highlights
		<p>Land Committee of Management.</p> <ul style="list-style-type: none"> <li>▪ Negotiated the Youth Connection lease between Council and Vicinity.</li> <li>▪ Awarded six month valuation transition contract in accordance with Council's Procurement Policy.</li> <li>▪ Provided general property advice regarding City Oval Box Hill and Bennettswood Reserve Burwood</li> <li>▪ Completed Open Space Valuations.</li> <li>▪ Completed the 2018 level valuation objection period.</li> </ul>
<b>Rates</b>	This service undertakes rate revenues and fire services property levy collection.	<ul style="list-style-type: none"> <li>▪ Delivered the 2nd rate instalment to approximately 33,000 ratepayers who have opted to pay by instalments.</li> <li>▪ Awarded Lane Print &amp; Post the printing contract through Procurement Australia.</li> <li>▪ Lodged 1st Pension reimbursement claim to Department of Health and Human Services for pension rebates granted - \$603,317 reimbursed to Council.</li> <li>▪ Lodged 1st and 2nd Fire Services Property Levy remittances to State Revenue Office for monies collected up to 30 November 2018 - \$5.6m.</li> <li>▪ Implemented process improvement for overpayments by increasing the overpayment threshold for refunds.</li> <li>▪ Current General Rate, excluding Pension Rebate Reimbursement, collection rate was 35.14%.</li> </ul>
<b>Watts Street Parking Service</b>	This service provides multi-level car parking facilities in Watts Street, Box Hill.	<p>The midweek occupancy of the Watts Street car park remains high with a gross income of \$359,000 excluding GST for the period from 1 July to 31 December.</p> <p>At 31 December 2018, actual occupancy was greater than forecasted occupancy meaning that the actual revenue was greater than the forecasted income.</p>
<b>Emergency Management and Business Continuity</b>	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> .	<p>All Departmental Business Continuity Plans have been updated and desktop exercises completed.</p> <p>The Municipal Emergency Management Plan has also been reviewed and changes endorsed by the Municipal Emergency Management Planning Committee.</p> <p>Two major exercises were conducted, the first exercise east involving our regional partners and the second involving key businesses in Box Hill with partner agencies.</p>
<b>Digital Transformation Strategy</b>	This service provides the transition to digital platforms across the organisation aimed to deliver improved customer experience and operational benefits.	<ul style="list-style-type: none"> <li>▪ Made a solid and tangible progress on delivering the Digital Strategy.</li> <li>▪ A further 24 processes are now 'Apply and Pay Online' enabled, bringing the total to 35 and augmenting the earlier compliance and efficiency benefits with 324 staff hours and 192 customer hours saved.</li> <li>▪ Kick-off meeting was held with our website development partner followed by collaborative, in-depth workshops focussing on the design and functional requirements of both the web and intranet sites. In parallel to the design activities, a tender for website hosting and infrastructure support services was successfully conducted and a vendor selected. Internally, departmental web and social champions have been appointed, content audits completed and policy and procedures created to guide them with the maintenance and operation of their departmental online assets.</li> <li>▪ Digital Marketing was active in assisting departments to leverage the power of social platforms to</li> </ul>

Service	Service Description	Quarterly Service Highlights
		<p>maximise campaign success. The production of high quality videos, such as that for the Whitehorse Centre, helped increase user engagement and saw the team in high demand!</p> <ul style="list-style-type: none"> <li>▪ The first community engagement panel survey was conducted to ascertain the community's current level of online platform use, their interests and what they would like to be able to do on our new website.</li> </ul>

## Strategic Direction 5: Support a healthy and local economy

### Annual Plan Major Initiatives and Initiatives Update





Major Initiatives/ Initiatives	Description	Responsible Officer	Target completion date	Current Status	Progress Against Target	Progress Comments
<b>Major Initiatives</b>						
<b>Review Vision of Box Hill Metropolitan Activity Centre</b>	Review the Vision for the Box Hill Metropolitan Activity Centre; Stage 1 – project planning, appointment of consultant and key stakeholder consultation	Manager Planning and Building	June 2019	In Progress	 GREEN	Consultants have been appointed to review the vision and strategic direction for the Box Hill Metropolitan Activity Centre and an inception meeting was held in December.
<b>Initiatives</b>						
<b>Nunawading Structure Plan Review</b>	Progress the Nunawading Structure Plan review, which will form the basis of a future Planning Scheme Amendment for the centre.	Manager Planning and Building	June 2019	In Progress	 AMBER	A draft brief has been prepared. It is anticipated that this project will not commence until the third quarter due to the potential need to seek further funding in the 2019/2020 year to complete the review of the structure plan.
<b>Parking Meter replacement in Box Hill</b>	Replacement and modernisation of all parking meters in the Box Hill area, providing enhanced flexibility and availability of payment options for customers.	Manager Compliance	June 2019	In Progress	 GREEN	The Parking Meter Replacement Tender was awarded in October 2018 with contracts signed in October. The contract provides for the supply, installation and removal of old machines and a five year routine maintenance program.

## Quarterly Service Highlights

Service	Description	Quarterly Service Highlights
<b>Investment and Economic Development</b>	This service is responsible for the delivery of specific activities and programs outlined in the <i>Whitehorse Economic Development Strategy 2014-2019</i> .	<ul style="list-style-type: none"> <li>Partnered with Gateway Local Learning and Employment Network to run Speed X Industry Immersion session. The program focussed on an Education retention program targeting at risk or disengaged youth to give opportunity to interview vocations to encourage Victorian Certificate of Applied Learning Vocational Educational Training pathway - May 2018. 20 business participated with 61 students registered from six schools.</li> <li>The Whitehorse/Box Hill Visitor Guide was released in April 2018. The guide includes maps of Whitehorse and Box Hill with details of public transport, places of interest, key services, parks and reserves. 800 copies were distributed to local accommodation providers, tertiary institutions, Council customer service centres, libraries and shopping centres. Mandarin and English Version of the map are digitally available.</li> <li>Delivered Whitehorse Business Week (WBW) 2018 Program with seven major events attracting 770 business representatives. Events were presented at a number of venues across Whitehorse with a range of keynote speakers and topics. A record number of Sponsors participated in WBW 2018.</li> <li>During WBW, the first Melbourne East Regional Event was held in Whitehorse, a partnership with the Councils of Manningham, Maroondah, Monash, Knox, Whitehorse and Yarra Ranges, over 160 businesses, business groups, and institutions attended from across the Melbourne East Region. Whitehorse lead the production of a video that showcases the benefits of Living, Working and Playing in the Melbourne East and was previewed for the first time at the event.</li> <li>In collaboration with Victorian Employer's Chamber of Commerce and Industry (VECCI) and Manningham City Council, hosted the How to Approach Performance Management business breakfast – 28 November 2018 (100 Registrations).</li> <li>The Think Local Buy Local program was revamped and focused on the benefits of when you spend \$100 locally. A new competition inviting shoppers to tell us their favourite Whitehorse business to win and why. November (45 entries) and December (84 entries).</li> <li>The Festive Window Competition was revamped and held for the first time through the Instagram platform. Shoppers were encouraged to upload a photo of their favourite festive window to win. Nominated businesses also became eligible to win, with over \$6,000 of prizes given away.</li> <li>Four Small Business Mentoring Sessions were held at Council and the Small Business Bus also made 5 visits at Council's Civic Centre and Box Hill Town Hall.</li> <li>Council's Business Newsletter "Down to Business" was distributed in hard copy to over 4000 businesses across Whitehorse and in digital format through the WBiz Website.</li> </ul>

## 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. Calls to Council's Customer Service department decreased when compared to the previous quarter, however was a slight increase on the same period last year.

Performance Indicator	Target	Actual	Status	Progress Comments
Percentage of calls answered within 20 seconds	80%	88.70%	 GREEN	Council's call centre groups continue to deliver an efficient customer experience by exceeded target for Grade of Service (volume of calls answered within 20 seconds). Over 88% of customers were connected to an officer inside 20 seconds, with an average speed to answer of 13 seconds.
Percentage of total calls answered	95%	95.72%	 GREEN	A total of 93,923 calls were offered to Councils queue groups, a slight reduction of on the previous quarter. In excess 95% of calls were handled, with less than 5% abandoning prior to connection.
Enquiries resolved at first call	70%	67.10%	 AMBER	67.1% of calls answered were managed to conclusion at the initial contact point, with the remaining queries requiring transfer to a either a specialised officer or department. Council remains focused increasing First Call Resolution through leveraging technologies and skilling of staff.
Records management actions completed within allocated timeframes* (Records Manager)	95%	95.36%	 GREEN	Total number of record management actions: 22,761. Overdue record management actions: 1,055.

\* 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.

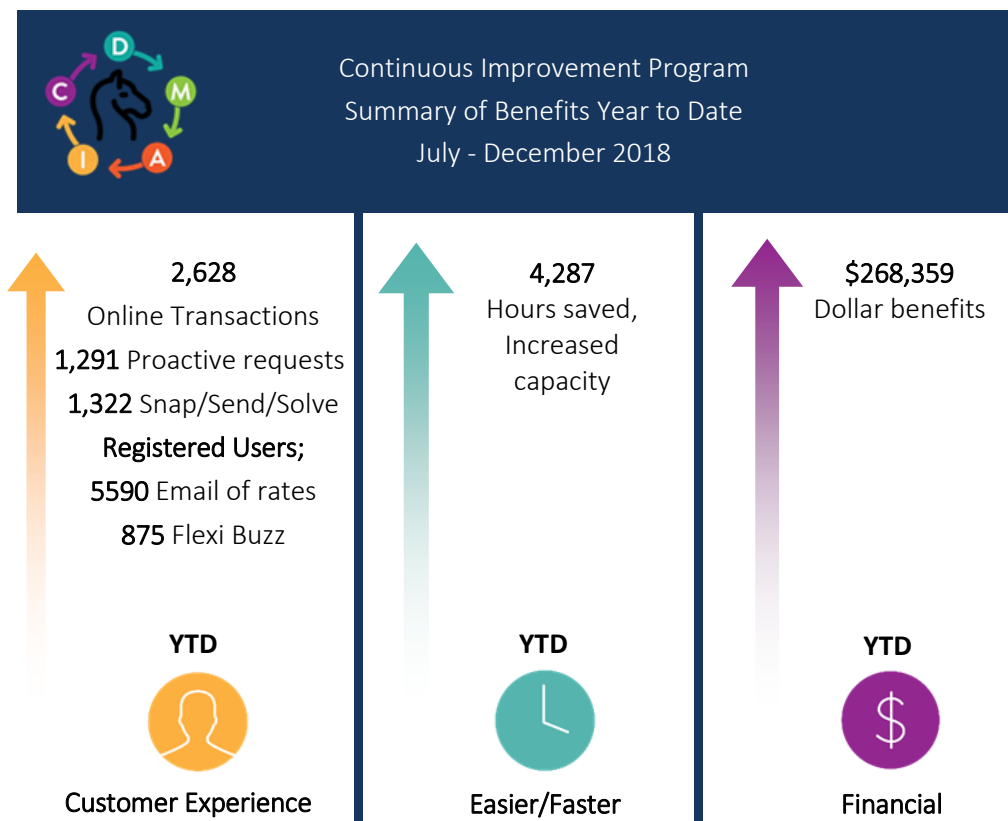
## Section 4 – Business Improvement

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

During the quarter October to December 2018, 10 staff graduated from our Continuous Improvement Training Program (with a further three 3 on track for graduation in January 2019). This approach enables a consistent methodology to be applied in projects undertaken across the diversity of Council services enhancing a culture of Continuous Improvement.



























































As part of the training program, a requirement of staff is to complete an improvement project applying the learning of the Whitehorse methodology.

Nine improvement projects were implemented this quarter with ongoing improvement to service delivery for our community continued to see positive benefits as it relates to our three types of efficiencies: improving customer experience; making the process easier and faster; and financial savings. Resulting improvement benefits for the October to December 2018 period are shown in the summary diagram.



## Continuous Improvement Projects

Projects by status are outlined in the following table:

PROJECTS IN PROGRESS			
1. Early Childhood Services – Continuity ★			
2. Apply and Pay Online (14 Services) ★			
3. Customer Service Facilitations Team ★			
4. Performance and Development Plans (PADP)			
5. Credit Cards			
6. Accounts Payable process			
7. Merchant Fees			
8. Engineering Statement of Compliance ★			
COMPLETED PROJECTS 2018/19– BENEFITS REPORTED			
1. Apply and Pay Online (35 Services) ★			
2. Invoices – Facilities Maintenance ★			
3. Customer Communication Effectiveness ★			
4. Intelligent Invoice Processing			
5. Skip Bin Process			
6. Customer Service – Missed Bins ★			
7. Indigenous vegetation harvesting ★			
8. Workshop maintenance ★			
9. Utilities Invoice ★			
10. Dispensation lodgment ★			
11. Compliance – First Call Resolution ★			
12. Fringe Benefit Tax ★			
COMPLETED PROJECTS MONITORED – BENEFITS REPORTED			
1. Land Information Certificate			
2. Building Certificate			
3. Parking Infringement review			
4. Customer Service CARES stream			
5. Customer Service Systems Mobility			
6. Electronic email Rates Notice			
7. Management Vehicle Detection Unit Mobility			
8. Eco Print Strategy			
Number of closed projects <b>20</b>			

★ Continuous Improvement Champion Projects

## Continuous Improvement Councillor Expo 2018

An Expo Event for Councillors was organised in November 2018 where five of our Improvement Champions were provided an opportunity to interact with Councillors to showcase their projects and learnings or experience. The Expo provided Councillors with an opportunity to gain an insight into how the Continuous Improvement Program is extending staff skills, engaging mindsets to lean methodology and the benefits to staff, our business and service delivery to our community.



Continuous Improvement Councillor Expo 201

## Project Highlight – Intelligent Invoicing

The Intelligent Invoicing project aims to improve the invoice process for Whitehorse Home and Community Services:

- Whitehorse Home and Community Services produces 31,000 invoices for services
- This equates to 60,000 pages which equates to 120 reams of paper
- 4,500 residents are registered for this service enabling them support for independent living at home

Working in collaboration with our IT team we exploited the capabilities of an existing software solution to eliminate manual sorting of invoices and provide a platform for future electronic distribution of invoices for this service.

The benefit for our clients has resulted in invoices being sent out 5 days earlier providing clients an additional 5 days to plan and pay. In addition, its projected 200 hours of effort will be saved each year and a saving of \$7,500 in reduced postage and form printing costs including a reduction in paper saving 48 reams.





## Business Improvement Project Highlight – October to December 2018

### Apply and Pay Online Functionality

Collaborative effort between the Digital Team and Building, Engineering & Planning resulted in the implementation of twenty three Apply & Pay online services during the quarter bringing the number of services to Apply & Pay online services to thirty five. Of the 2628 online transactions in this quarter, 816 of these were through Apply and Pay online functionality. This has contributed to an increased capability of 194 hours and demonstrated interest from our community for this online channel of communication with Council. A summary of completed and in progress Apply & Pay projects is provided in the following table:

Apply & Pay	
Completed - 35 Services	
1.	Stormwater Legal Point of Discharge application
2.	Stormwater Report Electronic Delivery (EDD)
3.	Build over Easement application
4.	Flood Levels application
5.	Proposed Demolition – Report & Consent (29A)
6.	Building Siting Report & Consent
7.	Property Building Certificate /Property Information Report
8.	Electronic Copy of Building Approval documents
9.	Electronic Copy of Planning Permit
10.	Confirmation Planning Permit is required
11.	Planning Permit "Pre-Application" Meeting
12.	Vic Smart - Remove, Destroy or Lop One Tree
13.	VicSmart - General Application
14.	Amended Planning Permit (Section 50/57)
15.	Amended Planning Permit (Section 72)
16.	Submission Secondary Consent
17.	Submission Condition 1 Plans
18.	Extension of Time - Section 69
19.	Construction Management Plan
20.	Advertising Fees (Payment Facility)
21.	Certification of Lots & Subdivision Fees (Payment Facility)
22.	Payment - Planning Permit - Subdivision
23.	Payment - Planning Permit – Recertification
24-35.	Planning Permits Online (12 x application types)
In Progress – 7 Services	
1.	Registered Users – Online Applications
2.	Vehicle Crossing Permit
3.	Private Building Surveyor Permits - Section 30
4.	Private Building Surveyor Permits - Section 80
5.	Building Permits - Additions & Alterations
6.	Building Permits - (Multiple Others)
7.	Amend ASITE Application
In Planning – 7 Services	
1.	Drainage Connection Road Reserve Permit
2.	Drainage Works in Easement Permit
3.	Authority Works Permit
4.	Outfall Drainage Construction Permit
5.	Application for Various Inspections
6.	Asset Protection Permits – Reactive Lodgements
7.	Asset Protection Permits – Proactive Lodgements

## Section 5 – Capital Works Report

### Capital Projects

There are 196 capital projects and programs to be delivered over the financial year with a budget of \$64.35m.

Highlights during the second quarter of the 2018/19 Capital Works Program:

- City Works recently upgraded the general waste and recycling bins at Box Hill Mall with the installation of new solar powered compactor bins.
- There were previously ten general waste bins and seven recycling bins in the mall surrounds and despite being emptied regularly, it was common for the bins to become full and overflow due to the high traffic in the area.
- Three sets of recycling and waste bins have been installed in the Box Hill Mall along with another set in Box Hill Gardens near the new play space and barbeque area.



*Box Hill Mall Solar Compacting Bins*



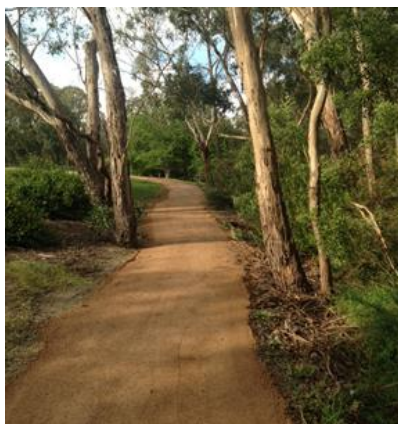
*Box Hill Gardens Solar Compacting Bins*

Renewal works were recently completed at various locations including Antonio Newlands, Yarran Dheran & Ballina Terrace Reserve encouraging increased activity in these areas through safer and more appealing infrastructure.

*Antonio Newlands*



*Before*

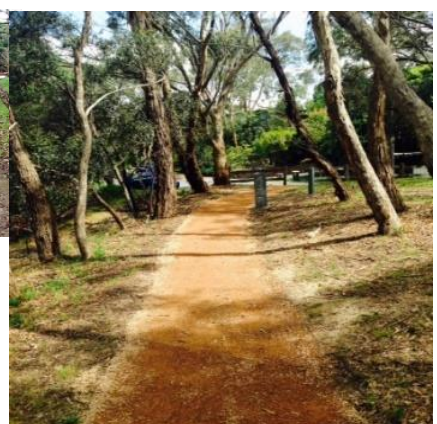


*After*

*Yarran Dheran*



*Before*



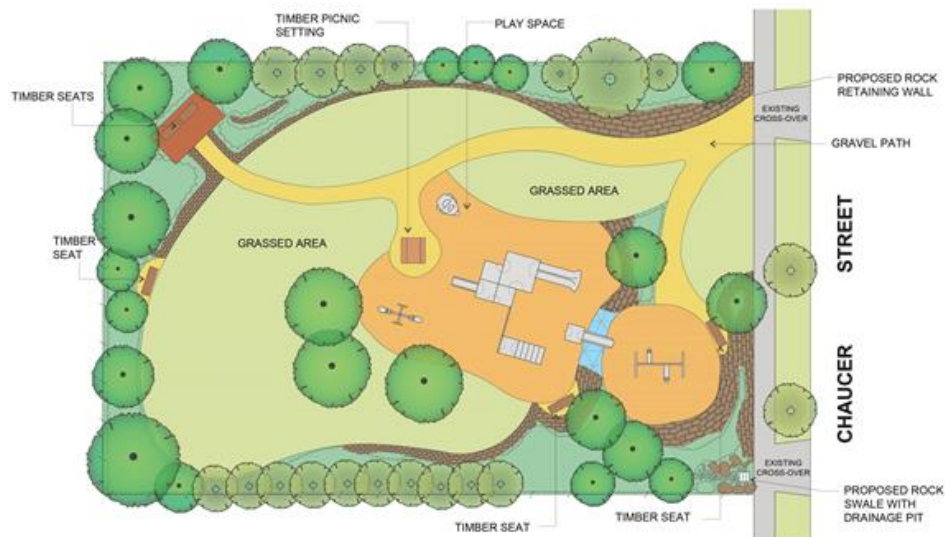
*After*





*Park bench seating and new basketball ring at Ballina Terrace Reserve*

In September 2015, Council acquired 11 Chaucer Street in Box Hill South as an Open Space Development Site. Designs have been completed and went out for consultation in October. The proposed design will include a play space, garden beds, park furniture and a retaining wall. Demolition of the residential dwelling has been completed and land has been cleared for development.



## Capital Expenditure

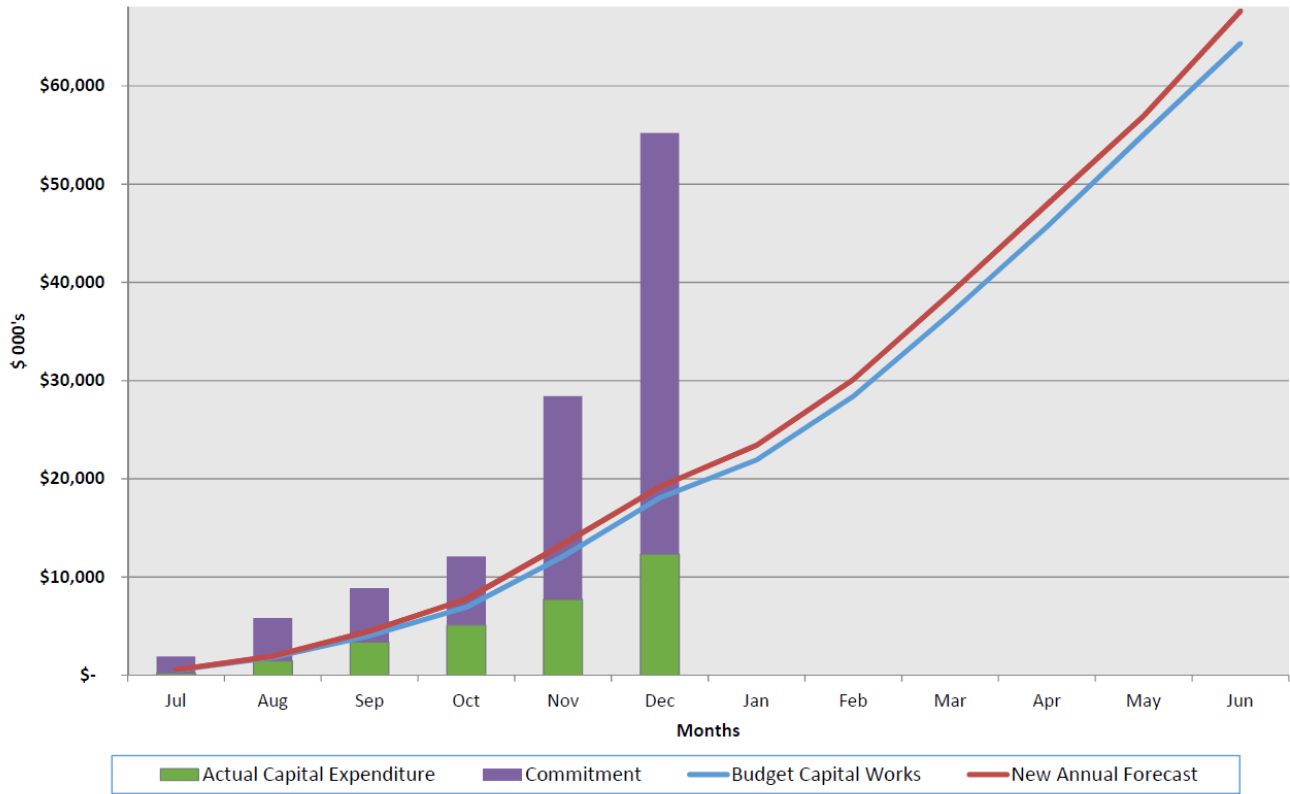
As at 31 December 2018, actual capital YTD expenditure was \$12.3m, \$5.7m below the YTD budget of \$18.

Actual capital YTD expenditure represents 19.2% of the total annual budget. As detailed in the table and graph below, while actual expenditure is under budget, committals (which include the full amount for Nunawading Community Hub) indicate that works are progressing across the program.

### Capital Expenditure 1 October – 31 December 2018

	YTD Actual \$'000	YTD Budget \$'000	YTD Variance \$'000	2018/19 Budget \$'000	2018/19 Forecast \$'000
Buildings Improvements	1,561	1,212	-349	3,365	3,497
Buildings	3,251	7,849	4,598	35,855	37,452
Land	0	0	0	1,680	1,680
<b>Total Property</b>	<b>4,811</b>	<b>9,061</b>	<b>4,250</b>	<b>40,900</b>	<b>42,629</b>
Bridges	115	50	-65	200	200
Drainage	747	860	113	1,855	1,879
Footpaths and Cycleways	1,293	1,295	02	3,148	3,150
Off Street Car Parks	111	180	69	975	1,041
Parks, Open Space & Streetscapes	1,192	1,365	173	4,456	4,402
Recreational, Leisure & Community Facilities	235	1,000	765	2,379	2,432
Roads	1,037	1,040	03	4,686	5,432
Waste Management	288	40	-248	80	506
<b>Total Infrastructure</b>	<b>5,019</b>	<b>5,830</b>	<b>811</b>	<b>17,779</b>	<b>19,045</b>
Computers and Telecommunications	315	582	267	1,084	1,198
Fixtures, Fittings and Furniture	346	372	26	577	615
Plant Machinery and Equipment	1,834	2,205	371	4,005	4,130
<b>Total Plant and Equipment</b>	<b>2,494</b>	<b>3,158</b>	<b>664</b>	<b>5,666</b>	<b>5,944</b>
<b>GRAND TOTAL</b>	<b>12,324</b>	<b>18,049</b>	<b>5,725</b>	<b>64,345</b>	<b>67,618</b>

### Capital Works Program 2018-19 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 \$1.74m. This primarily reflects a \$1.52m favourable timing difference due to early payment of Quarter 3 Commonwealth funding for Whitehorse Home and Community Services.

The year-end result is forecast to be a surplus of \$64.46m, \$353k favourable to budget.

### Year-to-date Result

As outlined in the Executive Summary above, the year to date result at 31 December reflects a favourable variance of \$1.74m. The significant year to date variances to budget were as follows:

- 1) **Statutory fees and fines** were \$847k higher than budget primarily relating to a \$550k favourable variance on parking infringements income, reflecting an increase in the number of tickets issued and \$372k of disbursements from Fines Victoria, and a \$220k favourable variance in planning permit application fees.
- 2) **Grants - operating** were \$2.23m favourable to budget mainly reflecting:
  - a \$1.53m timing difference due to early payment of Quarter 3 Commonwealth funding for Whitehorse Home and Community Services, and
  - a change in the mix of childcare income under the new funding structure which commenced 1 July 2018. Childcare subsidies are favourable by \$617k, and this is partly offset by a \$515k decrease in child care fees.
- 3) **Contributions - monetary** were \$2.09m lower than budget reflecting lower than anticipated public open space contributions, which were also \$2.68m lower than the same time last year.
- 4) **Other income** was \$448k favourable to budget primarily relating to \$281k net recycling income from Visy reflecting outstanding rebates for the period March to June 2018, \$53k reimbursements from the North East Link Authority, and an additional \$53k from the sale of recycled metal collected at the Recycling and Waste Centre.
- 5) **Employee costs** were \$473k favourable to budget mainly relating to Planning and Building, which was \$373k less than budget. This is due to a number of vacant positions including unfilled positions relating to the implementation of Municipal Tree Study recommendations.
- 6) **Materials and services** were \$806k unfavourable to budget mainly due to the following significant variances:
  - Parkside was \$733k unfavourable to budget primarily reflecting an increase in reactive tree pruning (\$436k), earlier and increased weed eradication costs (\$152k), and a timing difference in contract tree pruning (\$217k)

- City Works was \$461k higher than budget mainly due to a mix of permanent and timing differences in road and pathway maintenance costs, particularly concrete works (\$238k) and asphalt repair (\$171k)
- Business Technology was \$412k greater than budget reflecting a mix of permanent and timing differences in software/licences/support costs (\$484k), which were forecast up by \$441k at 30 September, and
- Partly offset by favourable variance in Engineering Services by \$524k, mainly due to decreases in garbage service (\$186k), garden green waste collection (\$114k) and hard and green waste collection (\$75k) costs as a result of lower than expected tonnage collected.

7) **Depreciation** was \$419k less than budget mainly due to lower fixed asset capitalisation and a number of asset write-offs resulting from stocktakes at the end of the 2017/18 financial year.

## Projected Year-end Result

The projected year-end result for 2018/19 was reviewed at 30 November and a surplus of \$64.46m is predicted, \$279k less than the previous forecast but \$353k favourable to the adopted budget. The next reported forecast change will be in the January 2019 financial report.

## Cash Position

Total cash and investments (including other financial assets) totalled \$224.43m at the end of December, representing a \$50.11m increase since the beginning of the year. This largely reflects the proceeds on sale of 517-521 Station Street, Box Hill, which settled on 8 October. \$14.59m was held in cash and short-term investments at 31 December.

## Debtors

Council has collected \$39.73m or 35.1% of 2018/19 rate debtors as at 31 December 2018.

Other debtors (net of doubtful debt provisions) outstanding at 31 December amounted to \$2.13m of which \$109k has been outstanding for more than 90 days.

## Income Statement for the period ending 31 December 2018

	Year-to-Date				Full Year					
	Actual \$'000	Budget \$'000	Variance \$'000	Notes	Nov Forecast \$'000	Sep Forecast \$'000	Budget \$'000	Variance Nov v Sep FCT \$'000	Variance Nov FCT v BUD \$'000	Notes
<b>Income</b>										
Rates	115,578	115,678	(100)		115,898	115,947	115,946	(49)	(48)	
Statutory fees and fines	4,723	3,876	847	1	8,950	8,569	7,610	381	1,340	
User fees	21,547	21,845	(298)		39,768	39,951	40,012	(183)	(244)	
Grants - operating	10,814	8,581	2,233	2	17,424	16,807	16,822	617	602	
Grants - capital	-	-	-		-	-	-	-	-	
Contributions - monetary	3,164	5,250	(2,086)	3	8,670	9,670	10,000	(1,000)	(1,330)	
Contributions - non-monetary	-	-	-		-	-	-	-	-	
Interest income	2,722	2,450	272		5,300	5,300	5,120	-	180	
Other income	1,905	1,457	448	4	3,478	3,251	2,933	227	545	
Net gain / (loss) on disposal of assets	35,483	35,391	92		35,127	35,121	35,046	6	81	
<b>Total income</b>	<b>195,936</b>	<b>194,528</b>	<b>1,408</b>		<b>234,615</b>	<b>234,616</b>	<b>233,489</b>	<b>(1)</b>	<b>1,126</b>	
<b>Expenditure</b>										
Employee costs	36,153	36,626	473	5	75,758	75,345	75,502	(413)	(256)	
Materials and services	27,277	26,471	(806)	6	61,624	61,778	60,454	154	(1,170)	
Depreciation	12,441	12,860	419	7	25,042	25,042	25,720	-	678	
Interest expense	106	107	1		212	212	212	-	-	
Other expenses	4,808	5,057	249		7,517	7,499	7,492	(18)	(25)	
<b>Total expenditure</b>	<b>80,785</b>	<b>81,121</b>	<b>336</b>		<b>170,153</b>	<b>169,876</b>	<b>169,380</b>	<b>(277)</b>	<b>(773)</b>	
<b>Net surplus / (deficit)</b>	<b>115,151</b>	<b>113,407</b>	<b>1,744</b>		<b>64,462</b>	<b>64,740</b>	<b>64,109</b>	<b>(278)</b>	<b>353</b>	



## Balance Sheet as at 31 December 2018

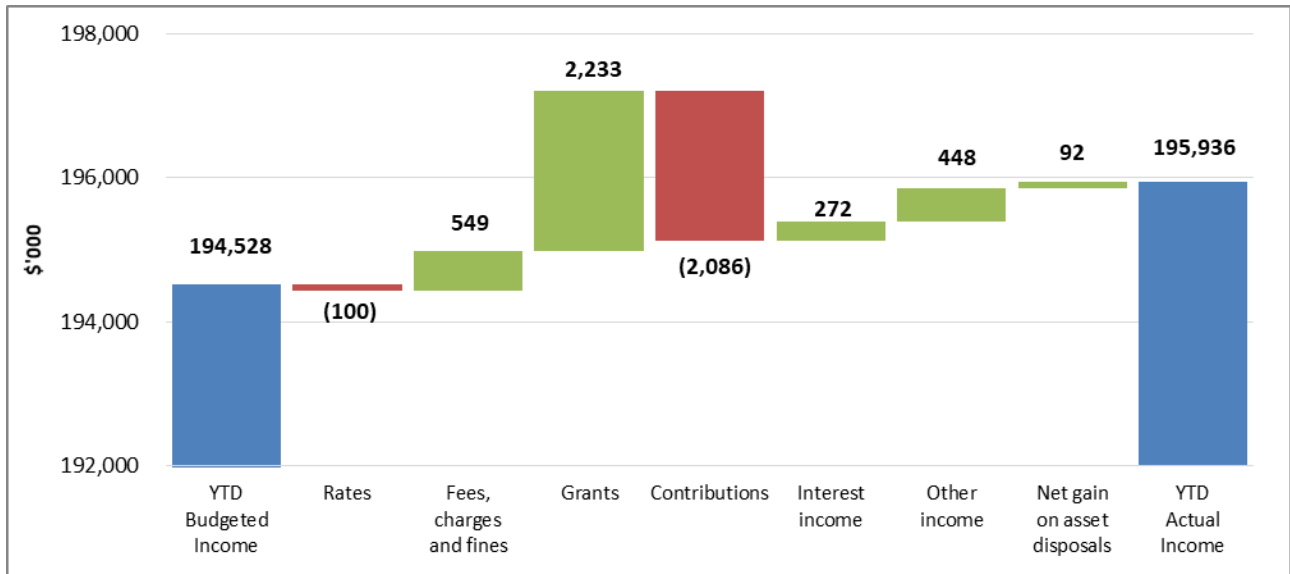
	2018/19 31-Dec-18 \$'000	2017/18 30-Jun-18 \$'000
<b>ASSETS</b>		
<b>Current assets</b>		
Cash and cash equivalents	14,586	10,999
Trade and other receivables	94,197	11,083
Other financial assets	209,849	163,326
Other assets	147	1,285
Non-current assets held for sale	1,800	18,774
<b>Total current assets</b>	<b>320,579</b>	<b>205,467</b>
<b>Non-current assets</b>		
Trade and other receivables	41	41
Investments in associates	5,737	5,737
Property, infrastructure, plant & equipment	3,609,295	3,609,360
Intangible assets	879	1,092
<b>Total non-current assets</b>	<b>3,615,952</b>	<b>3,616,230</b>
<b>Total assets</b>	<b>3,936,531</b>	<b>3,821,697</b>
<b>LIABILITIES</b>		
<b>Current liabilities</b>		
Trade and other payables	16,261	16,781
Trust funds and deposits	9,462	9,308
Provisions	15,544	15,468
Interest bearing loans and borrowings	57	57
<b>Total current liabilities</b>	<b>41,324</b>	<b>41,614</b>
<b>Non-current liabilities</b>		
Provisions	1,500	1,500
Interest bearing loans and borrowings	5,017	5,042
Other liabilities	903	903
<b>Total non-current liabilities</b>	<b>7,420</b>	<b>7,445</b>
<b>Total liabilities</b>	<b>48,744</b>	<b>49,059</b>
<b>Net assets</b>	<b>3,887,787</b>	<b>3,772,638</b>
<b>EQUITY</b>		
Accumulated surplus	1,402,918	1,454,895
Surplus (deficit) for period	115,151	-
Asset revaluation reserve	2,232,819	2,232,819
Reserves	136,899	84,924
<b>Total equity</b>	<b>3,887,787</b>	<b>3,772,638</b>

## Cash Flow Statement for the period ending 31 December 2018

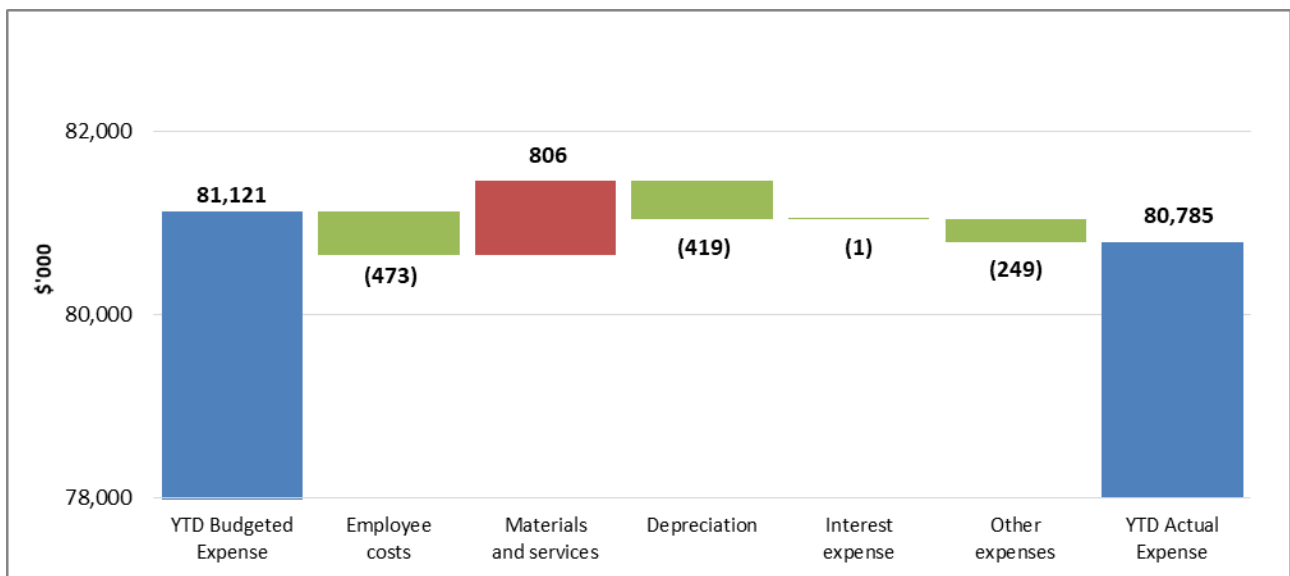
	2018/19 31-Dec-18 Inflows/ (Outflows) \$'000	2017/18 31-Dec-17 Inflows/ (Outflows) \$'000
<b>Cash Flows from Operating Activities:</b>		
Rates	41,607	41,043
Statutory fees and fines	4,723	4,058
User fees	22,156	22,437
Grants - operating	10,814	10,436
Grants - capital	-	345
Contributions - monetary	3,164	6,591
Interest received	2,722	1,861
Other receipts	1,905	1,725
Fire Services Property Levy collected	3,272	5,512
Employee benefits	(37,461)	(35,282)
Materials and services	(34,821)	(32,914)
Other payments	(4,808)	(4,815)
Fire Services Property Levy paid	(3,135)	(5,269)
<b>Net cash from operating activities</b>	<b>10,138</b>	<b>15,728</b>
<b>Cash Flows from Investing Activities:</b>		
Payment for property, infrastructure, plant and equipment	(12,324)	(14,039)
Proceeds from sale of property, infrastructure, plant and equipment	52,483	2,686
(Purchases)/sales of financial assets	(46,523)	(11,103)
Repayment of loans and advances from community organisations	(56)	6
<b>Net cash used in investing activities</b>	<b>(6,420)</b>	<b>(22,450)</b>
<b>Cash Flows from Financing Activities</b>		
Repayment of interest bearing loans and borrowings	(25)	(238)
Interest paid	(106)	(122)
<b>Net cash used in financing activities</b>	<b>(131)</b>	<b>(360)</b>
<b>Net Increase/(decrease) in cash and cash equivalents</b>	<b>3,587</b>	<b>(7,082)</b>
Cash and cash equivalents at 1 July	10,999	18,205
<b>Cash and cash equivalents as at end of period</b>	<b>14,586</b>	<b>11,123</b>

## Operating Income and Expenditure

Graph 1.1: Year-to-date Operating Income Variance

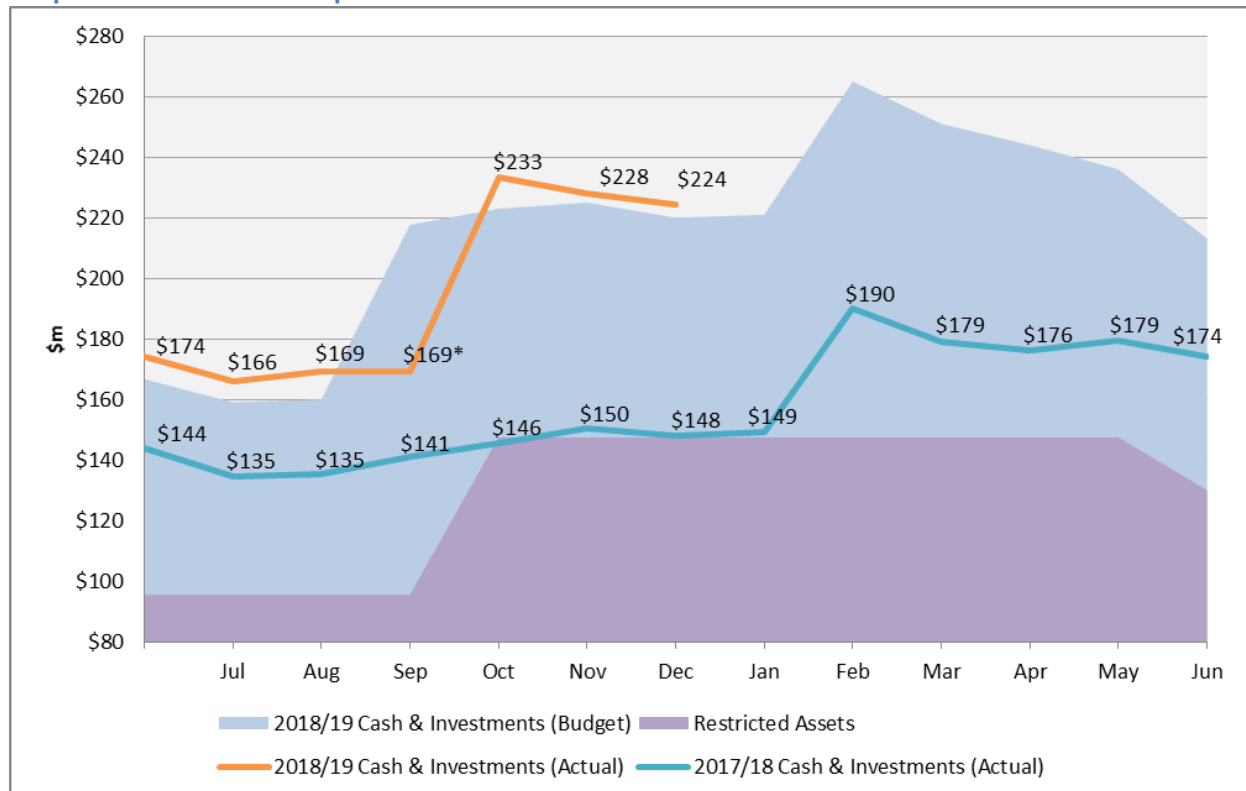


Graph 1.2: Year to Date Operating Expenditure Variance



## Cash and Investments

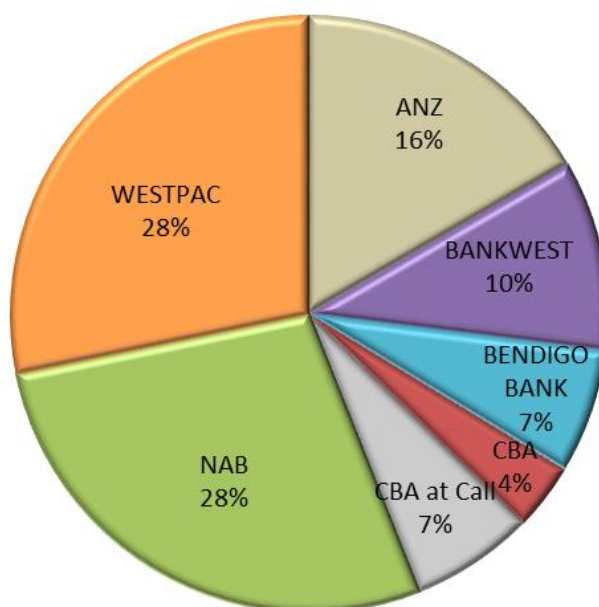
Graph 2.1: Cash Flow Comparison



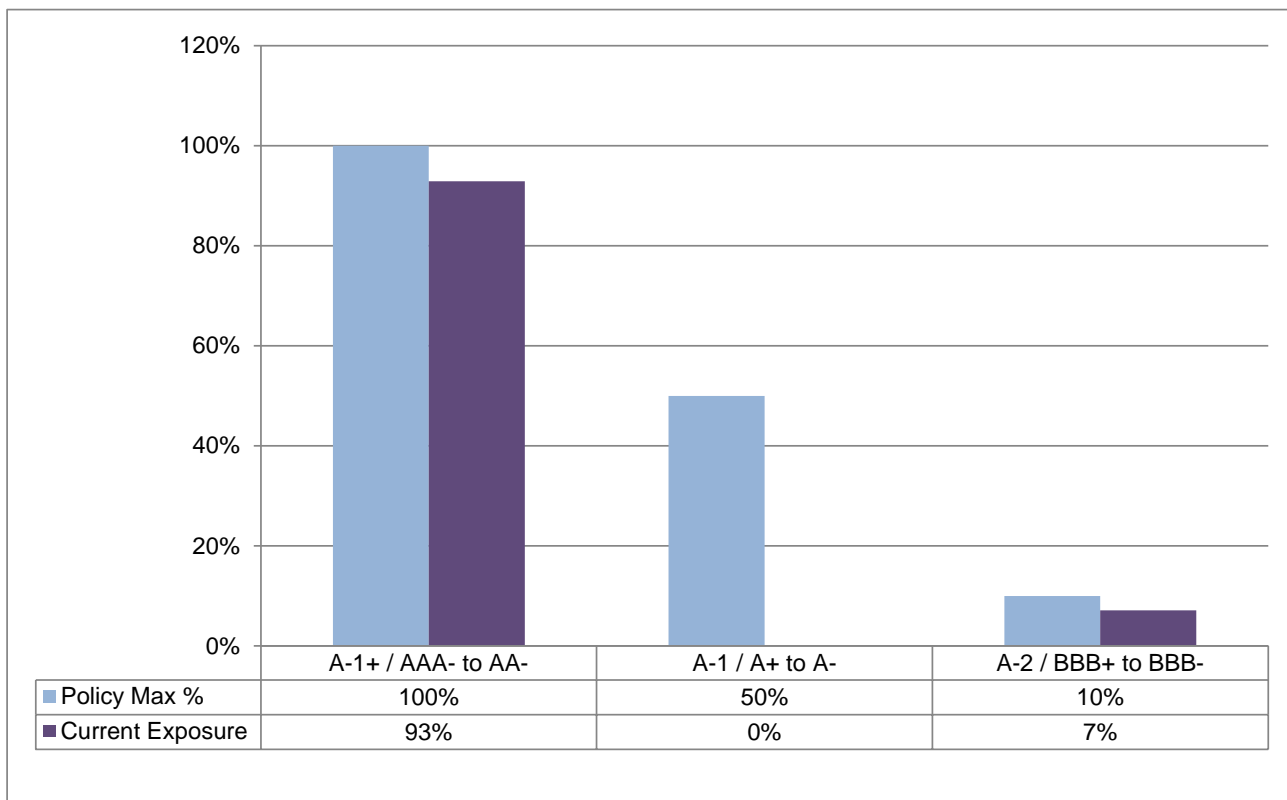
Note: Restricted Funds includes cash that is subject to external restrictions such as trust funds and deposits, Public Open Space Reserve and the Car Parking Reserve. It also includes funds allocated for specific future purposes such as the Aged and Disability Reserve, Community Development Reserve,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

\*Sale of 517-521 Station Street Box Hill settled on 8 October instead of 30 September as was budgeted.

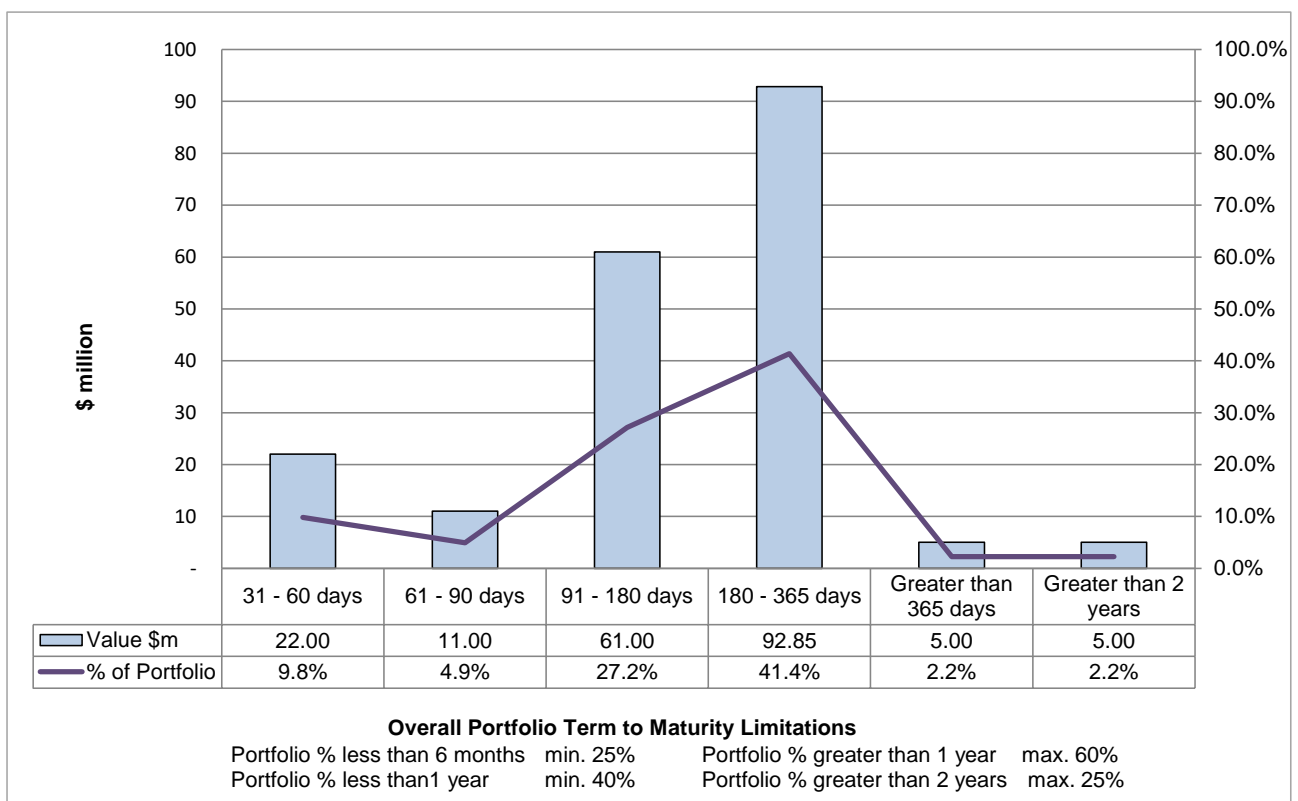
Graph 2.2: Investment by Institution



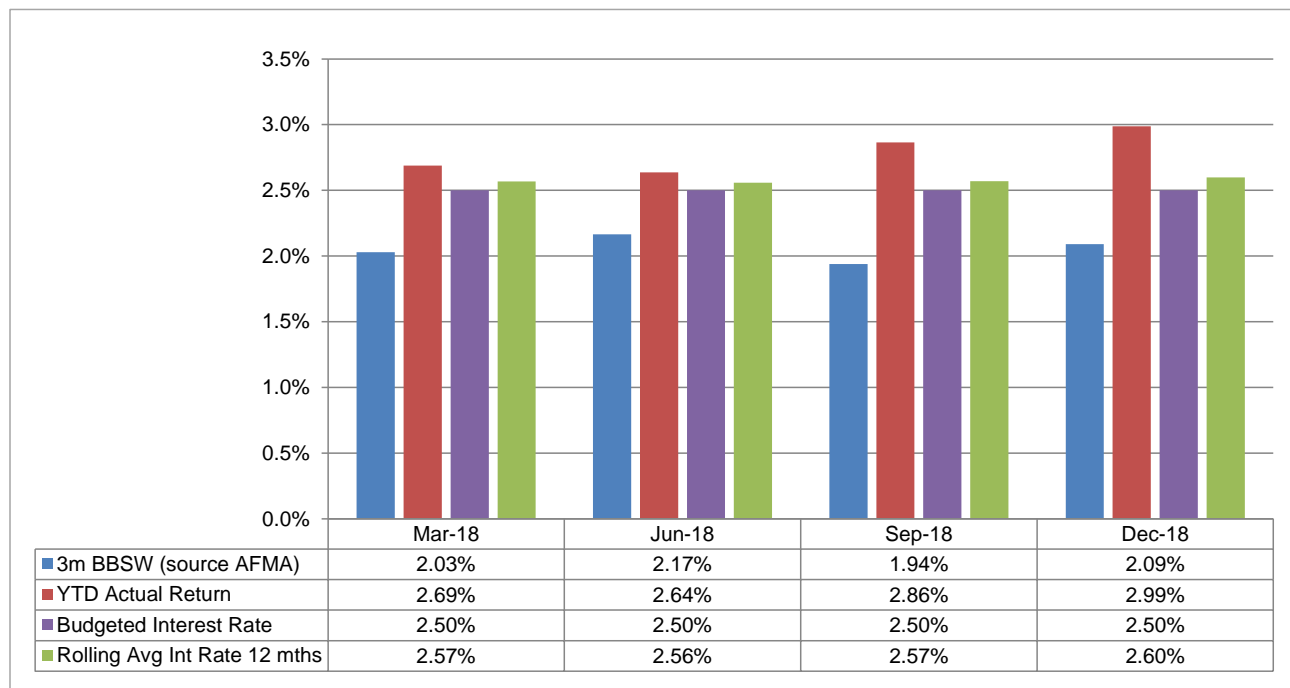
**Graph 2.3: Cash and Investment Credit Ratings**



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



Graph 2.5: Investment Benchmark Indicator

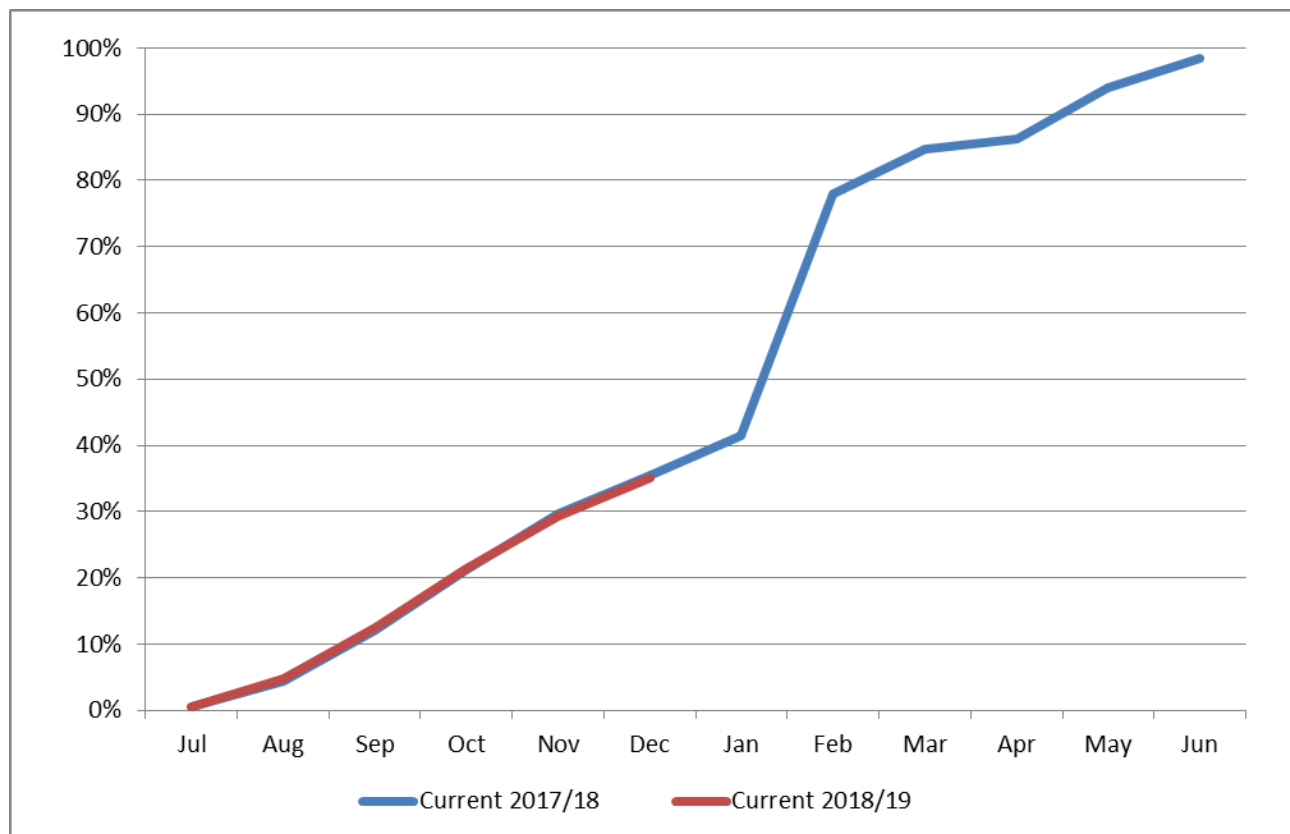


## Rate and Other Debtors

**Table 3.1: Current Rates Collected**

	31-Dec-18 \$'000	31-Dec-17 \$'000	30-Nov-18 \$'000
<b>YTD Current Rates Collected</b>	39,731	38,635	33,193
<b>% Current Rates Collected</b>	35.1%	35.4%	29.4%

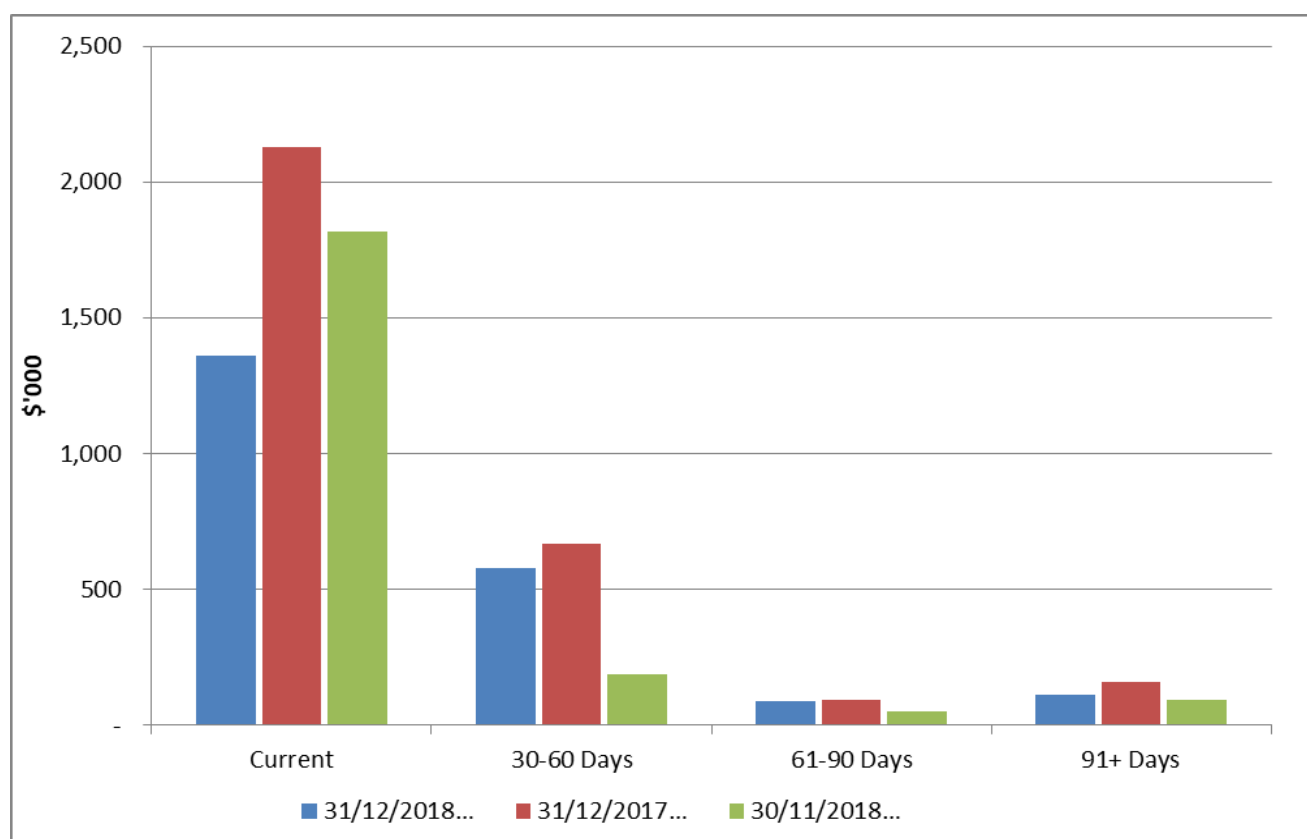
**Graph 3.1: Percentage of Current Rates Collected**



**Table 3.2: General and Sundry Debtors**

	<b>31-Dec-18 \$'000</b>	<b>31-Dec-17 \$'000</b>	<b>30-Nov-18 \$'000</b>
<b>Current</b>	1,359	2,127	1,818
<b>30-60 Days</b>	577	665	185
<b>61-90 Days</b>	86	91	49
<b>91+ Days</b>	109	156	91
<b>Total Owing</b>	<b>2,131</b>	<b>3,039</b>	<b>2,142</b>
<b>Total over 60 days</b>	195	247	140
<b>% over 60 days</b>	9.1%	8.1%	6.5%
<b>Total over 90 days</b>	109	156	91
<b>% over 90 days</b>	5.1%	5.1%	4.2%

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



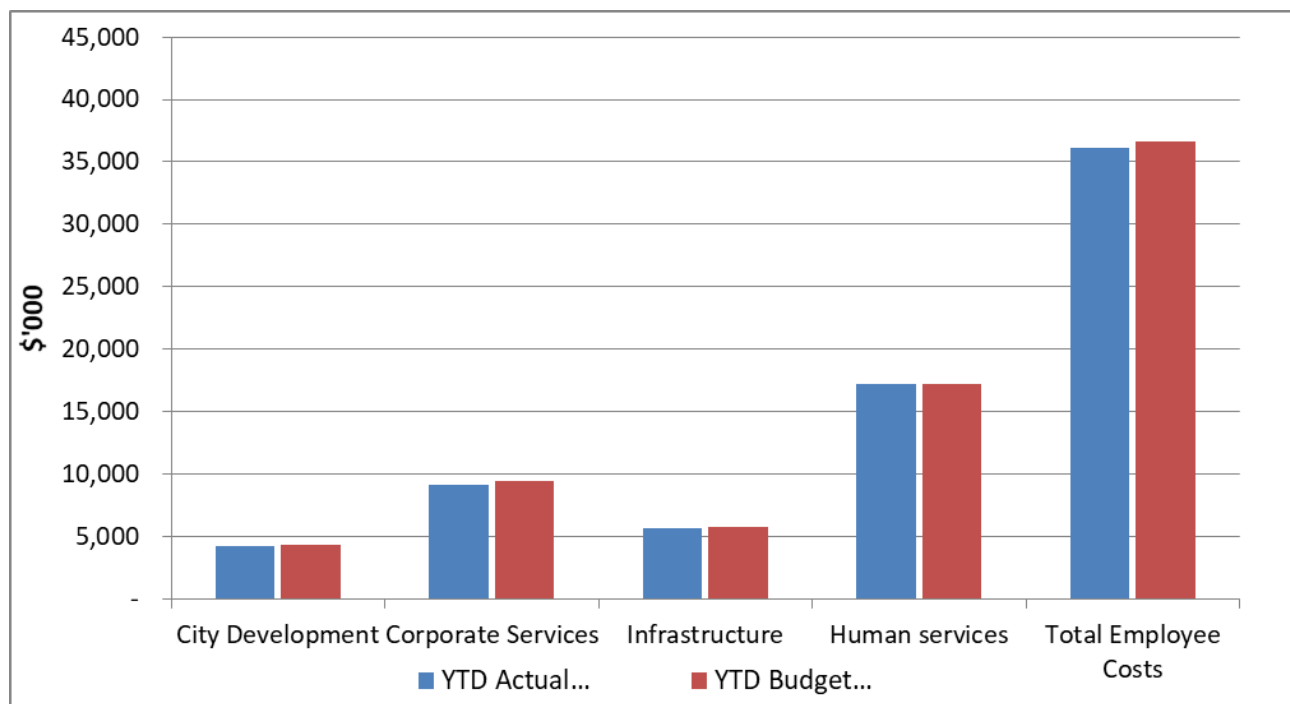


## Employee Costs

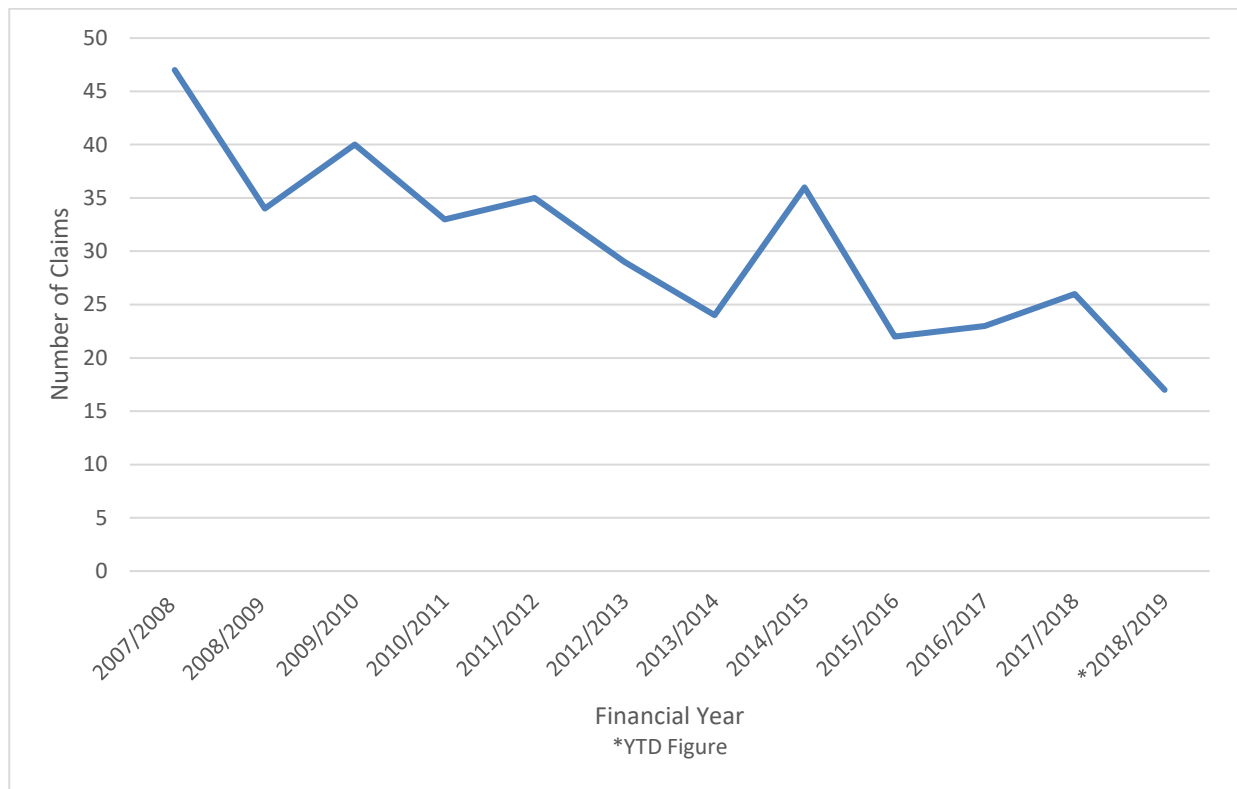
**Table 4.1: Employee Costs by Division**

Division	YTD Actual \$'000	YTD Budget \$'000	YTD Variance \$'000
City Development	4,229	4,333	104
Corporate Services	9,151	9,390	239
Infrastructure	5,629	5,690	61
Human services	17,144	17,213	68
<b>Total Employee Costs</b>	<b>36,153</b>	<b>36,626</b>	<b>473</b>

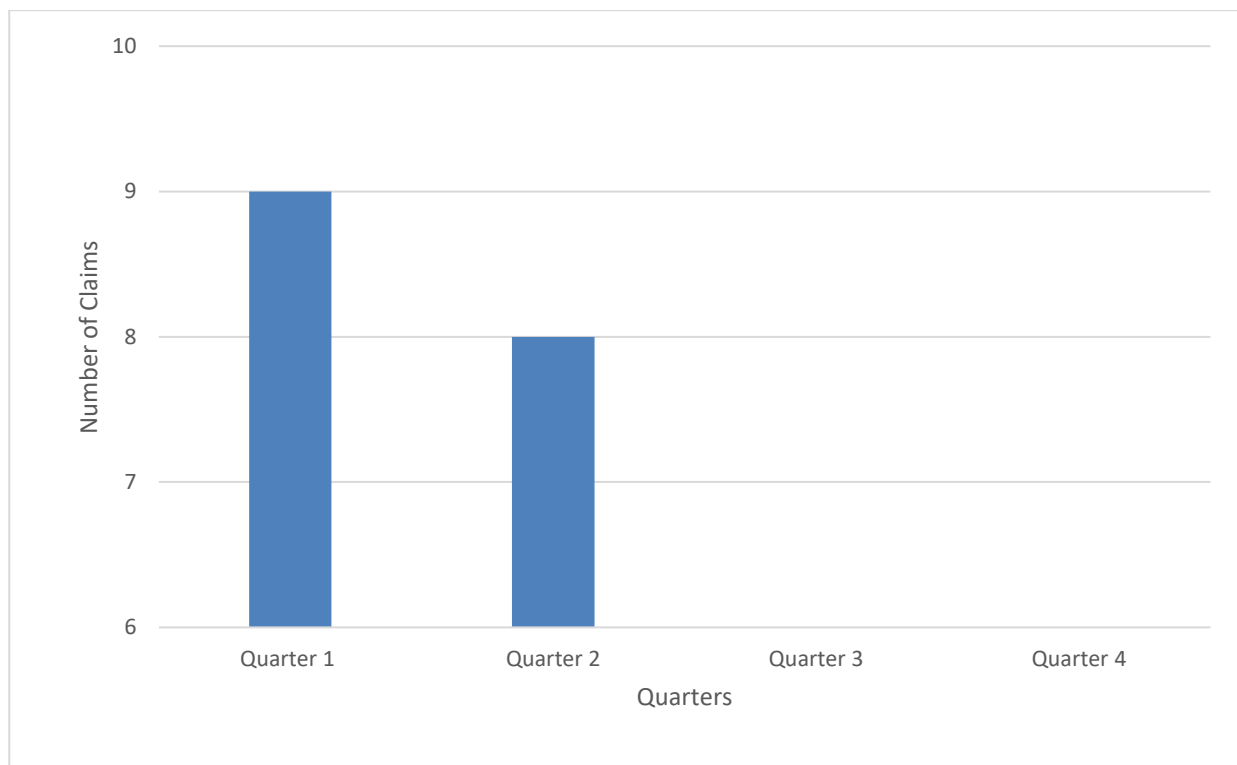
**Graph 4.1: Employee Costs – Actual to Budget Comparison**



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



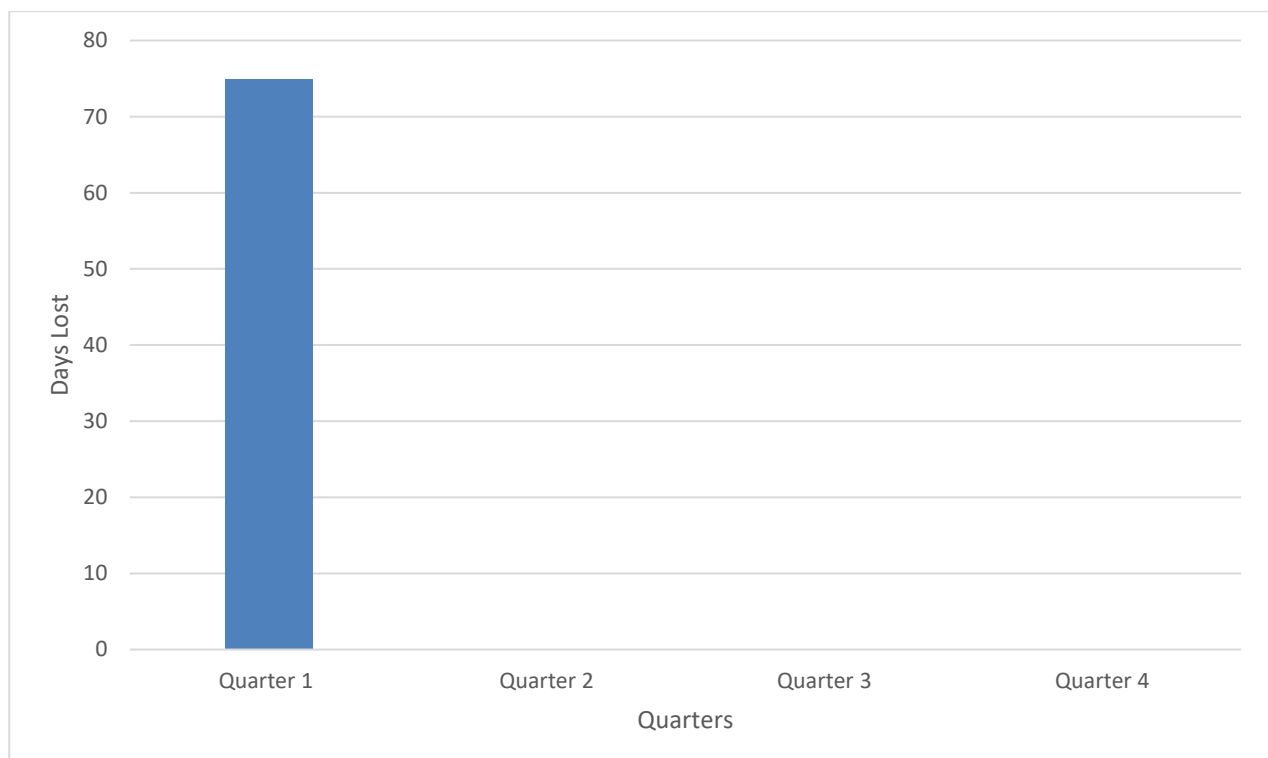
**Graph 4.3: Employee Costs – Workers Compensation Claims 2018/19 FY**



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



**Graph 4.5: Employee Costs – Total Days Lost 2018/19 FY\***



*\* Quarter 2 results for Total Days Lost were not available at the time of this report*

## Section 7 – Audit Advisory Committee Minutes

This section contains the Audit Advisory Committee Minutes for the second quarter of the financial year – 1 October 2018 – 31 December 2018.

### AUDIT ADVISORY COMMITTEE MINUTES

17 September 2018

#### 1 OPENING OF THE MEETING

The meeting commenced at 10.35 am in Meeting Room 9.

#### 2 PRESENT

Mr Michael Said  
Ms Lisa Woolmer  
Cr Denise Massoud

#### IN ATTENDANCE

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

#### 3 APOLOGIES

Cr Ben Stennett  
Mr Stuart Cann – Head Finance & Corporate Performance

#### 4 CONFIRMATION OF MINUTES – 20 August 2018

Mr Said thanked Mr Cann and the Finance team and Mr Loughnan and the team at VAGO for the work undertaken to meet deadlines and produce quality Annual Financial Statements and Performance Statement for 2017/18.

#### Committee Resolution

That the Minutes of the Meeting of 20 August 2018 be confirmed  
Moved Ms Woolmer, Seconded Cr Massoud

**CARRIED**

#### 5 MATTERS ARISING FROM PREVIOUS MEETING – Nil

#### 6 AUDIT COMMITTEE PLAN

Mr Said headed discussion on the revised Audit Committee Plan for 2018/19.

Mr Said noted that the Audit Advisory Committee Charter would be reviewed and updated when the new Local Government Act passes through Parliament. That despite now being a few years since last update he felt it still is better practice.

#### 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. An update of outcomes of the prior declaration will be provided in November 2018.

## **9 INTERNAL AUDIT**

### **9.1 Status Report**

#### **IA Progress Report September**

Mr Zavitsanos presented the Progress Report.

#### **Committee Resolution**

That the Committee note the report.

Moved Cr Massoud, Seconded Ms Woolmer

**CARRIED**

#### **Reports & Publications Quarterly Update**

Mr Zavitsanos presented the quarterly update and highlighted key items of interest.

#### **Committee Resolution**

That the Committee note the report.

Moved Cr Massoud, Seconded Ms Woolmer

**CARRIED**

#### **Strategic Internal Audit Plan (SIAP) 2018/19**

Mr Zavitsanos presented the amended SIAP incorporating comments provided at the May AAC meeting. Council adopted the schedule of IA reviews for 2018/19 at its June meeting.

The Committee requested the Digital Strategy report to the Major Projects Reference Group be attached to the AAC meeting papers.

#### **Committee Resolution**

That the Committee note the Strategic Internal Audit Plan 2018/19, as amended.

Moved Cr Massoud, Seconded Ms Woolmer

**CARRIED**

### **9.2 Audit Reports**

#### **Cash Receipting Review**

Mr Zavitsanos presented the internal audit report. There were no high risk issues noted.

#### **Committee Resolution**

That the Committee note the report.

Moved Ms Woolmer, Seconded Cr Massoud

**CARRIED**

#### **Fleet Management Review**

Mr Zavitsanos presented the internal audit report. There were no high risk issues noted.

#### **Committee Resolution**

That the Committee note the report.

Moved Ms Woolmer, Seconded Cr Massoud

**CARRIED**

### **9.3 Audit Scopes**

#### **Credit Cards MAP**

Mr Zavitsanos presented the scope document.

#### **Committee Resolution**

That the Committee endorse the MAP.

Moved Cr Massoud, Seconded Ms Woolmer

**CARRIED**

#### **IT Security & Access Controls MAP**

Mr Zavitsanos presented the scope document.

It is noted that the internal audit will be performed by a qualified Certified Information Systems Auditor (CISA).

**Committee Resolution**

That the Committee endorse the MAP.

Moved Cr Massoud, Seconded Ms Woolmer

**CARRIED**

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

**10 EXTERNAL AUDIT**

**10.1 Reports – Nil**

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

**11 STATUS/FOLLOW UP OUTSTANDING**

**11.1 Audit Report Items**

**Progress on Internal Audit Report Recommendations**

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

The Committee noted that the completed items be removed from outstanding items subject to Crowe Horwath recommendation on the two high risk actions.

**Committee Resolution**

That the Committee endorse the progress report recommendations.

Moved Ms Woolmer, Seconded Cr Massoud

**CARRIED**

**11.2 Audit Committee Matters – Nil**

**Annual IA Performance Review 2017-18**

The consolidated assessment was noted and considered a worthwhile exercise.

**Committee Resolution**

That the Committee endorse the review.

Moved Ms Woolmer, Seconded Cr Massoud

**CARRIED**

**12 OFFICERS REPORTS**

**12.1 Risk Management – Nil**

**12.2 Financial & Performance Reports**

**Draft Annual Report of Operations 2017/18**

The draft report was circulated and noted.

**Committee Resolution**

That the Committee note the draft report of operations.

Moved Ms Woolmer, Seconded Cr Massoud

**CARRIED**

**12.3 Fraud Control & Special Investigations – Nil**

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

**13 CORRESPONDENCE**

**13.1 VAGO**

**Local Government Insurance Risks**

The recently released summary report was noted.

**Committee Resolution**

That the Committee note the report.

Moved Ms Woolmer, Seconded Cr Massoud

**CARRIED**

**13.2 DELWP – Nil**

**13.3 MAV – Nil**

**14 OTHER BUSINESS – Nil**

**15 CONFIRMATION OF DATE OF NEXT MEETING**

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

**16 CLOSURE OF MEETING**

The meeting closed at 11.57 am.