



WHITEHORSE CITY COUNCIL

COUNCIL PLAN 2017-2021

MEASURES OF SUCCESS HALF YEAR REPORT

JULY-DECEMBER 2018

**STRATEGIC DIRECTION 1****SUPPORT A HEALTHY, VIBRANT, INCLUSIVE AND DIVERSE COMMUNITY****GOAL 1.1**

A SAFE, INCLUSIVE, RESILIENT AND DIVERSE COMMUNITY WHICH BENEFITS FROM GOOD HEALTH AND WELLBEING THROUGH THE DELIVERY OF SERVICES, FACILITIES AND INITIATIVES

MEASURE OF SUCCESS		COMMENTS
1I	Implementation and progress of actions in the Positive Ageing Strategy Intergenerational Projects undertaken and participation rates	<p>The Positive Ageing Strategy now sits within the Whitehorse Health &amp; Wellbeing Plan. Council has a Healthy Ageing Officer who oversees the coordination of actions associated with older people. Intergenerational Projects undertaken to date include:</p> <ul style="list-style-type: none"><li>• 2019 Whitehorse Seniors Festival ran throughout October providing seniors with an opportunity to try new activities and become more involved in their local community. Over 40 free or low cost activities were offered across the municipality with various hosted events in conjunction with 14 partner organisations. Involvement departments ran events such as Arts and Cultural Services, Leisure and Recreation Services, Community Development and Engineering and Environmental Services Departments.</li><li>• Forest Hill Dementia Friendly Community are currently exploring two priority actions which involve assisting people with dementia and their carers to know where to get help and how to help businesses to have an understanding about people with dementia</li><li>• A Network has been established which is supported by the State funded Eastern Metropolitan Region (EMR) through a number of initiatives including Active Healthy Ageing Advisors. The group is researching options of a regional healthy ageing project in 2019 focusing on ageism or walking football using a \$20,000 of Department of Health and Human Services funding.</li><li>• Continued participation in the Eastern Elder Abuse Network (EEAN) and Committee which has a focus on developing primary prevention approaches and provides instant access to support, advice and referral for clients who are experiencing to at risk of elder abuse across the Eastern Metropolitan Region.</li></ul>
1J	The number of graffiti removals	<p>Council's maintenance staff remove graffiti on Council's assets within 24-48 hours and reported 3,528 square metres of graffiti instances removed. Council has a computer software package called Vandaltrak, which is essentially an intelligence-gathering tool to store records and digital images of every reported incidence of graffiti.</p>
1K	Graffiti Program Education Attendance Rates	<p>While the City of Whitehorse does not have a widespread graffiti problem, graffiti does have a detrimental effect on the appearance of our neighbourhoods and businesses.</p> <p>No graffiti removal kits were requested by residents to remove graffiti from private property this period however, advice was provided on many occasions to residents on graffiti management. Council also offers to remove the graffiti with the approval of the property owner.</p>

MEASURE OF SUCCESS		COMMENTS
<b>1M</b>	Investment in community groups and organisations (for example Community Grants)	Council invests in community groups through an annual Community Grants Program which includes minor and major cash grants, partnership grants and Discount Support (hall hire and free tipping). At its July 2018 meeting, Council endorsed the funding determined by the Councillor panel. Community grants for 2018/19 will be using the Smarty Grants Platform which is an electronic grants submission system used by many local governments and other funding bodies.
<b>1N</b>	The number of participants at meetings and training events undertaken with the Whitehorse Volunteer Network	There were 34 attendees to the Whitehorse Volunteer Network meeting in August 2018. The meeting comprised of a networking component as well as professional development session titled <i>Dealing with the 'dodgy' stuff – volunteering screening deconstructed</i> , which focussed on Police checks, Working with Children checks and reference checks.
<b>1O</b>	The number of registered volunteers participating in Council-run programs and the range of opportunities for participation	Council has 353 registered volunteers utilised across a diverse range of program areas.

STRATEGIC DIRECTION 2		
MAINTAIN AND ENHANCE OUR BUILT ENVIRONMENT TO ENSURE A LIVEABLE AND SUSTAINABLE CITY		
GOAL 2.1		
A WELL-CONNECTED CITY WITH A BALANCED APPROACH TO GROWTH SUPPORTED BY INFRASTRUCTURE AND DEVELOPMENT THAT RESPECTS OUR NEIGHBOURHOOD CHARACTER		
MEASURE OF SUCCESS		COMMENTS
2C	Value of development invested in Whitehorse	An estimated \$500 million - \$1 billion of new development or refurbishment has occurred during the past 6 months. Ongoing development in planning and design phases are estimated to be in excess of \$3 Billion with the Victorian Government announcement of Suburban Rail Loop Project directly affecting Whitehorse.
2G	The number of multi-purpose facilities available to the community	16 multipurpose facilities are available to the community including the Civic Centre, Box Hill Town Hall, seven Minor Halls and four Senior Citizens Centres.
2K	Cleaning hours undertaken in Box Hill	There were 2,756 hours of cleaning undertaken in Box Hill this period. There have been two dedicated Cleansing Officers in Box Hill from the start of the 2017/18 financial year. A contractor or Council officers regularly sweep the footpaths in Box Hill. Further resources are allocated to Box Hill for specific tasks such as graffiti removal or dumped rubbish collection.
2M	Audit results of the Road Management Plan (which is inclusive of active transport modes)	An audit on compliance with the Road Management Plan was undertaken by MAV Insurance and presented in a report dated 15 October 2018. The overall compliance rate for roads was 93.1%.
2N	Number of Council-owned buildings retrofitted with environmentally-sustainable design principles	22 sites with existing solar panel installations were fitted with a remote monitoring system. Each site's information is now available online and provides fault status reports and real time usage and savings information. Additional water tanks were fitted at Councils Parkside Nursery site. The additional 27,000 litres of capacity added to the existing 81,000 litres on site which will mean that the water retention capacity will have increased from 70% to 100% of anticipated need.
2P	Number of environmentally sustainable development assessments undertaken	There were 143 environmentally sustainable development assessments undertaken. These assessments are a critical component in Council's commitment to creating an environmentally sustainable city ensuring that development meets high environmental standards from the design stage through to construction and operation.

STRATEGIC DIRECTION 3		
PROTECT AND ENHANCE OUR OPEN SPACES AND NATURAL ENVIRONMENTS		
GOAL 3.1		
A PLACE WHERE PASSIVE AND ACTIVE OPEN SPACE IS HIGHLY VALUED, SHARED AND ENHANCED		
MEASURE OF SUCCESS		COMMENTS
3B	Number of trees planted annually in our streetscapes and parks	529 trees have been planted across the municipality.
3C	Number of plants produced annually by the Whitehorse Nursery and planted on Council maintained land	22,778 plants were produced including groundcovers, shrubs and tube stock.
3D	Number of plants produced by the Whitehorse Nursery that are indigenous to Whitehorse	16,767 indigenous plants were produced by the Whitehorse Nursery.
3E	Number of open space inspections undertaken that support the local law education program within our parks supporting shared use	1307 inspections were conducted of open space areas
3F	ParksWide Environment Education Program attendance rates	There were 2,903 participants across the 74 Environment Education Program sessions conducted for various education sectors during the July – December 2018 period. In addition to the school booked programs involving Early Childhood (37 sessions), Primary School (19 sessions), Secondary school (5 sessions) and adults (2 sessions), there were 7 School Holiday program sessions, 6 Nature Play sessions and 20 Bush Kinder sessions. Consistent attendance rates were seen across the 25 sessions conducted at Blackburn Lake Sanctuary (1105 participants), 11 sessions at Yarran Dheran (902 participants) and 11 sessions across various locations (916 participants).
3G	Planning tree education programs and events attendance rates	There were eight events held receiving 623 participants. Programs included; Design a native Garden (95) in August, Native terrarium building (60) & Fill your garden with fruit (148) in October, Native plant propagation (32) & Hollows, nests and other animal homes in your backyard (33) during November.

**STRATEGIC DIRECTION 4****STRATEGIC LEADERSHIP AND OPEN AND ACCESSIBLE GOVERNMENT****GOAL 4.1**

GOOD GOVERNANCE AND RESOURCE MANAGEMENT

**GOAL 4.2**

A HIGH PERFORMING AND ENGAGED WORKFORCE

**GOAL 4.3**

A COUNCIL THAT COMMUNICATES EFFECTIVELY, ENGAGING WITH OUR COMMUNITY TO ENABLE THE DELIVERY OF SERVICES AND FACILITIES THAT MEET THE NEEDS OF OUR DIVERSE COMMUNITY

MEASURE OF SUCCESS		COMMENTS
<b>4F</b>	Participation attendance rates in leadership programs	A Leadership Forum held in November 2018 had a focus on innovation and engagement of a futurist as the keynote speaker which saw 91 employees attend the event. Two programs were delivered for the Emerging Leaders seeing 32 attendees.
<b>4G</b>	Attendance rates for corporate training program	There were 2087 attendees across the 61 training sessions delivered this period.
<b>4H</b>	Staff retention rate/workforce turnover rates	Staff turnover was 9.42% for this calendar year, and a decrease from last year's turnover of 13.84%.
<b>4T</b>	Number of annual advocacy campaigns	Community Development have been involved in advocacy for more affordable and social housing through the Eastern Affordable Housing Alliance (EAHA) in the lead up to the Victorian state election.

**STRATEGIC DIRECTION 5****SUPPORT A HEALTHY, VIBRANT, INCLUSIVE AND DIVERSE COMMUNITY****GOAL 5.1**

WORK IN PARTNERSHIP TO SUPPORT A STRONG, ACTIVE, LOCAL ECONOMIC ENVIRONMENT THAT ATTRACTS INVESTMENT AND PROVIDES ECONOMIC OPPORTUNITIES FOR BUSINESSES AND EMPLOYMENT FOR PEOPLE

MEASURE OF SUCCESS		COMMENTS
5A	Business community satisfaction rating through biennial service survey	This survey Whitehorse Business Performance Survey is run biannually and is scheduled for March 2019.
5B	Number of partnerships with neighbourhood houses to promote Learn Local Programs that support home based businesses, business start-ups and local multicultural businesses and communities	As part of 2018 Whitehorse Business Week, local Neighbourhood Houses were offered 10 complimentary tickets to attend the Women in Business Lunch held 15 August 2018. Nine tickets were redeemed from the Mitcham, Box Hill South, Burwood, Vermont South, Koonung Cottage & Clota Cottage Neighbourhood Houses. Burwood Neighbourhood House/Knitted Knockers displayed a stall at the Women in Business Expo on 15 August 2018.
5C	Participation rates at business workshops, seminars and events	Whitehorse Business week attracted over 775 participants to 7 business events held throughout August 2018. Collaborative efforts saw a range of well utilised workshops including: <ul style="list-style-type: none"><li>- How to Approach Performance Management in collaboration with Victorian Employers' Chamber of Commerce and Industry (VECCI) and Manningham City Council.</li><li>- Three free 45 minutes sessions hosted on the Small Business Bus in collaboration with Small Business Victoria</li><li>- Two sessions providing free and confidential mentoring service in collaboration with the Small Business Mentoring Service.</li></ul>
5D	Visitation numbers to business website: 'WBiz'	Over 6,255 visitation sessions were actioned on Council's Wbiz business website with 89.4% of the sessions being new visitors and 10.6% returning visitors/users.
5E	Number of businesses supported to prepare for changes in technology including the National Broadband Network (NBN) rollout through workshop attendances	As a part of Whitehorse Business Week, an event called Future of Digital Marketing for your Business event was held in August which saw 102 registrations. Ongoing web link to NBN website located on WBiz website provides business to search an address and gain information on the status of the rollout.

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MEASURE OF SUCCESS		COMMENTS
5F	Number of partnerships with stakeholders to develop training programs for young people to expand their skills	In collaboration with Deakin University, we continue to run the Whitehorse Tertiary Skills Program that saw 26 student/business placements. One business participant was located in the City of Knox with international students making up 80% of participants. The program received an award in the 2018 National Government Innovation Awards which also saw the 10 year anniversary of the program. Hosted by Deakin University, there was participation in an India Masterclass in October 2018 to explore how Indian students can contribute to Indian specific projects in Whitehorse then will contribute to Australia-India bilateral relationship.
5G	Number of investment and development facilitation enquiries	Approximately 5 new significant development / investment proposals were made with Council's Investment and Economic Development Unit.
5H	Number of initiatives that support partnership opportunities with tertiary education institutions to have stronger linkages with local business	Whitehorse Business Week 2018 was supported through sponsorship and in partnership with Box Hill Institute and Deakin University. Collaboration with Deakin University saw a continuation of the Whitehorse Tertiary Skills Program which also received an award in the 2018 National Government Innovation Awards. Regular phone call and meetings continue to be held with Box Hill Institute to further develop partnership opportunities.
5I	Number of investment and business growth enquiries	Approximately 20 enquiries were responded to through a ranges of methods including phones calls, enquires at our events (i.e. Business Week) and Civic Centre Customer Service enquiries.



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MEASURE OF SUCCESS		COMMENTS
5J	Number of engagements with Melbourne's eastern stakeholders	Stakeholder engagement is steady with continuing cross promotion of events with Council's in Melbourne's east business workshops. A collaboration with Councils in the Melbourne East saw a video produced in August 2018 that showcases the benefits of Living, Working and Playing in the Melbourne East. The video featured Box Hill. Engagement involved various stakeholders including; Maroondah City Council, North East Link Project, Melbourne East Regional Economic Development Group (MEREDG), Box Hill Institute, Manningham Regional Libraries, Inner East Primary Care Partnerships, Deakin University and City of Knox. City of Whitehorse participated in various stakeholder events such as Melbourne East Regional Breakfast (part of Business Week), Melbourne Eastern Region Council Officers meeting and a City of Whitehorse Exhibit at the South East Melbourne Jobs Fair hosted by Kingston City Council.
5K	Number of engagements with local stakeholders	Local stakeholder engagement is steady with attendance at various meetings with Box Hill Retail Network, Whitehorse Business Group Board, Whitehorse Business Group Business Awards Dinner. Numerous engagement opportunities have been utilised through initiatives such as Festive Window Competitions, Think Local Buy Local walk around, community noticeboards, general Trader Association catch ups and urban streetscape work notifications.
5L	Number of retail precincts and businesses promoted on WBiz Website	Nine retail precincts are captured on Council's business website (WBiz).
5M	Number of businesses participating and/or sponsoring at events and festivals	There were 6 sponsors for the Festive Window Competition. Whitehorse Business Week saw 22 sponsors in total including Australia China Business Council who were a sponsor and event partner for Whitehorse Business Week 2018 China Ready Checklist event.

## APPENDIX A – MEASURES REPORTED IN OTHER CORPORATE PERFORMANCE REPORTS

STRATEGIC DIRECTION 1 SUPPORT A HEALTHY, VIBRANT, INCLUSIVE AND DIVERSE COMMUNITY			
MEASURE OF SUCCESS		REPORT	FREQUENCY
1A	The implementation and progress of actions of the Municipal Public Health and Wellbeing Plan 2017-2021	<i>Quarterly Performance Report</i>	Quarterly
1B	Overall performance in the annual Community Satisfaction Survey	<i>Community Satisfaction Survey</i>	Annual
1C	Council's public childhood immunisation program rates	<i>Quarterly Performance Report</i>	Quarterly
1D	Percentage of participation in the Maternal and Child Health Services (Local Government Performance Reporting Framework (LGPRF) measure)	<i>Local Government Performance Reporting Framework</i>	Annual
1E	Percentage of participation in the Maternal and Child Health Services by Aboriginal Children (LGPRF)	<i>Local Government Performance Reporting Framework</i>	Annual
1F	Percentage of active library members (LGPRF)	<i>Local Government Performance Reporting Framework</i>	Annual
1G	Community satisfaction with Family Services	<i>Community Satisfaction Survey</i>	Annual
1H	Community satisfaction with Advocacy	<i>Community Satisfaction Survey</i>	Annual
1L	Participation and actions undertaken as part of the Resilient Melbourne Strategy	<i>Quarterly Performance Report</i>	Quarterly
1P	Program or service participation rates and number of visitors and users of facilities	<i>Quarterly Performance Report</i>	Quarterly
1Q	Community satisfaction with Council festivals and celebrations	<i>Community Satisfaction Survey</i>	Annual
1R	Community satisfaction with Recreation Facilities	<i>Community Satisfaction Survey</i>	Annual
1S	Level of attendance at Council festivals and celebrations	<i>Quarterly Performance Report</i>	Quarterly
1T	Community satisfaction with Community & Cultural services	<i>Community Satisfaction Survey</i>	Annual

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**STRATEGIC DIRECTION 2****MAINTAIN AND ENHANCE OUR BUILT ENVIRONMENT TO ENSURE A LIVEABLE AND SUSTAINABLE CITY**

MEASURE OF SUCCESS		REPORT	FREQUENCY
<b>2A</b>	Percentage of planning application decisions made within 60 days (LGPRF)	<i>Local Government Performance Reporting Framework</i>	Annual
<b>2B</b>	Number of Vic Smart applications processed (LGPRF)	<i>Local Government Performance Reporting Framework</i>	Annual
<b>2D</b>	Council's participation on the Eastern Affordable Housing Alliance	<i>Quarterly Performance Report</i>	Quarterly
<b>2E</b>	Community Satisfaction with Transport	<i>Community Satisfaction Survey</i>	Quarterly
<b>2F</b>	Number of transport advocacy programs	<i>Quarterly Performance Report</i>	Quarterly
<b>2H</b>	Capital Works Invested into maintenance, upgrades and development of community infrastructure	<i>Quarterly Performance Report</i>	Quarterly
<b>2I</b>	Community satisfaction with the Aqualink sports facilities	<i>Community Satisfaction Survey</i>	Annual
<b>2J</b>	Number of actions or activities that protect neighbourhood character	<i>Quarterly Performance Report</i>	Quarterly
<b>2L</b>	Community events or celebrations attendance rates	<i>Quarterly Performance Report</i>	Quarterly
<b>2O</b>	Number of initiatives that provide sustainable and quality infrastructure	<i>Quarterly Performance Report</i>	Quarterly

**STRATEGIC DIRECTION 3****PROTECT AND ENHANCE OUR OPEN SPACES AND NATURAL ENVIRONMENTS**

MEASURE OF SUCCESS		REPORT	FREQUENCY
<b>3A</b>	Community satisfaction with appearance of public areas	<i>Community Satisfaction Survey</i>	Annual

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**STRATEGIC DIRECTION 4****STRATEGIC LEADERSHIP AND OPEN AND ACCESSIBLE GOVERNMENT**

<b>MEASURE OF SUCCESS</b>		<b>REPORT</b>	<b>FREQUENCY</b>
<b>4A</b>	Financial performance and sustainable capacity indicators (LGPRF)	<i>Local Government Performance Reporting Framework</i>	Annual
<b>4B</b>	The number of business improvement initiatives undertaken and benefits achieved	<i>Quarterly Performance Report</i>	Quarterly
<b>4C</b>	Percentage of Council decisions made at meetings closed to the public (LGPRF)	<i>Local Government Performance Reporting Framework</i>	Annual
<b>4D</b>	Compliance with the annual Governance and Management Checklist under the Local Government Act (LGPRF)	<i>Local Government Performance Reporting Framework</i>	Annual
<b>4E</b>	Legislated required changes are made across Council to meet the requirements of the new Local Government Act	<i>Quarterly Performance Report</i>	Quarterly
<b>4I</b>	Staff satisfaction survey results	<i>Staff Satisfaction Survey</i>	Biennial
<b>4J</b>	Maintain 'Councils for Gender Equity' program national accreditation	<i>N/A – Program no longer in operation</i>	N/A
<b>4K</b>	Number of actions undertaken as part of the Resilient Melbourne Strategy	<i>Quarterly Performance Report</i>	Quarterly
<b>4L</b>	Customer service levels of activity across all channels and response rates	<i>Quarterly Performance Report</i>	Quarterly
<b>4M</b>	Community satisfaction with Customer Service	<i>Community Satisfaction Survey</i>	Annual
<b>4N</b>	The number of business improvement initiatives undertaken and benefits achieved with the Customer Service Improvement Project	<i>Quarterly Performance Report</i>	Quarterly
<b>4O</b>	Number of communication channels and reach used to promote/inform services, facilities and initiatives	<i>Quarterly Performance Report</i>	Quarterly
<b>4P</b>	Digital Transformation Strategy Implementation reported progress and benefits	<i>Quarterly Performance Report</i>	Quarterly
<b>4Q</b>	Satisfaction with community consultation and engagement (LGPRF)	<i>Community Satisfaction Survey</i>	Annual
<b>4R</b>	Number of participants engaged in community engagement activities in the development of policies, strategies and major projects	<i>Quarterly Performance Report</i>	Quarterly
<b>4S</b>	Community satisfaction with advocacy	<i>Community Satisfaction Survey</i>	Annual

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**STRATEGIC DIRECTION 5**  
SUPPORT A HEALTHY, VIBRANT, INCLUSIVE AND DIVERSE COMMUNIT

**MEASURE OF SUCCESS**

**REPORT**

**FREQUENCY**

*All performance measures relating to Strategic Direction 5 are captured in the Measures of Success – Half Year Report*