



WHITEHORSE CITY COUNCIL

# Quarterly Performance Report

JULY – SEPTEMBER 2020



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## Introduction – Chief Executive Officer’s Overview

I am pleased to present the Quarterly Performance Report for the first quarter ending 30 September 2020.

During this first quarter of 2020/21, Council’s primary focus has been on maintaining services as much as possible, while also complying with strict Stage 4 COVID-19 pandemic restrictions. With leisure, sporting and arts facilities closed, there has been significant impact on Council. We acknowledge that many Whitehorse businesses and households have also been severely impacted.

Despite entering the pandemic in a sound financial position, facility closures, changes to services/programming, reduced revenue and unplanned increased expenditure will have a significant impact on Council’s long term financial position. At the end of September Council reported a surplus of \$102.35m, \$1.19m unfavourable to budget. Income was \$7.17m unfavourable to budget and expenditure was \$5.98m favourable to budget, predominantly due to service closures and reduced demand as a results of the COVID-19 Pandemic, but also as a result of concerted mitigation efforts.

Council continues to provide as much support to our local businesses. The Whitehorse Recovery Grant Package Program was open for applications in July. There were three funding streams available to Whitehorse based businesses: innovation, continuity and restart, with application up to a maximum of \$4,000 per business. Information sessions were conducted online and attracted more than 80 attendees (combined) with approximately 50% of participants representing the business community.

We received 433 grant applications from business and the Investment and Economic Development Unit responded to more than 150 grant related business enquiries within the 10 day application period. Applicants were notified of outcomes from mid-September 2020. The Investment and Economic Development Unit is also providing mentoring, support for preparation of COVIDSafe plan and guidance on the various grants and other assistance available to business.

Restrictions significantly impacted our Whitehorse Early Learning Services (WELS), with many families unable to access care during the most severe period of restrictions. Since childcare re-opened to all families, we have seen a very welcome increase in patronage. Signs for recovery in WELS revenue are promising.

Essential services such as maternal child health, meals on wheels, in home support and childhood immunisation have continued under COVIDSafe arrangements.

Some capital works were disrupted by limits on sites, but all essential maintenance and asset protection activities continued. Maintenance and cleansing in parks and public spaces were stretched but maintained a high degree of amenity. Sports fields were well prepared for the resumption of community sport.

There was an increase in volume of household waste due to families working from home and children learning from home.

Many departments delivered services online, or increased their online delivery to keep our community engaged while facilities were closed. WELS and supported playgroup families received a range of educational resources and activities. Older residents received activity packs and other engagements in lieu of social activities they might have received at Mountainview Cottage. Aqualink and Box Hill Community Arts Centre delivered a wide range of online activities, which were well received.

Council continued to advocate for our community during this quarter. We applied for a number of grants and also proactively engaged with local Federal and State MPs to discuss opportunities for partnerships. We were successful in securing a \$100,000 grant to support the activation of Brentford Square, \$100,000 for cricket nets at Walker Park and \$1.2 million for sportsfield lighting across various sites.

Our advocacy around the North East Link project reached a significant milestone. We withdrew from our Supreme Court action after securing important additional opportunities for community engagement and consultation and significant State Government support for a number of projects across Whitehorse. We also promoted The Regional Local Government Homelessness & Social Housing Charter 2020, developed in partnership with 12 other Councils.

Council prepared for the election period to ensure high standards of governance were maintained. I acknowledge the service of our 10 Councillors over the past 4 years, noting that a number of them have served multiple terms. The last 6 months required significant flexibility as we adapted to online Council meetings and community engagement at arm's length.

We are optimistic that as restrictions ease, the December quarter will have a greater focus on recovery and stimulus.

**Simon McMillan**  
**Chief Executive Officer**

## Performance against Major Initiatives and Initiatives in the *Adopted Budget 2020/21*

July to September

### ACTION PROGRESS AGAINST TARGETS



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#### **22** Actions reported on

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**0** At least 90% of action target achieved

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**16** Between 70% and 90% of action target achieved

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**2** Less than 70% of action target achieved

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**3** Need Work

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**1** Ongoing

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## Section 1 – 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:

- **Initiatives** – identified in the Annual Plan, which is part of the *Adopted Budget 2020/21*, form a combination of significant projects or actions that are once-off in nature and/or lead to improvements in service delivery that will directly contribute to the achievement of the *Council Plan 2017-21* and have a major focus in the budget
- **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 for the current financial year:



Complete



ON TRACK

Activity or action tracking within planned quarter target timeframes for current financial year



MONITOR

Activity or action is at risk of falling behind planned quarter target timeframes for current financial year



NEEDS WORK

Activity or action is delayed or has not met planned quarter target timeframes for current financial year






**Not started**



Activity or action is deferred or on hold until further notice but likely to recommence

Activity not yet due to commence.

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

### Annual Plan Major Initiatives and Initiatives Update

Initiative	Description	Responsible Department	Current Status	Progress Comment	Progress Against Target
<b>Nunawading Community Hub</b>	Opening of the new Nunawading Community Hub, providing the community with an inviting, highly accessible facility with a range of flexible internal and external spaces for active and passive activities, catering for a broad range of groups and individuals now and into the future.	Major Projects	<b>Monitor</b>	<ol style="list-style-type: none"> <li>1. Nunawading Community Hub achieved practical completion and certificate of occupancy issued;</li> <li>2. Furniture all delivered;</li> <li>3. Relocation of community groups has been delayed and cannot occur until COVID-19 restrictions allow this activity.</li> </ol>	 MONITOR
<b>Whitehorse Centre</b>	Continue the 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.	Major Projects	<b>On Track</b>	Completed Schematic Design Of Performing Arts Centre Commenced Demolition of Performing Arts Centre Awarded Construction Contract for Open Double Storey Carpark Project on Schedule and on Budget	 ON TRACK
<b>Municipal Health and Wellbeing Plan</b>	Commence review and preparation of a new Whitehorse Municipal Health and Wellbeing Plan.	Community Development	<b>On Track</b>	<ul style="list-style-type: none"> <li>• Implementation for the existing MPHWP continued during the lockdown. There were some complexities however a move across to digital formats went fairly smoothly eg. health &amp; wellbeing series (including mental health) that was hosted by a partnership of eastern Councils including Whitehorse. MPHWP Planning 2021/2025 is underway with Project Outline, Timeline, Key deliverables and Milestones and Governance completed; Terms of Reference for MPHWP Project Team and Consultant Brief drafted.</li> <li>• Participation in a new partnership with the International Students Support Project, hosted by the IEPCP and inclusive of universities in the Inner East (Monash, Deakin and Swinburne), Councils and health services to address issues around students' social and emotional wellbeing, which have taken on new dimensions and complexity with Covid-</li> </ul>	 ON TRACK

				<p>19. Already additional means of communication to international students and opportunities for future work have come about.</p> <ul style="list-style-type: none"> <li>• Due to impact of COVID-19 pandemic, a review of the Family Violence Prevention Action Plan collaborative actions was undertaken in consultation with members of CAN4PVAW. In addition, early planning for the 16 Days of Activism by the group generated a wealth of ideas for our local approach in November.</li> <li>• Continued Partnerships:</li> <li>• Evaluation Working Group – TFER Strategy</li> <li>• EMR SRH Strategy</li> <li>• Whitehorse Collaborative Action Network for Prevention of Violence Against Women (CAN4PVAW)</li> </ul>	
<b>Strathdon House</b>	Completion of the redevelopment of Strathdon homestead and precinct	Major Projects	<b>On Track</b>	Design Development drawings and documentation completed. Tender drawings and documentation being prepared.	 ON TRACK
<b>Swimming Pool and Spa Safety Barrier Legislation</b>	Implementation of new Victorian legislative requirements, which came into effect from 1 December 2019, now requiring registration, inspection and certification of all swimming pools and spas to improve community safety. This initiative includes the engagement of a Swimming Pool Inspector to undertake the required inspections and assist property owners with complying with the new requirements.	Planning and Building	<b>On Track</b>	<p>The communication strategy for all Pool and spa property owners continues to be successfully rolled out. Pool and spa registrations continue to be received and reminder letters are being sent to all owners who have not registered as yet. Building Services will continue to work with all property owners to achieve successful compliance with the new Pool and Spa safety barrier regulations.</p> <p><b>Building Permits and Certification</b> Building Services have maintained an even permit numbers for Building Permits and Reports and Consents during this quarter.</p> <p><b>Building Enforcement</b> Building enforcement and complaints continued to be responsibly managed during this quarter whilst observing and maintaining Covid -19 safe restrictions.</p>	 ON TRACK



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**Aqualink  
Nunawading  
Redevelopment  
Business Case** Complete the review and preparation of concept plans and a Business Case considering the potential for future redevelopment of Aqualink Nunawading. Leisure and Recreation

**Monitor** The Aqualink Nunawading (AQN) Feasibility study continued with the appointment of consultants. The project is to conduct a feasibility study on the future needs of AQN. The study aims to review and assess the current provision of facilities and services at AQN including identification of any service gaps, future needs and complementary opportunities between AQN and Aqualink Box Hill. Internal consultation commenced in late September prior to Caretaker period and will continue post caretaker until Christmas.



## Quarterly Service Highlights

Service	Description	Quarterly Service Highlights
<b>Libraries</b>	Represents Council's contribution to the Whitehorse Manningham Regional Library Corporation which provides public library services at four locations within the municipality.	<p>Quarterly achievements for Whitehorse Libraries – 1 July 2020 – 30 September 2020</p> <ul style="list-style-type: none"> <li>• Re-opened libraries to the public for a short period of time in July (1-9), with 4,472 visitors over that week before having to close again.</li> <li>• Continuation of online programming (4,352 attendees) and home delivery (4,394 deliveries) throughout the Covid-19 closure period</li> <li>• Click and collect introduced on 14 September, when restrictions were eased slightly</li> <li>• 55,834 loans of physical items at Whitehorse Branches and 752 new members</li> </ul>
<b>Community Development</b>	Focuses on the development and implementation of policies and strategies, and programs and initiatives to respond to community wellbeing needs. It also provides community grants to local not-for-profit groups and organisations and offers support with community festivals.	<ul style="list-style-type: none"> <li>• Community Development interviewed 40 community organisations / groups and contributed to development of a second Community Needs Assessment Report detailing how the Whitehorse community has been impacted by the COVID19 pandemic and whether the broad community support measures have been adequate in assisting the Whitehorse community to recover. The report outlines a series of recommendations related to additional supports and continued monitoring.</li> <li>• The Regional Local Government Homelessness &amp; Social Housing Charter was adopted by Council on 24 August. The Charter prioritises three regional commitments which 13 Councils across Melbourne's east and south east will work on.</li> </ul> <p><b>Diversity (CALD and Faith):</b>            COVID related information was shared with CALD groups and interfaith organisations. Support was provided to international students in the Inner East: investigate local emergency relief offerings, and participate in Regional Partnership hosted by IEPCP</p> <p>The Whitehorse Interfaith Network continued to meet and work on the priorities of the network.</p> <p>The Whitehorse Recovery Grants Package: Business &amp; Community was administered from Jul-September. The Community Component received 111 applications and the total amount allocated under the community stream was \$129,225.87.</p> <ul style="list-style-type: none"> <li>• Connecting Generations: The initiative connected young letter writers with isolated older people. The project target of 300 letters distributed was exceeded.</li> <li>• Research for the next iteration of the Disability Action Plan including reviewing emerging themes from the Royal Commission into Abuse, Neglect and Exploitation of People with Disability, the National Disability Strategy Review, and Review of the National Disability Agreement Report, Royal Commission Report on Equitable and Inclusive Emergency Planning and Response.</li> </ul>

Service	Description	Quarterly Service Highlights
		<p>The Whitehorse Disability &amp; Reconciliation Advisory Committees met and both participated in the consultation processes for the Whitehorse Centre Redevelopment.</p> <ul style="list-style-type: none"> <li>- Community Vision broad community engagement phase one completed with over 700 community members reached</li> <li>- Community Vision held 4 online workshops</li> <li>- Community engagement policy- community engagement for the development of the policy has commenced</li> </ul> <p>A survey went to the community prior to caretaker and internal workshops with Council officers were held over November.</p> <p>Ongoing support of neighborhood houses has been provided during COVID and amidst closures. Regular meetings with the Managers of the Houses have occurred throughout the period.</p>
<b>Arts and Cultural Services</b>	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.	<p><b>Box Hill Community Arts Centre (BHCAC)</b></p> <ul style="list-style-type: none"> <li>• BHCAC have been engaging with the community ‘virtually’ during the centre’s closure, including monthly art challenges, zoom workshops and free kids’ activities via BHCAC’s website and social media platforms. Feedback has been positive and social engagement has been high.</li> <li>• The July school holiday program was well received with a small number of face to face workshops taking place, while the September holiday program, held online via zoom sessions, was almost completely booked out.</li> </ul> <p><b>Box Hill Town Hall</b></p> <ul style="list-style-type: none"> <li>• The Town Hall team have continued to support the BHTH HUB tenants who provide essential services to the community during COVID restrictions.</li> <li>• Some essential maintenance work has been completed and the team are preparing for re-opening by ensuring safety measures are in place, updated signage and sanitiser stations are ready for the public.</li> </ul> <p><b>Festivals</b></p> <ul style="list-style-type: none"> <li>• The festivals team have responded to COVID-19 Safe event planning requirements while adapting to the roadmap for reopening. A review of all event documentation, processes and procedures has been carried out to ensure compliance.</li> <li>• Festivals have been working closely with the Local Government Association events network to share knowledge and COVID-19 recovery strategies to enable safe community events in the near future.</li> </ul>

Service	Description	Quarterly Service Highlights
		<p><b>Heritage</b></p> <ul style="list-style-type: none"> <li>Heritage Week was reimagined online for 2020 delivering 8 programs during 10-17 September. The theme of 'Hidden Treasures' focused on items and memories handed down from one generation to the next. Programs included an online Antiques Roadshow, Historical Society features, and online trivia.</li> <li>Heritage Week website had 4,743 views, online posts reached 15,940 Facebook users, and 205 people attended the three online Zoom classes.</li> </ul> <p><b>Placemaking</b></p> <ul style="list-style-type: none"> <li>Whitehorse Couch Choir was launched as a community song project celebrating and uniting the Whitehorse community during these challenging times. Participants submitted videos of them singing, playing musical instruments, displaying AUSLAN interpretation and dancing to Ben Lee's 'We're All in This Together'. In the first 24 hours of release, it reached over 14,000 people organically on Facebook and 1,006 across the Whitehorse web site and You Tube. The video now has had 10,300 views on Facebook and 1,223 views on YouTube.</li> </ul> <p><b>Whitehorse Artspace (Art Collection &amp; Programs)</b></p> <ul style="list-style-type: none"> <li>During the COVID 19 closure, Artspace continues to connect with patrons with regular E-News posts and website engagement.</li> <li>Council's Visual Arts Advisory Committee met online in September, accepting the donation of a painting attributed to impressionist Theo Brooke-Hansen into the Collection. Acquisitions to the Collection also included the sculptural installation by Brian Robinson (sited at Nunawading Community Hub), impressionist work by Bertha Merfield, watercolours by Mary Hammond and ceramics by Tim Clarkson and John Stroomer.</li> <li>The White Horse Monument and the Unity sculpture, both on Whitehorse Rd, were conserved in this period.</li> </ul> <p><b>Whitehorse Centre</b></p> <ul style="list-style-type: none"> <li>The Whitehorse Centre presented an online event 28 August as the final farewell concert prior to the venue's closure for redevelopment. Filmed in July on the Centre's stage, the concert featured Marina Prior and Kane Alexander, with David Cameron on piano and a special Zoom appearance by David Hobson. The premiere screening was presented simultaneously across Facebook, YouTube and the Whitehorse Centre website. The feedback, online engagement and support from patrons was extremely positive and with the concert available for on-demand viewing from 28-30 August, there were over 7000 unique views.</li> </ul>
<b>Leisure and Recreation Management</b>	This program represents costs relating to the overall management of the Leisure and Recreation Services Department including administration and project support.	Due to the COVID pandemic facilities have been closed for most of the quarter. The Aqualink Centres were open for 8 days in July but other that all facilities were closed to the public for the quarter.

Service	Description	Quarterly Service Highlights
<b>Active Communities</b>	Manages community sport and recreation operations, use and development including the utilisation of sporting grounds and pavilions and provides support to community groups including club development opportunities.	<p>Progression of the Floodlighting Policy - Outdoor Sports and Recreation through further community consultation (phase 2) following endorsement of the draft Policy by Council. This phase of community consultation was undertaken in July and received 182 submissions from the community. Next step is to seek Council endorsement of the revised Policy.</p> <p>Club Development Forum held on 16 September to address the topic of Child Safety - identifying the 7 Child Safe Standards and their implementation in sporting clubs. The forum was run online with over 50 attendees representing 25 Whitehorse clubs/organisations.</p> <p>Seasonal Allocations of Council's sports fields and pavilions for the 2020/21 Summer Season were finalised involving 32 sporting clubs, 50 sports fields and 30 pavilions. This work has been finalised with much uncertainty due to the COVID-19 pandemic response and community sport postponed for several months however a return to community sport and access to sporting clubs will recommence from October.</p>
<b>Recreation and Open Space Development</b>	This service provides planning and strategy development for open space and recreation facilities and infrastructure.	<ul style="list-style-type: none"> <li>• Council endorsed the Indoor Sports Facility Feasibility Study and its recommendations at the ordinary Council Meeting on Monday 24th August, 2020.</li> <li>• Community consultation on the Simpson Park Proposed Off-Leash Enclosed Dog Park was undertaken</li> <li>• Funding applications were submitted to the Victorian Government through a number of funding opportunities including the Community Sports Infrastructure Stimulus Program, Local Parks Program and Parks Revitalisation Grants Program</li> <li>• Construction works on the redevelopment of the Elgar Park and Morton pavilions continued</li> <li>• A lead Architect was appointed to begin detailed design for the Sportlink redevelopment project</li> </ul>
<b>Sports Fields</b>	Responsible for the design, installation, maintenance and renewal of sports field infrastructure and project management of sports field capital projects.	COVID-19 has limited sports field use by sporting clubs and seen an increase in use for general recreation and exercise. Planning was completed to allow various projects to commence when allowed by COVID-19 restrictions including Walker Park Cricket nets and Mirrabooka Reserve Sport Field renewal.
<b>Home and Community Services</b>	This service provides home delivered and community-based meals, personal and respite care, transport, domestic and home maintenance, planned activities and social support.	The following services were delivered over the period July- September 2020: Regional Assessment Service (RAS) – 578 assessments Service referrals received for - 895 services Shopping Assistance- 858 hours Occupational Therapy-284 hours Domestic Assistance-16,596 hours Personal Care- 5,397 hours Respite Care- 391 hours Home Modifications & Home Maintenance-1,040 hours Food Services –15,077 meals Assistance with food preparation - 302 hours

Service	Description	Quarterly Service Highlights
		<p>Social Connections &amp; Support - 667 hours Escorted Activities (e.g shopping, appointments etc)- 2,066 hours Important Highlights</p> <ul style="list-style-type: none"> <li>• The Whitehorse Home &amp; Community Services department continued to support vulnerable older residents during the pandemic lockdown. Services have continued (and in some case have been adjusted) to ensure the health and safety of staff and clients as a top priority. Ensured smooth transition to alternative working conditions of the office staff with no impact on delivery of services. Processes reviewed and adapted to ensure efficient methods of work during pandemic and effective utilisations of exciting resources</li> <li>• Some of WHACS services have experienced a dramatic growth due to pandemic including demand for assistance with shopping (97% growth) and Food Preparation (55% growth)</li> <li>• In the absence of face-to-face meeting due to restrictions and to continue supporting staff in the field introduced regular group peer teleconferences between staff and supervisors to support wellbeing during unprecedented times</li> <li>• Conducted welfare calls to vulnerable clients who are experiencing loneliness, isolation, increased mental health episodes and difficulties accessing the community due to COVID-19.</li> <li>• Activity craft packs and books were created and delivered to socially isolated clients. Newsletters mailed to keep clients connected and foster a sense of solidarity through articles and photos</li> <li>• Developed phone social support activities by facilitating phone group discussions. This activity provides an opportunity for clients to connect with each other and discuss topics of interest.</li> <li>• Also, continued mailing newsletters to volunteers as well as phone calls to maintain connections and engagement with very positive feedback received Continued to adapt to multiple changes in infection control and personal protective equipment requirements during recent months of lockdown. Masks and face shields have been supplied and training provided to ensure clients and staff safety. Clients also are informed about infection control measures to ensure safety and wellbeing</li> <li>• Ensured continues provision of exceptional customer service at 94% Grade of Service to ensure timely and effective support to residents</li> <li>• Regional Assessment Services achieved 94 % KPI providing assessment services to 578 consumers, linking them with appropriate services to achieve their goals and aspirations for independent living</li> <li>• Contributed to the Community Connector project supporting people in mandatory isolation by facilitating referrals, connecting to services and assisting with practical tasks to support safety and wellbeing</li> <li>• In collaboration with Eastern Region Local Government Aged and Disability Managers and Municipal Association of Victoria, advocated to the Commonwealth Government with a focus on recognition and value of the community care workforce providing uninterrupted, reliable, high quality services to a large number of vulnerable residents</li> </ul>

Service	Description	Quarterly Service Highlights
<b>Family Services</b>	Provides centre-based childcare at Whitehorse Early Learning Services (WELS), integrated kindergarten, inclusion support, maternal and child health and youth support services.	<p>2 Parenting Information Forums conducted on-line.</p> <p>Supported Playgroup sessions conducted weekly via Zoom.</p> <p>The impacts of COVID have significantly affected the utilisation of WELS. In July we were at 79.82%, dropping to 69.68% late August due to the introduction of the Permitted Worker permit restricting who could attend child care. Returning back up 71.78% late Sept with the ending of Permitted Workers permit on Friday 25 September.</p> <p>Continued implementation of Health and Safety guidelines to minimise the risk of COVID in our centres and to reassure our families and children back to WELS.</p> <p>Introduction of the WELS Learning from Home education program to children and families whose children were not attending the centres, to ensure continuation of their children’s education.</p> <p>The service received 393 birth notices which is lower than the long term average. Supported 8000 families by undertaking 4509 consultations</p> <p>Continued to provide face to face consultations during the Covid pandemic for infants 0-8weeks</p> <p>Continued to support young people remotely whilst Youth Services staff working from work via zoom online sessions</p> <p>Increased use of social media as a means to provide information to young people</p>
<b>Environmental Health</b>	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>• Council's statutory requirements under the Food Act and Public Health &amp; Wellbeing Act: -</li> <li>• 242 Mandatory Annual Assessments/Inspections</li> <li>• 163 Food Premises</li> <li>• 40 Prescribed Accommodation</li> <li>• 1 Beauty and Body Art</li> <li>• 38 New and Transfer</li> <li>• 21 Complaint Inspections</li> <li>• 29 Routine Inspections</li> <li>• 34 Non Compliance/Follow Up inspections</li> <li>• 8 Formal Orders/Notices issued which includes PINs and Seizures</li> </ul> <p>Please note below new immunisation reporting format which shows trends over 4 quarters</p> <p>Children and Students (Incl o/seas histories) 1071</p> <p>Vaccines administered 2437</p>

Service	Description	Quarterly Service Highlights
		<p>Students 239 Vaccines administered 239</p> <p>Cohort 1 (12-&lt;15 mths) Whitehorse 95.58 State 95.30</p> <p>Cohort 2 (24-&lt;27 mths) Whitehorse 93.25 State 93.90</p> <p>Cohort 3 (60-&lt;63 mths) Whitehorse 94.84 State 96.40</p> <p>Average Whitehorse 94.56 Average State 95.20</p>
<b>Compliance</b>	This service delivers regulatory functions including: domestic animal management, school crossing supervision, Council's local law framework and managing parking controls across the municipality.	<ul style="list-style-type: none"> <li>• Parking Services team have had a quiet quarter due to the COVID-19 restrictions in force on parking operations. While infringement issuance has slowed, the Parking Team have been busy with providing on going assistance to other departments in Council with document delivery, inspections and audits and spraying decals at high pedestrian traffic areas. Officers will continue to provide proactive enforcement on safety related issues with a view to increasing patrols come November 2020.</li> <li>• The Community Laws Team is continuing with their work addressing complaints from the community including building sites and rubbish dump. The team has also commenced work on DAMP Community Survey.</li> <li>• The Community Laws and Compliance Support Teams are proactively working with the community to reduce the outstanding Animal Registrations.</li> <li>• New contract with Shift Towing commenced to remove abandoned vehicles.</li> <li>• Departmental BC Recovery Planning Process in progress and continued support provided to the Pandemic Recovery Group by updating the facility reopening timeline.</li> <li>• Appeal volumes continue to be reduce however the Infringement Review Team is completing reviews completed within 10 business days.</li> </ul>









Service	Description	Quarterly Service Highlights
		<ul style="list-style-type: none"><li>• The Compliance Support Team continue with their work on Permits and other administration tasks. They are also working very closely with the Customer Service Team to refine processes and ensure controls are in place as the Cashier function will operate remotely as staff work from home.</li><li>• Communication material was developed and communication rolled out to inform staff of the Government's Outdoor Dining initiative and how it is going to be managed within the Department.</li><li>• A new permit type has been set up in Pathway and ePathway (online forms) to receive and assess Outdoor Trading Applications which involved collaborative input from various departments including Compliance, Planning and Digital. Two staff members have been redeployed to Compliance Department to manage the application process.</li></ul>

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

### Annual Plan Major Initiatives and Initiatives Update

Initiative	Description	Responsible Department	Current Status	Progress Comment	Progress Against Target
<b>Pavilion Redevelopments</b>	Continue the redevelopment of the Terrara Park Pavilion and development of the new Sparks Reserve West Pavilion.	Assets, Buildings & Capital Works	<b>On Track</b>	<p><b>Terrara Park Pavilion</b> Tender evaluation complete. Council approved construction contract at Ordinary Council Meeting of 24 August 2020.</p> <p><b>Sparks Reserve West Pavilion</b> Detailed design complete and work commenced on tender documentation.</p>	 ON TRACK
<b>Sustainability Strategy – Energy Performance Contract</b>	Continue implementation of an Energy Performance Contract to deliver a comprehensive suite of energy conservation measures across six Council sites for the purpose of supporting Council’s carbon neutrality strategy.	Engineering and Environmental Services	<b>On Track</b>	Design and preparation of work specifications for energy efficiency measures and equipment is 95% completed. Installation schedule revised due to supply chain delays in obtaining some of the mechanical equipment due to pandemic impact on manufacturing industry.	 ON TRACK
<b>North East Link Advocacy</b>	Council intends to continue to strongly advocate for improved outcomes for the Whitehorse community resulting from the North East Link project.	Engineering and Environmental Services	<b>On Track</b>	<p>Council lodged an appeal in the Supreme Court against the Victorian Government’s planning decisions regarding the North East Link project. After detailed discussions and strong advocacy with the Victorian Government, Council withdrew from the litigation after securing additional opportunities to be involved in the development of the designs of North East Link. This will allow Council to remain engaged in the design process and continue to advocate for the interests of the Whitehorse community.</p> <p>Other advocacy activities relating to the North East Link project include:</p> <ul style="list-style-type: none"> <li>Representing Council on a number of technical and community committees, e.g ‘Community Liaison Group’ and ‘Traffic Management Liaison Group</li> <li>Strong advocacy for improved conditions for sports teams that be temporarily relocated during North East Link construction works.</li> </ul>	 ON TRACK

Initiative	Description	Responsible Department	Current Status	Progress Comment	Progress Against Target
				<ul style="list-style-type: none"> <li>Negotiating access arrangements for the State Government to access Council land to undertake early works</li> </ul>	
<b>Construction Management Plan</b>	Extension of a 2019/20 initiative focused on proactive and efficient management of construction management plan development sites	Engineering and Environmental Services	<b>Ongoing</b>	This was an NBI specifically intended to focus on the management of construction sites that have Construction Management Plan requirements imposed under a planning permit. With the slow down and temporary closure of building sites during lockdown, the activity on building sites was slow, however there are still currently 23 active CMP's being managed.	
<b>Developer Contributions Framework</b>	Commence development then implementation of a Whitehorse Development Contribution Framework.	Planning and Building	<b>Needs Work</b>	Work being done to appoint consultant to undertake this work.	 NEEDS WORK
<b>Flood Modelling</b>	Modelling of the drainage network in the municipality in collaboration with Melbourne Water, implementing an action from the <i>Asset Management Strategy 2017-2021</i> .	Engineering and Environmental Services	<b>On Track</b>	Council has commenced second stage of this joint project with Melbourne Water. The area to be modelled is West Koonung Catchment and East Koonung Catchment, both areas adjacent to Eastern Freeway. The study is compliant with ARR2016. Melbourne Water and Council have jointly selected a consultant to undertake the work.	 ON TRACK

## Quarterly Service Highlights

Service	Description	Quarterly Service Highlights
<b>Planning</b>	Provides statutory and strategic land use planning functions, ensuring compliance of land use and developments under the Whitehorse Planning Scheme.	<p>The number of new applications lodged has shown an increase in the first quarter, compared to the final quarter of 2019/20. New applications averaged at 140 per month, which has increased from an average of 130 per month. This is likely a reflection of increased expectation within the development industry of restrictions easing, in addition to the usual spike leading into the Oct-December period.</p> <p>The statutory planning team has focused on improving decision timeframes for VicSmart applications over recent months, and whilst timeframes are not at the metro average, the total number of VicSmart apps received by Whitehorse is more than double that of the metro average.</p> <p>Average gross processing days for Whitehorse applications continue to be lower than that for metro Melbourne.</p>
<b>Building Services</b>	Provides the administration, education and enforcement of public safety, provision of a community-focused building permit service, maintenance of registers and records as required by the <i>Building Act 1993</i> .	<p><b>Swimming Pools and Spas</b></p> <ul style="list-style-type: none"> <li>- The communication strategy for all Pool and spa property owners continues to be successfully rolled out.</li> <li>- Pool and spa registrations continue to be received and reminder letters are being sent to all owners who have not registered as yet.</li> <li>- Building Services will continue to work with all property owners to achieve successful compliance with the new Pool and Spa safety barrier regulations.</li> </ul> <p><b>Building Permits and Certification</b></p> <ul style="list-style-type: none"> <li>- Building Services have maintained a even permit numbers for Building Permits and Reports and Consents during this quarter.</li> </ul> <p><b>Building Enforcement</b></p> <ul style="list-style-type: none"> <li>- Building enforcement and complaints continued to be responsibly managed during this quarter whilst observing an maintaining Covid -19 safe restrictions.</li> </ul>
<b>Engineering Services</b>	Provides 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>Placed Speed Trailers at shopping centre sites and skate park to promote safe COVID-19 practices.</p> <p>Continue planning for the East West 6 easy ride cycling route</p> <p>Implement the Whitehorse Active and Safe School Plan for Orchard Grove Primary School.</p> <p>Constructed kerb ramps at Fuchsia Street Blackburn for easier access for cycling.</p> <p>Continue to work with Dept of Transport in the design and implementation for the Box Hill to Ringwood Laburnum section of the shared use path.</p> <p>Continue to work with the State Government on major project such as the Box Hill to Hawthorn Strategic Cycling Corridor, North East Link, Mont Albert level crossing removal project and Suburban Rail Loop.</p>
<b>Public Street Lighting</b>	Provides street lighting throughout Whitehorse.	<p>Council regularly assesses and upgrades public lighting in the municipality.</p> <p>The design is currently developed for replacement of 830 remaining standard and decorative lights.</p>

*Quarterly Performance Report for the quarter ended 30 September 2020*




HP Records Manager – Record Number: 20/193519 (20/123502 PDF)

Service	Description	Quarterly Service Highlights
<b>City Works</b>	Provides for 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 after-hours emergency response service.	City Works continued to provide services for the inspection, maintenance, repair and cleansing of Council's civil infrastructure assets, including roads, pathways, drainage and townships.
<b>Fleet and Workshop</b>	Manages Council's fleet of vehicles, plant and equipment items including the operation of a workshop and overall management of the functions of the Operations Centre.	A number of passenger vehicles and commercial vehicles have been ordered and deliveries have commenced. A new truck for asphalt maintenance was delivered and orders were raised for other major plant items including a footpath sweeper, tractor, mowers, tipper truck, prime mover truck and a prime mover.
<b>Major Projects</b>	Responsible for the project management of capital building projects and the facilitation of major projects.	<ol style="list-style-type: none"> <li>1. Nunawading Community Hub achieved practical completion and certificate of occupancy issued;</li> <li>2. Architect appointed for Sportlink and updated concept was developed;</li> <li>3. Design development drawings for Morack Redevelopment were completed;</li> <li>4. Strathdon House tender documentation in progress.</li> </ol>
<b>Assets , Building Projects and Capital Works</b>	Responsible for the development, monitoring and performance reporting of Council's Capital Works Program, the managing of design, construction and overall project management of capital building projects and the planning and implementation of strategic asset management initiatives across the organisation including Council's Asset Management System.	<p><b>Ongoing implementation of Asset Management Strategy</b></p> <p>Ongoing project management of a range of Council building projects including :</p> <ul style="list-style-type: none"> <li>Redevelopment of Elgar Park South Pavilion</li> <li>Redevelopment of Morton Park Pavilion</li> <li>Refurbishments of 1st Heatherdale Scout Hall and 2nd Blackburn Scout Hall as part of the Private Community Buildings Renewal Program.</li> </ul>
<b>Facilities Maintenance</b>	Provides reactive and preventative maintenance and minor capital renewal of Council's many buildings and structures. It also includes scheduled inspections and maintenance to satisfy Building Code Essential Safety Measures Regulations.	<p>A total of 1324 work orders completed.</p> <p>Completed 103 Roof inspections and cleans; 108 mechanical plant inspections to 50 buildings; 1427 Essential Safety Measure Inspections completed.</p> <p>Quarterly inspections were carried out on 11 elevators, 3 dumb waiters and 3 stair platform lifts.</p> <p>Quarterly Generator testing completed on five Emergency Generators – Civic Centre, Nunawading &amp; Box Hill Meals on Wheels, Box Hill Town Hall and Gowanlea Unit Complex.</p>

Service	Description	Quarterly Service Highlights
		<p>Renewal Projects Completed:</p> <p>Aqualink Nunawading dry change rooms flooring replacement;</p> <p>Barriburn Preschool vinyl in children’s toilet, joinery in storeroom and replacement and non-compliant glass/glazing upgrade;</p> <p>Parkmore and Heatherdale Preschool non-compliant glass /glazing upgrade;</p> <p>Forest Hill Hall timber floor sanding and repolishing;</p> <p>Replaced a ‘Raypak’ boiler that services the leisure pool air handler at Aqualink Nunawading;</p> <p>Replaced the ducted split, humidifier and the dehumidifier in the Box Hill Historical Store room located at Box Hill Town Hall;</p> <p>Replacement of all louver motors with new at Sportlink;</p> <p>Replaced 2 x split system air conditioner systems that were no longer working effectively at the Lucknow St Children Services Centre.</p>

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

### Annual Plan Major Initiatives and Initiatives Update

Initiative	Description	Responsible Department	Current Status	Progress Comment	Progress Against Target
<b>Implement Municipal Wide Tree Study</b>	Implementation of Municipal Wide Tree Study recommendations pending Ministerial approval of the proposed tree controls.	Planning and Building	<b>On Track</b>	<p>Minister for Planning approved Amendment C219 which updated Significant Landscape Overlay, Schedule 9 (SLO9) and applied it on an interim basis until 30 June 2021. The updated SLO9 came into effect on 16 July 2020 and covers all residential areas of the City that do not have permanent SLO controls in place. All affected land owners and occupiers were notified by mail about approval of Amendment C219</p> <p>The SLO9 remains interim as the Department of Environment, Land, Water and Planning (DELWP) is completing a State-wide review of environmental and landscape controls.</p> <p>NB: Further reports against Task 3.1.3.1 can update on progress with DELWP's work and whether further action is required in Q4 to extend the interim protection provided by SLO9 in Whitehorse.</p>	 ON TRACK
<b>Play Space Renewal Program</b>	Continue renewal and upgrade to various play spaces across the municipality.	Engineering and Environmental Services	<b>On Track</b>	Surveys put out and awarded but due to Covid-19 restrictions were not able to be undertaken. Quotations also sought for the renewal of five (5) play spaces.	 ON TRACK
<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 charges levied to those properties that use Council's kerbside waste and recycling services. Implementation will be subject to Council decision and any changes will be in full compliance with a review by the Essential Services Commission and will not result in any net increase in rates.	Engineering and Environmental Services	<b>Needs Work</b>	<p>This project has been significantly impacted by COVID restrictions that have limited the ability for site inspections, bin checks and therefore the ability to update Council's bin database and systems accordingly. The project is also experiencing delays due to staff needing to focus on ensuring continuous and safe waste collection services are delivered service in a COVID-safe manner.</p> <p>Work has continued on data analysis and identifying data-related issues.</p>	 NEEDS WORK

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A review is currently being undertaken about actions needed to get this project back on track, as other system-related and data issues have also arisen.

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**Significant Tree Assistance Fund**

Significant tree assistance fund for providing grants to property owners to assist with maintenance costs associated with trees on the significant tree register.

Planning and Building

**On Track**

Draft guidelines for the tree assistance fund have been prepared and are currently being reviewed by Council's arborist. Background research has been undertaken including review of other Council's programs.



ON TRACK



## Quarterly Service Highlights


Service	Description	Quarterly Service Highlights
<b>Sustainability, Waste and Recycling</b>	Facilitates 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.	<p>Completed 825,113 kerbside garbage bin collections, resulting in 7,559 tonnes of garbage being taken to landfill.</p> <p>Completed 511,809 kerbside recycling bin collections, resulting in 3,792 tonnes of recyclables being processed for recycling.</p> <p>Completed 331,805 kerbside garden bin collections, resulting in 3,938 tonnes of garden organics being processed for compost.</p> <p>Collected 1,668 tonnes of hard waste and serviced 9,460 hard waste bookings from across the City.</p> <p>Council worked with contractors and monitored COVID 19 contingency plans for all kerbside waste and recycling services. Collection and processing services continued without any major disruption, but with heightened hygiene and social distancing strategies.</p> <p>Council's Energy Performance Contract (EPC) project continued, with installation of solar panels, energy-efficient lighting and a range of other energy-saving measures at the following large Council buildings: Eley Park Community Centre, Box Hill Community Arts Centre, Aqualink Box Hill, Whitehorse Recycling and Waste Centre, and the Whitehorse Civic Centre. The \$1M energy-efficiency upgrade in 2019/20 will save an estimated 670 tonnes of greenhouse gas and utility cost saving of \$139,100 per annum. Planning for further energy efficiency measures for the \$1M Year 2 EPC works commenced.</p> <p>Work continued on the development of an interim Climate Response Plan to accelerate action on mitigating and adapting to climate change impacts. A range of new and extended actions to build on Council's previous climate actions were identified to further accelerate Council's reduction in greenhouse gas emissions, and to help the community to become more resilient to climate change impacts . An interim Climate Response Plan was adopted by Council in September 2020.</p> <p>After the cancellation of community events due to COVID restrictions, the Smarter Living workshops delivered 3 online programs and/or webinars to provide practical hints to the community about living more sustainably. Other virtual workshops were also provided about sustainable living hints and tips, to replace Sustainable Living Week.</p>




Service	Description	Quarterly Service Highlights
<b>Whitehorse Recycling and Waste Centre</b>	Responsible for recycling and disposal of general or bulky nonhazardous waste, encouraging recycling and the reduction of waste transported to landfill.	<p data-bbox="992 172 2121 300">Council continued its partnership with Australian Energy Foundation to provide a trusted, free advisory program for residents on how to make their home more energy-efficient through measures such as installing solar panels, LED lighting, draught-proofing etc. Information includes a phone advisory service and online information.</p> <p data-bbox="992 339 2121 531">Preparation work continued for Council's new suite of kerbside waste and recycling collection contracts, including for a new Food Organics Garden Organics service, however tenders for these major contracts and services were put on hold due to the impact of COVID pandemic on the resources and ability of the waste industry to respond to major Council tenders at this time. The new kerbside services and contracts will now likely commence in 2022 rather than mid-2021. Dates to be confirmed.</p> <p data-bbox="992 767 2121 895">The operations of the Whitehorse Recycling and Waste Centre have been significantly affected by the COVID-19 restrictions. From 6 August 2020 the centre was closed to the general public and open to permitted commercial contractors only. From 28 September 2020 the centre was open to the public for garden and organic waste.</p> <p data-bbox="992 943 2121 1040">In the quarter the centre performed 24,050 transactions (a reduction of 26% from the first quarter last year) and received a total of 10,381 tonnes of material to the site (a reduction of 28%) for recycling, reuse and the remainder transferred to landfill.</p>

Service	Description	Quarterly Service Highlights
<b>Open Space Maintenance</b>	Responsible for the management of Council's bushland, open space and parklands including developing plant stock, landscaping, pruning, grass cutting and fire management. The service also provides an education program on ecological and environmental issues largely centred on Blackburn Lake Sanctuary.	<p>Completion of all park mowing and open space maintenance requirements to service delivery standards while adhering to COVID 19 restrictions, social distancing, and increased park usage during lockdown.</p> <p>Completion of all park audits.</p> <p>Installation and management of signage at playspaces and skate park for COVID 19 restrictions.</p> <p>Upgrade of park furniture including seating, picnic settings and fencing at numerous locations including Antonio Park.</p> <p>Completion of landscape upgrade to improve drainage and path network at Gardeners Creek Reserve.</p> <p>Completion of landscape upgrade on Whitehorse Road between Deep Creek Road and Mitcham Road to ensure public and staff safety, including removal of black spot areas and planting over 3,000 plants.</p> <p>Relocation of Matsudo trees and construction of landscape at Civic Centre as part of Whitehorse Performing Arts Centre redevelopment.</p> <p>Commencement of lighting upgrade at Lundgren Chain reserve to replace on grid park lighting with new solar lights.</p> <p>Completion of retaining wall upgrade at Surrey Park.</p> <p>Sportsfield maintenance and seasonal changeover completed in preparation for summer sport.</p>
<b>Tree Management</b>	Manages 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.	<p>A storm event was experienced in late August and Whitehorse experienced a fatality from the failure of a street tree. Some 700 requests for trees were received.</p> <p>Tree planting is progressing well and we have planted some 1,200 trees this quarter.</p> <p>Over 350 non-compliant trees were made compliant by pruning around powerlines after being audited by Energy Safe Victoria (ESV) in July.</p> <p>The internal arbor field crew have completed hundreds of requests from residents this quarter.</p>

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


### Annual Plan Major Initiatives and Initiatives Update

Initiative	Description	Responsible Department	Current Status	Progress Comment	Progress Against Target
<b>Digital Transformation Strategy</b>	Implement year three of the Digital Strategy 2017 with a continued focus on making it easier for residents to access information and to transact online. This will be achieved through developing new and improved Council web sites, new social media sites and making more transactions types available to apply and pay online. By integrating these with Council internal systems it will also improve accuracy and operational efficiency.	Digital and Business Technology	<b>On Track</b>	<p>The flexibility of the new web platforms continued to support Council’s ability to easily and rapidly disseminate timely information as the COVID-19 crisis extended into Q1. During this time, web visitors were staying longer, finding what they need and transacting online. Further augmenting the ways in which customers can interact with Council, the Digital Team launched a Webchat, Artificial Intelligence (AI) and Customer Engagement Proof of Concept (POC) for 4 months from June to September. The project enabled several forms of Webchat (reactive, proactive and chatbot) on the corporate website giving customers the opportunity to interact with both Council staff and an AI-based bot to get answers to their questions. With over 4,500 chats in little over 3 months and 90% of customers reporting that Council resolved their enquiry, the feedback has been overwhelmingly positive and high use of the chatbot shows this a valued 24/7 service. This is a functionality-rich solution and early results from targeted messaging and promotions show promise with the potential to deliver financial savings for Council. The success of the project has seen this approved as an ongoing channel between Council and customers with further exploration of features such as popups and surveys already in use.</p> <p>The Digital Team also contributed to Council’s COVID-19 response by rapidly responding and using the new platforms and interfaces to deliver 2 urgent solutions. The first, an online application process for outdoor trading and the second, a Rates Payment Plan Calculator for those unable to pay their rates in full. Digital also supported the implementation of new online services for animal registrations, vehicle crossings, trading and advertising permits.</p>	 ON TRACK

Initiative	Description	Responsible Department	Current Status	Progress Comment	Progress Against Target
				<p>Responsive rates functionality now extends to Fee for Service notifications, allowing quick, secure payment of bin fees. On the Snap Send Solve front, operational efficiency and enhancements continued with Council now 'closing the loop' by providing acknowledgements for tickets raised via the platform. The Digital Team has also configured an 'After Hours Call' recommendation within SSS for certain urgent incident types like 'stormwater'.</p> <p>The on-boarding of a Data Analyst in July has brought added and much valued capability to the data work necessary for Single View of Customer activities. Additionally, a temporary Data Platforms Analyst role will soon assist with the infrastructure side of managing the vast data that Council holds.</p>	
<b>Community Vision</b>	Review and update the Council Vision to represent the community vision for Whitehorse for the next 10 years	Finance and Corporate Performance	<b>On Track</b>	<p>The Community Vision has now continued with the Broad Engagement Process to include the new deliberative engagement process guided by Local Government Victoria.</p> <p>To date our participation is as follows Total Participants - 824 Community Panel EOI – 64</p> <p>Broad engagement will continue until January 2021.</p>	 ON TRACK
<b>Continuous Improvement Program</b>	Continue to grow the continuous improvement program increasing our capacity through trained improvement champions and black belts to deliver improvement initiatives across the Organisation with reportable benefits to our community.	Finance and Corporate Performance	<b>On Track</b>	<p>In quarter 1, the Continuous Improvement Program has completed 5 project initiatives with a further 27 in progress. The benefits delivered include 2,096 in hours saved increasing capacity through improved processes and \$35,884 in financial benefits. The customer experience has seen improvements with 7,208 digital transactions making services available 24/7 for our community to enquire, pay and apply online. In addition, process efficiencies have resulted in 502 days of improved response times for customers.</p>	 ON TRACK
<b>Implementation of requirements of the Local</b>	Staged implementation in accordance with the State Government timeline subject to legislation being passed. This includes a three year initiative focused on workforce planning.	Civic Services	<b>On Track</b>	<p>All requirements of the implementation of the Local Government Act 2020 in respect of those provisions which commenced up to 24 October 2020 have been met for Quarter 1. Council's Governance Framework was adopted by Council on 24 August 2020, inclusive of</p>	 ON TRACK

*Quarterly Performance Report for the quarter ended 30 September 2020*

HP Records Manager – Record Number: 20/193519 (20/123502 PDF)

Initiative	Description	Responsible Department	Current Status	Progress Comment	Progress Against Target
<b>Government Act 2020</b>				Council's Governance Rules, Council Expenses Policy, Public Transparency Policy, establishment of a Delegated Committee, Review of Council Delegations to Council staff, and appointment of Authorised Officers.	
<b>Development of IT Strategy 2020 -2025</b>	Development of Council's Information Technology Strategy 2020-2025 to improve service delivery is nearing completion.	Digital and Business Technology	<b>On Track</b>	<ul style="list-style-type: none"> <li>- Presented the 2020-2025 IT Strategy to Exec.</li> <li>- Adoption of the 2020-2025 IT Strategy by Council.</li> <li>- Planning the Early Initiatives of the IT Strategy for delivery 20/21 financial year.</li> <li>- Commenced planning the resource and consultancy requirements for the 2020-2025 IT Strategy delivery.</li> <li>- Commenced planning for the IT strategy roadmap and multi-year funding request.</li> </ul>	 ON TRACK

## Quarterly Service Highlights

Service	Service Description	Quarterly Service Highlights
<b>Council Support</b>	Manages citizenship ceremonies, legal expenses, Council receptions and functions, general office expenses, councillor development and training and the conduct of Council elections.	Citizenship ceremonies and Mayoral/Councillor events and functions have not been held due to COVID-19. Preparation for the Council Election 24 October 2020 during this quarter, with liaison with Victorian Electoral Commission and assistance provided.
<b>Civic Services</b>	Includes customer service provision at Council's three service centres and governance services; fostering international relations; and cleaning and maintaining the municipal offices.	Requirements of the Local Government Act 2020 have been met for the reporting period. Production of the Sister City History publication is progressing according to the schedule, with Councillor Steering Group meetings held on 10 September 2020. Enhanced hygiene and cleaning schedules continued during this period in response to the COVID-19 pandemic. Personal Protective Equipment, sanitiser and cleaning products were sourced, ordered and distributed across the organisation.
<b>Strategic Marketing and Communications</b>	Manages the production of Council publications, graphic design, media liaison, strategic communications plans and produces printed and electronic communication for the community, Councillors and the organisation.	<p><b>Strategic Marketing and Communications</b></p> <p>4,386 Whitehorse News e-news subscribers</p> <p>3 print editions of Whitehorse News</p> <p>3 COVID-19 related communications strategies developed and implemented</p> <p>36 communications strategies developed</p> <p>2 information sessions run for 50+ web content champions and 30+ social media champions in preparation for caretaker period</p> <p>21 departmental meetings attended in preparation of caretaker period</p> <p>Aqualink - facebook campaign stats (average reach)</p> <p>Online full workouts - 1426 reached</p> <p>Iso Games -2056 reached</p> <p>Aqualink @home - 1464 reached</p> <p>Aqualink edms</p> <p>Aqualink members July e-newsletter: 6596 recipients</p> <p>Aqualink online fitness survey 20 July: 1000 recipients</p> <p>Aqualink online fitness survey reminder 27 July: 926 recipients</p> <p>Aqualink online fitness survey 2nd batch 1 Aug: 990 recipients</p> <p>Aqualink online fitness survey 2nd batch reminder 7 Aug: 975 recipients</p> <p>Aqualink members Sept e-newsletter: 6440 recipients</p>

*Quarterly Performance Report for the quarter ended 30 September 2020*

HP Records Manager – Record Number: 20/193519 (20/123502 PDF)

Service	Service Description	Quarterly Service Highlights
		<p>TOTAL: 6 EDMs, 16,927 recipients</p> <p>Aqualink Member edm - sent to 29,012 recipients</p> <p>Arts and Culture EDMs for Arts and Culture – July to September 2020</p> <p>Artspace – 5 edms (618 subscribers)  10/9 Treasures (Dean Bowen) 44.6% open rate  21/8 Treasures (Tom Roberts) 49.3% open rate  4/8 Treasures(Ian Armstrong) 40.1% open rate  23/7 Treasures (Fred McCubbin) 44.6% open rate  9/7 Artspace closed 37.9% open rate</p> <p>Box Hill Community Arts Centre: 3 edms (subscribers 3,981)  Dates / Content / Open Rate  18/9 Sep School Hols 30.7%  19/8 Kids Zoom Classes 32.3%  8/7 BHCAC closed again from 9/7 28.6%</p> <p>Couch Choir: 2 edms (92 subscribers)  Dates / Content / Open Rate  29/9 Release of Couch Choir 76.3%  2/9 Reminder to submit Couch Choir 64%</p> <p>Heritage Week: 1 edm  Dates / Content / Open Rate  8/9 Heritage Wk Program 46.6%</p> <p>Whitehorse Centre = 9 edms  4 x Cancelled show campaigns  2 x Farewell Concert  1 x Memories Campaign</p>



Service	Service Description	Quarterly Service Highlights
		<p>2 x Redev / Comm Engagement Campaign Total Arts &amp; Culture (Jul – Sep) = 20 edms</p> <p>Corporate facebook 9,735 people 'like' 10,756 people 'follow'</p> <p>Corporate linkedin 4,907 followers</p> <p>Highest performing Facebook post (14 July) - promoting Wattle Valley Road park opening Reach 14,094 Engagement 4,109</p>
<p><b>People and Culture</b></p>	<p>Provides human resource management services including staff recruitment, corporate training and development, industrial relations and volunteer advisory services.</p>	<p><b>People and Culture</b> The HR Business Partners were involved in supporting the organisation in the ongoing management of employees impacted by the pandemic, including the re-closure of facilities, advice re leave entitlements and effective management of remote workers as well as business as usual activities. The HRBPs also supported in the development and feedback of the Wellbeing Survey and supported departments to develop their response to the Employee Pulse Survey.</p> <p><b>Capability Development</b> The HR Operations Team facilitated the offer and placement of employees to alternate duties, due to the pandemic, and managed communications to employees regarding changes to the employment relationship. In addition they reviewed and delivered a revised virtual Corporate Induction program.</p> <p><b>Workforce Planning</b> The HR Business Partners were involved in supporting the organisation in the ongoing management of employees impacted by the pandemic, including the re-closure of facilities, advice re leave entitlements and effective management of remote workers as well as business as usual activities. The HRBPs also supported in the development and feedback of the Wellbeing Survey and supported departments to develop their response to the Employee Pulse Survey.</p>

Service	Service Description	Quarterly Service Highlights
<b>Risk, Health and Safety</b>	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.	<p>Covid-19 has remained a primary focus of Risk, Health and Safety during Quarter 1 with the second wave requiring extensive input to ensure effective Health and Safety systems and practices are in place as the organisation moves from response to recovery.</p> <p>Risk Management has also required extensive review to assess the emerging risks and existing controls impacted by Covid-19.</p>
<b>Finance and Corporate Performance</b>	Manages Council's corporate planning and reporting, continuous improvement, financial management, payroll, and procurement, tendering and contract administration.	<ul style="list-style-type: none"> <li>• 2019/20 audited financial statements finalised</li> <li>• Major financial forecast review completed to project the impact of the COVID-19 pandemic on Council's 2020/2021 financial performance and mitigation strategy implemented to help offset this impact</li> <li>• Banking and Bill Payment Services tender finalised</li> <li>• Commencement of payroll improvements</li> </ul> <p>LGPRF has been completed and signed off for approval by Simon and submitted to Know Your Council. Annual Report will go to Council on November 23rd 2020 for Adoption.</p> <p>The eCommerce internal audit report, and the memorandum of audit planning scope document for the upcoming Rates Management internal audit were presented at the August 2020 Audit &amp; Risk Committee meeting.</p>
<b>Corporate Information</b>	Manages and maintains Council's corporate record system and information across the organisation.	<p>Continued to respond to internal Information management system/enquiries and privacy enquires on a daily basis.</p> <p>Continued to process incoming correspondence in a timely manner.</p> <p>Continued to lodge Private Building Surveyor's documentation in a timely manner.</p> <p>Continued to provide archiving and retrieval services in a timely manner.</p> <p>Continued to provide appropriate levels of training for the records management system.</p> <p>Continued to monitor &amp; maintain the Business Functional Classification Scheme in the records management system to ensure it serves its purpose and that it does not get out of date or fall into disuse.</p> <p>Completed Content Manager (CM) Folder Creator Project in conjunction with the Planning and Building Department.</p> <p>Commenced Electronic Signature Project.</p> <p>Commenced CM/TeamBinder (construction information management system) integration project.</p>

Service	Service Description	Quarterly Service Highlights
<b>Information Technology</b>	Manages and maintains Council's computer systems and networks.	<p>Responded to technology requirement for the business in response to COVID-19 remote working</p> <p>Assisted with the implementation of more online services including Engineering Drainage permits.</p> <p>Continued with mobility and end user device lifecycle management to maintain fleet robustness and minimise security vulnerabilities</p> <p>Deployed more robust networking connections to remote sites.</p> <p>Further improved security to reduce the opportunity for cyber-attacks on Whitehorse City Council IT infrastructure and applications by improving security practices.</p> <p>Adoption of the 2020-2025 IT Strategy by Council.</p>
<b>Property</b>	Manages Council properties, conducts property valuations, and maintains the Geographic Information System.	<p>Systems updated with new restructured Wards, including Pathway Property, Weave and Whitehorse Maps. New Ward pdf maps on Council's website.</p> <p>Deployment of app for officers to inspect vacant council buildings during COVID lockdown.</p> <p>Processed 1258 supplementary valuations, executed 11 leases/licences, discontinued one road, reviewed the rateable status of 13 properties, applied ward data updates for new ward boundaries.</p>
<b>Rates</b>	Undertakes rate revenues and Fire Services Property Levy collection.	<ul style="list-style-type: none"> <li>• Successfully completed rollover of the 2019/20 rates and charges on 30 June 2020</li> <li>• Successfully generated the 2020/21 general rates and special rates including the State Government's Fire Services Property Levy.</li> <li>• Issued approximately 75,000 valuation and rate notices for approximately \$122M in general rates and approximately \$18M in Fire Services Property Levy.</li> <li>• Completed supplementary rate valuations generating approximately \$688,000 in general supplementary rates income.</li> <li>• Completed the Fire Services Property Levy annual return for 2020/21.</li> <li>• Due to COVID-19, Council's Rates Hardship and Assistance Policy was updated to offer relief and support to ratepayers suffering hardship. Notification of relief and support was displayed on the annual valuation and rate notices.</li> <li>• Between mid-March and 30 September 2020, Council approximately 650 hardship applications.</li> <li>• Online hardship application process developed.</li> <li>• Preparation of the CEO's Voter's roll for the October 2020 Council election.</li> <li>• New Council wards were uploaded into property and rates software.</li> </ul>
<b>Box Hill multi-deck carparks</b>	Provides multi-level car parking facilities in Watts Street and Harrow Street, Box Hill.	<p>The Harrow Street car park has had an agreement established with Chargefox for electric cars to charge their battery in designated car park spaces.</p> <p>Both Harrow Street and Watts Street Car Parks remained open to service essential workers. Covid-19 has impacted on the patronage of the car parks.</p>
<b>Emergency Management</b>	Implements Council's responsibilities as detailed in the <i>Emergency Management Act</i>	Pandemic Response and Recovery – EM and BC

*Quarterly Performance Report for the quarter ended 30 September 2020*

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Service	Service Description	Quarterly Service Highlights
<b>and Business Continuity</b>	<i>1986, the Municipal Emergency Management Plan and Business Continuity Policy.</i>	<p>- Support for the Pandemic Recovery Group including updating the Pandemic Action Plan and assisting with the organisational COVID-Safe Plan.</p> <p>Emergency Management</p> <ul style="list-style-type: none"> <li>- Municipal Emergency Management Plan updated with SES audit feedback</li> <li>- Participation in the SES Community Emergency Risk Assessment review and on-line system</li> <li>- Participation in the MAV resource sharing protocol update</li> <li>- Complete the Victoria Police and Salvation Army MOUs for Relief and Recovery in the Eastern Region</li> <li>- Initiated discussions about potential spring heavy rains</li> <li>- Held the August 2020 Municipal Emergency Management Planning Committee</li> </ul> <p>Incidents: 2020-08-27 – Metropolitan Wind Storm 2020-03 Onwards – Coronavirus Pandemic</p> <p>Business Continuity</p> <ul style="list-style-type: none"> <li>- Commenced Department Recovery Plan meetings</li> <li>- Commenced planning for the return of staff to the office</li> </ul> <p>Incidents: 2020-07-29 – Optic fibre damage between the Civic Centre and Operations Centre 2020-09-24 – Pinforce system outage 2020-08-27 – Civic Centre power outage and generator failure 2020-09-15 – EzyBill System Outage 2020-03 Onwards – Coronavirus Pandemic</p>
<b>Digital Transformation</b>	Provides the transition to digital platforms across the organisation.	<p>The flexibility of the new web platforms continued to support Council’s ability to easily and rapidly disseminate timely information as the COVID-19 crisis extended into Q1. During this time, web visitors were staying longer, finding what they need and transacting online. Further augmenting the ways in which customers can interact with Council, the Digital Team launched a Webchat, Artificial Intelligence (AI) and Customer Engagement Proof of Concept (POC) for 4 months from June to September. The project enabled several forms of Webchat (reactive, proactive and chatbot) on the corporate website giving customers the opportunity to interact with both Council staff and an AI-based bot to get answers to their questions. With over 4,500 chats in little over 3 months and 90% of customers reporting that Council resolved their enquiry, the feedback has been overwhelmingly positive and high use of the chatbot shows this a valued 24/7 service. This is a functionality-rich solution and early results from targeted messaging and promotions show promise with the potential to deliver financial savings for Council. The success of the project has seen this approved as an ongoing channel between Council and customers with further exploration of features such as popups and surveys already in use.</p> <p>The Digital Team also contributed to Council’s COVID-19 response by rapidly responding and using the new platforms and interfaces to deliver 2 urgent solutions. The first, an online application process for outdoor trading and the</p>



Service	Service Description	Quarterly Service Highlights
		<p>second, a Rates Payment Plan Calculator for those unable to pay their rates in full. Digital also supported the implementation of new online services for animal registrations, vehicle crossings, trading and advertising permits.</p> <p>Responsive rates functionality now extends to Fee for Service notifications, allowing quick, secure payment of bin fees. On the Snap Send Solve front, operational efficiency and enhancements continued with Council now 'closing the loop' by providing acknowledgements for tickets raised via the platform. The Digital Team has also configured an 'After Hours Call' recommendation within SSS for certain urgent incident types like 'stormwater'.</p> <p>The on-boarding of a Data Analyst in July has brought added and much valued capability to the data work necessary for Single View of Customer activities. Additionally, a temporary Data Platforms Analyst role will soon assist with the infrastructure side of managing the vast data that Council holds.</p>
<p><b>Council Pandemic Response</b></p>	<p>This reflects Council's Coronavirus Pandemic Response including hardship and support and stimulus packages, and an additional temporary resource to deliver financial benefits as part of Council's pandemic recovery response. Excluded from this is a further \$0.30 million of hardship support to be provided through reduced interest on rates during 2019/2020 and 2020/2021.</p>	<p>The Council COVID-19 pandemic response and recovery is managed by the Pandemic Response Group (PRG) which is chaired by CEO the comprises the Executive Management Team, Municipal Recovery Manager, Municipal Emergency Resource Officer, IT, Finance and Corporate Performance, People and Culture, Arts and Cultural Services, Leisure and Recreation Managers, Risk, Health and Safety Lead, Customer Service Coordinator and Emergency Management Officer.</p> <p>The PRG has formed a number of sub-groups including:</p> <ul style="list-style-type: none"> <li>• Council Business Recovery Sub-Group chaired by the Corporate Services General Manager which is tasked with managing the return of office-based staff once it is safe to do so.</li> <li>• The Pandemic Facility Recovery Group (PFRG) chaired by the Human Services General Manager which is tasked with coordinating the lock-down and reopening of public facilities such as sporting and arts facilities.</li> <li>• Whitehorse Business and Community Group Recovery Grant Taskforce lead by the City Development General Manager to manage \$2.5 million in Council grants for businesses and community groups.</li> </ul> <p>Members of the PRG have:</p> <ul style="list-style-type: none"> <li>• Undertaken a Community Needs Assessment</li> <li>• Managed the closure of public facilities</li> <li>• Organised the distribution of face masks to Council staff and vulnerable people in the community</li> <li>• Redeployed council staff to other work areas</li> <li>• Ensured that only essential staff are allowed to work form the office if they cannot work from home for the functions they perform</li> <li>• Provided COVID PPE to essential staff</li> <li>• Developed pandemic procedures for ensuring the health and safety of staff and visitors and managing staff infected with COVID-19</li> </ul>

Service	Service Description	Quarterly Service Highlights
		<ul style="list-style-type: none"> <li>• Requested field staff monitor outdoor spaces for large gatherings and report them to the police</li> <li>• Developed an organisational COVID-Safe plan</li> <li>• Supplied essential workers with work permits and permits to travel</li> <li>• Established an internal PRG to plan for staff to return to the office environment</li> <li>• Authorised Parking and Community Laws Officers to focus on health and safety issues in the municipality</li> <li>• Provided hospital medical employees with parking permits</li> <li>• Authorised providing support to people in lock-down due to COVID-19</li> <li>• Recast the budget to reflect the impact of COVID-19 on income and expenditure expectations</li> <li>• Planned for the gradual reopening of Council facilities and functions during the Step 1 Recovery Roadmap from Stage 4 restrictions from 28 September.</li> </ul>

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

### Annual Plan Major Initiatives and Initiatives Update

Initiative	Description	Responsible Department	Current Status	Progress Comment	Progress Against Target
<b>Review Vision of Box Hill Metropolitan Activity Centre</b>	Preparation for an independent planning panel for a planning scheme amendment to implement the outcome of the Box Hill Visioning Project.	Planning and Building	<b>Needs Work</b>	Amendment documentation to implement the Box Hill Structure Plan and Urban Design Framework is currently being finalised and extensive feedback has been provided by DELWP on the form and content of the Activity Centre Zone proposed for the MAC. Officers are currently working through this feedback to progress lodgement of the planning scheme amendment authorisation request. Any significant changes to the proposed amendment considered by Council on 25 May 2020 would require a further report to Council.	 NEEDS WORK
<b>Activate Whitehorse</b>	Activate Whitehorse is a Council placemaking initiative that encourages people to work together to activate places in Whitehorse. Activated precincts that are vibrant, welcoming and utilised are essential to support the local economy and build connectedness in the community. Activate Whitehorse encourages people to take ownership for shaping their local story through community nights and community-led activation pods	Arts and Cultural Services	<b>On Track</b>	<b>Placemaking</b> <ul style="list-style-type: none"> <li>Activate Whitehorse guidelines and procedures have been developed to enable community connection and place activation once restrictions in metro Melbourne have eased. These guidelines will enable the community to come together to activate Whitehorse post COVID 19.</li> <li>All works have now been completed in the Box Hill Mall including the installation of activations pods to support community use of this space in accordance to COVID restrictions.</li> </ul>	 ON TRACK

## Quarterly Service Highlights

Service	Description	Quarterly Service Highlights
<b>Investment and Economic Development</b>	Works in partnership with a range of organisations to support a local economic environment that attracts investment.	<p><b>COVID-19 Response Activities</b></p> <p>The I&amp;ED Unit continue to provide a range of support and information services for the business community:</p> <ul style="list-style-type: none"> <li>• Advisory Service: ongoing monitoring of announcements and directing business to relevant support programs and services offered through all levels of government and industry groups.</li> <li>• Think Local Buy Local: ongoing communication program through Facebook and Whitehorse News. This has also included promotion of the Click for Vic campaign by the State Government and Go Local First campaign by the Council of Small Business Organisations Australia.</li> <li>• Supporting Local Business Map: ongoing service to promote to the residents businesses who are open and accessible in the permitted 5km radius from their homes.</li> <li>• Mentoring Services: ongoing delivery of service.</li> <li>• Networking &amp; Training: comprehensive offering from external providers and workshops that are being presented by neighbouring councils in the east listed on wbiz.com.au and, when available, shared on Whitehorse Business Facebook.</li> <li>• Communication: comprehensive program of government announcements delivered by electronic newsletters, Facebook and wbiz.com.au</li> <li>• Website Resources for Business: A dedicated COVID-19 business resource page featuring on WBIZ website. The page is updated with new information and initiatives from different government levels, government organisations and industry groups to assist businesses.</li> <li>• Mental Health Support: commenced distribution of mental health support information for the business community through facebook, newsletter and wbiz.com.au</li> <li>• Community Presentations: Whitehorse and Manningham libraries “Your Council: Financial Relief and Support Information” webinar – 13 August 2020.</li> </ul> <p>Whitehorse Business Facebook</p> <p>Throughout the COVID-19 pandemic, the Whitehorse Business Facebook page has continued to be a source of information for the business community. Vital information and content is shared from government entities and organisation in real time. The platform also allows for relationships with government entities to be strengthened by assisting in promotion of resources and initiatives. The page posted 116 announcements during the quarter.</p> <p><b>Down to Business E-News Distribution</b></p> <p>The July &amp; August editions of Down to Business E-news highlighting resources, links and opportunities for Whitehorse Businesses. This included information for businesses about the Whitehorse Recovery Grants Package, Grant Finder, Whitehorse Supporting Local Business Map, Think Local Buy Local Business Flyers, consultation opportunities in relation to the Investment and Economic Development Strategy Extension and Whitehorse 2040 Community Vision, State Government information on stage 4 restrictions for business, Business</p>

*Quarterly Performance Report for the quarter ended 30 September 2020*

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Support expansion fund and mental health resources. Distribution per each edition is 1200.  
Whitehorse Recovery Grant Package

**The Whitehorse Recovery Grant Package Business** opened for applications on 13 July and closed 22 July 2020. There were three funding streams available to Whitehorse based businesses: innovation, continuity and restart. Businesses could apply for multiple funding streams where there is a clear distinction between the type of project/services being funded with the total application can be no greater than \$4,000 per business. Two information sessions (via Zoom) were conducted on Tuesday 7 July, co-presented by the I & ED Unit and Community Development. The sessions provided a general overview of the grants process and attracted more than 80 attendees (combined) with approximately 50% of participants representing the business community.

There were 433 submissions received at the close of this grant application and during this time the I & ED Unit responded to more than 150 grant related business enquiries within the 10 day application period. The assessment phase was completed by 2 September 2020, with notifications to applicants sent from the 16 September 2020.

#### **Retail Precinct Audit**

The inaugural retail precinct audit undertaken by the I&ED team in May 2020. Data was sorted and preliminary analysis was conducted. A total of 1579 tenancies\* were audited across 67 neighbourhood precincts with tenancies categorised using ANZSIC classifications. Retail was the largest sector attributing for 25% of tenancies, with accommodation and food services the next largest sector with 21%. The other services category completed the top 3 with 11% with hairdressing and beauty services attributing to 86% of this sector. This valuable data will enable the Unit to track both the short and long term impacts of COVID on different precincts and sectors.

#### **Investment & Economic Development Strategy**

The Investment & Economic Development Strategy Extension 2020 – 2022 was endorsed at the ordinary Council meeting on the 24th August 2020.

The I&ED Strategy Extension 2020-2022 provides a high level overarching strategic document for the I&ED Unit that remains consistent under all economic conditions. The I&ED Unit's annual operational action plan (aligned to the operational budget) links to the strategic project areas of the I&ED Strategy Extension and provides flexibility to deliver programs and services that can respond to the current local economic climate. A recent example is the I&ED Unit's ongoing rapid response to the COVID-19 pandemic, developing and implementing a range of initiatives to assist in the recovery of the local economy.

### **Brentford Square Shopping Centre**

At the ordinary Council meeting on the 24th August, the Brentford Square Shopping Centre: Notice of Intention to Declare Special Charges for Marketing and Promotion Purposes and Infrastructure Purposes was supported. Public notices was published in 'The Age' on Wednesday 26 August, and letters of notification to property and business owners was distributed. The close date of submissions was 28 September 2020.

### **Regional Collaborations**

Ongoing collaboration with Economic Development Teams across the Melbourne South East in sharing individual councils resources to the Whitehorse business community and planning/scheduling of business events and programs.

### **Grant Application Support**

I&ED have assisted a number of departments across Council in preparation of grant applications through content support and the provision economic impact analysis reports via REMPLAN software. These reports generate high level economic impacts analysis for proposed projects including employment, goods & services demand and the flow effects it creates.

### **Neighbourhood Activity Centre Renewal Fund**

I&ED Unit were successful in receiving \$100,000 funding through the Neighbourhood Activity Centre Renewal Fund (NACR).

The purpose of the fund is to support the development and improvement of shopping strips as places of local economic activity and community gathering. Brentford Square streetscape works were identified as the project that best suited the funding criteria and objectives.

Funding will allow the incorporation of key placemaking and additional visual elements to be included in the scope of the work.

- Creation of multiple Activation Pods - Depending on the location, these will range from a delineated area marked on the ground to a small stadium seating option (incorporating storage) to create a town square/performance atmosphere that will encourage people to gather and linger. Furthermore pop up and roving options will also be explored.
- 'Splash of Colour' initiatives to create visual cohesion and consistency throughout the entire centre including:
  - A mural to Sherman Street entrance
  - Installation of play themed decals next to the playground in order to expand the footprint of the existing playground infrastructure
  - Painting of lighting/directional poles to complement the existing colour palette and to visually anchor the arcade to the centre
  - The development a set of 'shopping' decals for installation on new footpaths.

- Embedding colour within the line markings to create colour coding throughout the car park

The intention is to creating a vibrant, welcoming and inclusive environment that enables the facilitation of community and business activations by Council and the Brentford Square Traders Association. The I&ED Unit was supported by the Urban Design team and Placemaking Officer in the preparation of the application.

#### **North East Link Project Business Update**

The I&ED Unit continued to work with the North East Link Project (NELP) to support the 90 businesses who will be displaced from the Bulleen Industrial Precinct in their relocation efforts and to assist in identifying suitable location options.

A webpage for businesses, traders and workers went live on Thursday 27 August on the NELP website. This section of NELP website is to be updated regularly with a program of business and employee support workshops (including mentoring).





#### **Investment and Development Facilitation**

Further restrictions and uncertainty from COVID-19 and has continued similar trends from previous quarters. As a result, there have been a noticeable decline in new major investment and development enquiries. A change in the type, intensity and scale of investment proposals has been observed in the nature of enquiries and review of weekly Planning reports. New major investment enquiries rose slightly in the later part of the quarter, part of which related to renewed interest by previous proponents and consideration of new development schemes and approaches responding to a changing market.

There was a steady flow of smaller scale investment and development proposals and some indication of amendments to proposals/existing permits, perhaps suggesting a response to a softening or changing market. Also indication that some proposals may be on hold (permit extensions etc.). The bulk of I&ED Unit investment facilitation for the quarter was directed to existing businesses in the community navigating the current COVID-19 conditions, various grants and assistance available. Some positive signs received through enquiries by existing local businesses to extend businesses, undertake improvements and adapt business models. There have also been a number of enquiries regarding new business ventures, perhaps indicating opportunistic speculation from a softening commercial property market and/or new business opportunities arising from COVID-19.

## Section 2 – Performance against Customer Service Targets

The performance indicators against the Customer Service Targets are measured across the organisation and are captured through our 13 contact centres. Call volumes offered to Council increased when compared to the previous quarter, and remained consistent with the same period last year.

Performance Indicator	Target	Actual	Status
Percentage of calls answered within 20 seconds	80%	<b>90.33%</b>	 ON TRACK
Percentage of total calls answered	95%	<b>96.50%</b>	 ON TRACK
Enquiries resolved at first call	70%	<b>68%</b>	 MONITOR
Records management actions completed within allocated timeframes* (Records Manager)	95%	<b>97.40%</b>	 ON TRACK

\* 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 3 – Continuous Improvement

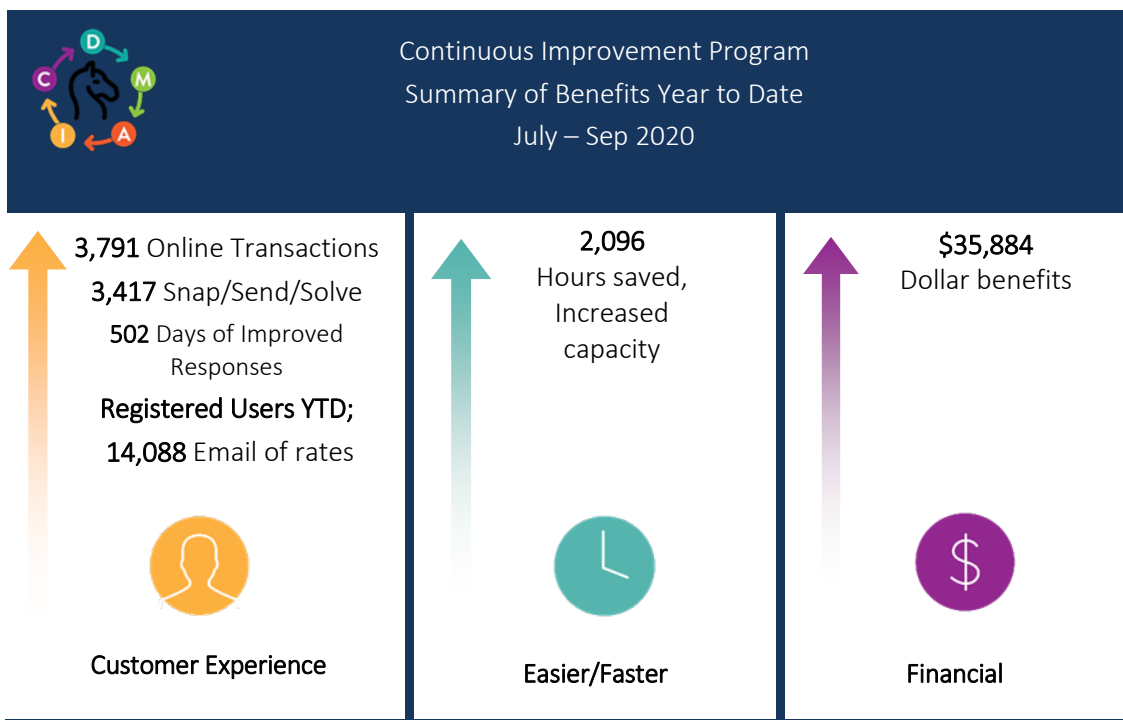
Our Continuous Improvement Program aims to provide a consistent customised methodology to support an engaged organisational culture of continuous improvement with reportable benefits for our Community.

Our Continuous Improvement Program offers training to staff customised for Whitehorse based on primarily Lean Principles that provide a consistent methodology and framework adaptable to the diversity of services Council offers.

The existing 32 Whitehorse improvement champions have an active ongoing commitment to our Continuous Improvement Program to identify and improve processes, embed the technology made available through the Digital Strategy, increase capacity through hours saved and overall improve the customer experience.

This approach increases our capacity to deliver ongoing business improvements embedded within business units with reportable benefits to our community. 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.

Improvement benefits for the July to Sep 2020 period are shown in the summary diagram.



## Continuous Improvement Project Highlight – Engineering Services Online

The Engineering and Environment Services department has worked through their Continuous Improvement Champion to deliver an improved process and online application for Vehicle Crossing Permits that went live in April 2020.

In this quarter, the short term six month secondment of the Engineering and Environment Services Improvement Champion to the Continuous Improvement Team has worked to expand on the vehicle crossing project proof of concept to deliver an additional four Engineering application processes to transition online, these applications include;

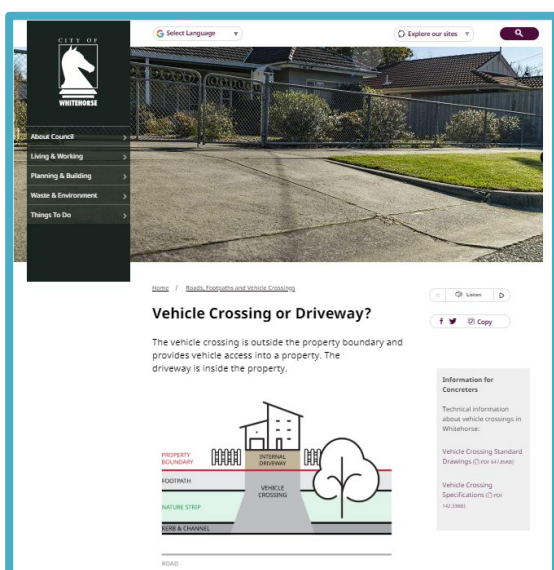
1. Drainage Permits,
2. Service Connections & Miscellaneous Works in Road Reserves,
3. Works by Authorities and
4. Inspection of Works on Arterial (Main) Roads.

In addition to digitalising these applications, the end to end process was reviewed with a focus to eliminate waste and apply technology solutions to reduce printing, motion waste and support inspectors in the field with mobile solutions, the process was reduced from ten steps to four steps.

The customer experience was centric throughout the process review making requirements easier to understand for our customers by editing or developing new content across 21 webpages, enabling electronic document delivery and faster turnaround times from 26 days to 10 days on average.

The implementation of these five improved processes will provide the following projected benefits:

- Applying technology to improve the information for our customers making the application easier and clearly setting the expectations with 24/7 accessibility
- Improved customer response projected at 11,936 days, this means customers will receive their permits faster (from 26 days to 10 days)
- Enhancing our existing technology to support an improved process with easier workflow and tracking of applications digitally, no printing of paper at all
- 248 hours increased capacity (20 minute per application)
- Digitalised process with new technology for our inspectors in the field and
- Cross functional improvements between service departments



## Continuous Improvement Projects

CONTINUOUS IMPROVEMENT PROJECTS STATUS	
Index:	★ Improvement Champion 🟡 Customer Experience 🟢 Easier/Faster 💰 Financial
<b>27 PROJECTS IN PROGRESS 2020/2021</b>	
1.	Performance and Development Plans (PADP) ★ 🟢
2.	Refunds Accounts Payable 🟡 🟢
3.	Merchant Fees – Black Belt Project 💰
4.	Childhood Immunisation Process Review ★ 🟡 🟢
5.	Construction Permit Process Review ★ 🟡
6.	Debt Collection for Rates Arrears ★ 🟢 💰
7.	Standardised pre start vehicle plant inspections ★ 🟢 💰
8.	Early Childhood Services WELS software program ★ 🟡 🟢
9.	Asset Protection Process Review ★ 🟡 🟢
10.	Attendance Registers Process ★ 🟢
11.	Postage Cost process review ★ 💰
12.	Procurement Vendor Process Review ★ 🟢
13.	Parking Optimisation – Black Belt Project ★ 🟡 💰
14.	Intelligent Invoice Processing ★ 🟢 💰
15.	Utilities Invoices 🟢 💰
16.	Better Approval Process ★ 🟡 🟢 💰
17.	Shared Fencing Project ★ 🟡 🟢
18.	Bonds Refund Process ★ 🟡 🟢
19.	Improved first call resolution ★ 🟡 🟢
20.	Optimise senior citizen engagement process ★ 🟡
21.	Online Planning Pre-app process ★ 🟡 🟢
22.	Optimise Aqualink membership consultant process ★ 🟡 💰
23.	Optimise projects benefits reporting process ★ 🟢
24.	Optimise staff on boarding process ★ 🟢
25.	Project business case template review ★ 🟢 💰
26.	Reduce organization’s corporate catering cost ★ 💰
27.	Review process for seasonal allocation grounds and pavilions ★ 🟡 🟢
<b>05. COMPLETED PROJECTS 2020/2021</b>	
01.	Parkside Tree Referral Process Improvement ★ 🟡
02.	Local Law Permits ★ 🟢
03.	WHACS HCP Statements ★ 🟢
04.	Engineering Services Online ★ 🟡 🟢
-	Drainage Permits
-	Service Connections & Misc Works in Road Reserves
-	Works by Authorities
-	Inspection of Works on Arterial (Main) Roads
05.	Apply and Pay Online (Engineering Services – Collaborative Project ) ★ 🟡 🟢 <b>Digital</b>
<b>37 PRIOR COMPLETED PROJECTS BEING MONITORED WITH REPORTED BENEFITS</b>	

★ Continuous Improvement Champion Projects

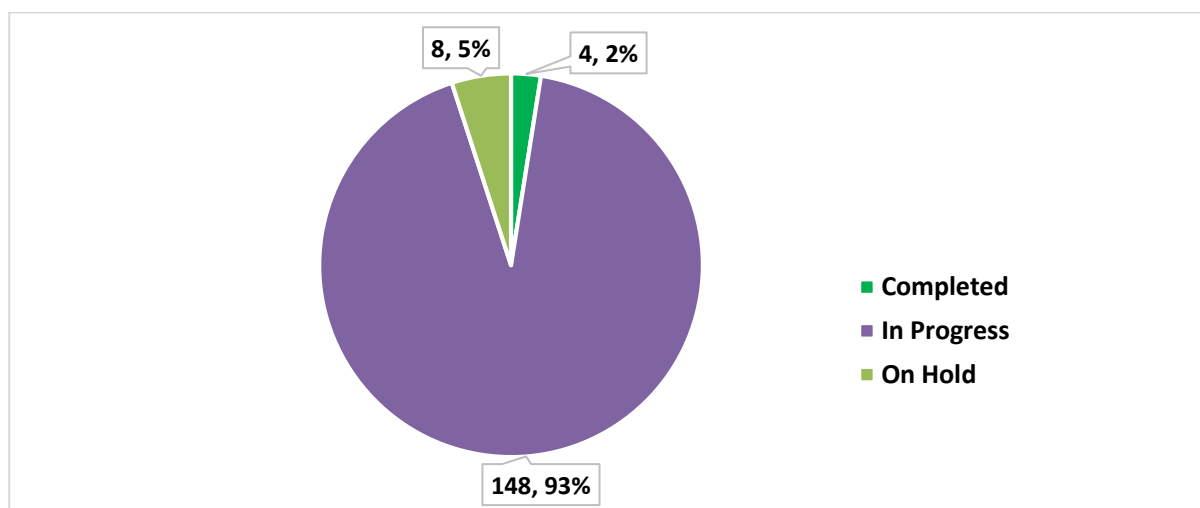
## Section 4 – Capital Works Report

### Capital Projects

The 2020/21 Capital Works Program includes 160 projects and programs to be delivered over the financial year with an adopted budget of \$61.53m. COVID-19 restrictions have had a significant impact on the capacity for the capital works budget to be fully realised this year. As part of council’s COVID-19 Financial Mitigation Strategy, \$11.37m of funding has been reduced in the program, either saved or deferred to future years. There is now \$69.60m in available funding, following the inclusion of 2019/20 carry forward projects (\$18.1m) and grants (\$1.34m) received this year.

Over the September quarter there have also been several opportunities emerge due to COVID-19. Closures of council facilities have made it possible to complete renewal and upgrade works which normally would have significantly disrupted service delivery. For example, large scale pool filter works were prioritised for Aqualink Nunawading over the restrictions period. The nearby Husband Road has also had works fast tracked for road resheeting. As this road feeds traffic into Aqualink Nunawading, closure of the facility provided a great opportunity to complete these works with no impact on the centre.

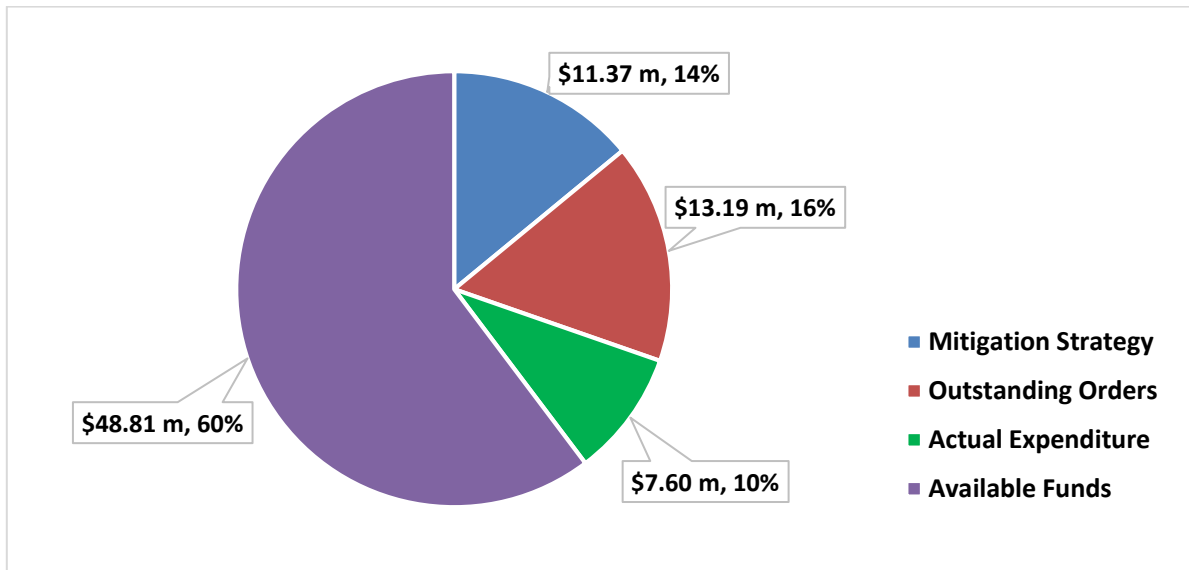
### Capital Program Project Status Snapshot





## Capital Expenditure

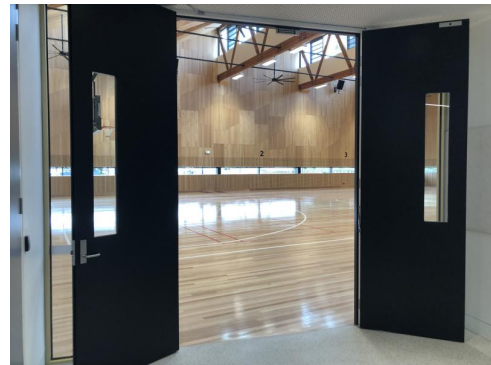
### Capital Program Expenditure Snapshot:



## Quarter 1 Program Highlights include:

### Nunawading Community Hub

Located on Springvale Road, Nunawading, this new facility will offer a range of services for the community. It includes a multipurpose sports stadium and multi-functional community spaces for dance, art, pottery, education, counselling and more. A purpose built Meals on Wheels facility, lapidary rooms and a communal kitchen is all part of this 5-star Greenstar council development. The centre was recently completed and council looks forward to opening the doors to the community when possible in accordance with COVID-19 restrictions. The overall expenditure for this project was \$32.38m from design to construction.



### Morton Park Pavilion

This project is for the redevelopment of the sporting pavilion at Morton Park, Blackburn. The redevelopment includes a multi-purpose room, player amenities, spectator spaces and greater utility and storage space. A new cricket shelter and seating area is also part of the redevelopment. The completion of the project has been impacted by COVID-19 restrictions, however it is anticipated that it will be finalised by November 2020. The total cost of the project from design to construction is \$5.46m including \$800k in grant funding.



### **Elgar Park South Pavilion**

This project is for the redevelopment of the sporting pavilion in the Elgar Park sports precinct in Mont Albert North. The redevelopment will feature a range of amenities, including a large angular multipurpose function room with views to adjoining ovals, four large change rooms, kitchen, club and community storage space, and public accessible toilet facilities. Sustainable components have been included, with a 10kw PV panel system and a 12,000L underground stormwater system plumbed to bathrooms. COVID-19 restrictions have delayed completion date and it is anticipated the pavilion will be finalised by early December. The total adopted budget for the project from design to construction is \$4.34m.



### **Newhaven Road, Burwood East Road Reconstruction**

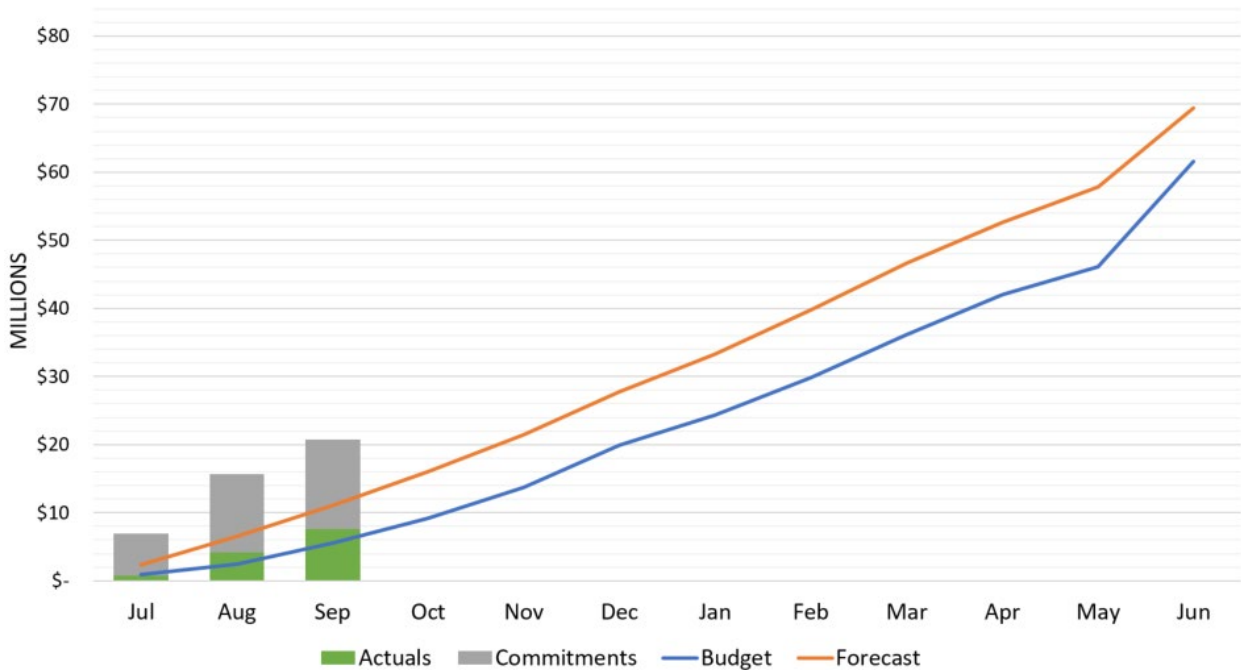


This project involves the renewing of the road and associated elements, covering a total length of 555m. The scope includes road resheeting, reconstruction of kerb and channel, stormwater drainage upgrades, pram crossing renewal, line marking and more. The project completion has been delayed due to COVID-19 restrictions on site, however it is close to completion and is anticipated to be finalised by mid-November. This project is anticipated to cost \$750k for construction.

## Capital Expenditure

As at 30 September, year to date capital expenditure is \$7.60m, behind the forecasted scheduled expenditure of \$11.10m at September month end. However, there are \$13.19m in further outstanding orders, most of which are expected to be invoiced once COVID-19 restrictions ease and works can continue.

### Capital Works Program 2020/21 Expenditure Summary



The blue line indicates the cumulative budget expenditure, totalling \$61.53m (adopted budget). The orange line indicates the revised (forecast) cumulative expenditure which includes carryover funding, the COVID-19 financial mitigation strategy and other adjustments, totalling \$69.60m.

## Capital Expenditure by Asset Category

	YTD BUDGET 000's	YTD ACTUAL 000's	YTD VARIANCE 000's	ANNUAL BUDGET 000's	NEW ANNUAL FORECAST 000's
Bridges	-	49	49	100	50
Drainage	691	69	(621)	3,435	2,689
Footpaths and Cycleways	435	665	230	3,592	3,623
Off Street Car Parks	-	76	76	910	890
Parks, Open Space and Streetscapes	356	549	192	7,186	7,046
Recreational, Leisure and Community Facilities	335	258	(77)	3,398	3,360
Roads	40	480	440	6,061	6,741
Waste Management	-	-	-	1,100	1,100
<b>INFRASTRUCTURE</b>	<b>1,857</b>	<b>2,146</b>	<b>289</b>	<b>25,782</b>	<b>25,499</b>
Computers and Telecommunications	337	273	(64)	2,238	2,470
Fixtures, Fittings and Furniture	176	34	(142)	1,298	928
Plant, Machinery and Equipment	485	340	(145)	3,638	3,774
<b>PLANT &amp; EQUIPMENT</b>	<b>998</b>	<b>647</b>	<b>(351)</b>	<b>7,174</b>	<b>7,172</b>
Buildings Improvement	926	1,005	79	6,751	6,737
Buildings	1,738	3,801	2,063	19,893	28,265
Land	-	-	-	1,930	1,930
<b>PROPERTY</b>	<b>2,664</b>	<b>4,806</b>	<b>2,142</b>	<b>28,574</b>	<b>36,932</b>
<b>TOTAL</b>	<b>5,518</b>	<b>7,599</b>	<b>2,081</b>	<b>61,530</b>	<b>69,602</b>

## Section 5 – Financial Report

### Executive Summary

The year to date financial result at 30 September was a surplus of \$102.35m, \$1.19m unfavourable to budget. Income was \$7.17m unfavourable to budget and expenditure was \$5.98m favourable to budget and these variances are predominantly due to service closures and reduced demand as a result of the COVID-19 pandemic restrictions. The year to date impact of the pandemic on Council's net result at 30 September was approximately \$3.95m.

Council has completed a major forecast review to take into account the impact of the COVID-19 pandemic, which had not been accounted for in the Adopted Budget. The revised forecast projects a surplus of \$11.80m for the year, \$7.96m unfavourable to the budgeted surplus of \$19.75m. This reflects a \$13.24m decrease in income, primarily relating to fees and fines (\$12.72m), and a \$5.28m decrease in expenditure, \$3.35m of which relates to employee costs. Due to the significant impact of COVID-19, the revised forecast has been used as the new baseline for reporting for this financial year.

The year to date financial result at 30 September was \$2.66m favourable to the revised forecast, which primarily reflects higher than anticipated cost reductions, particularly in employee costs (\$1.60m) and materials and services (\$832k) in response to the extended stage four pandemic restrictions during the first quarter.

### Year-to-date Result

As noted in the Executive Summary above, the year to date financial result at 30 September was a surplus of \$102.35m, \$1.19m unfavourable to budget. Income was \$7.17m unfavourable to budget and expenditure was \$5.98m favourable predominantly due to the impact of the COVID-19 pandemic restrictions.

The year to date financial result at 30 September was \$2.66m favourable to the revised forecast. The significant variances to year to date forecast were:

- (1) Statutory fees and fines** were \$412k unfavourable to forecast primarily reflecting:
  - building fees, which were \$199k unfavourable to forecast mainly reflecting lower pool/spa registration fees (\$101k) and report and consent/hoarding fees (\$76k), and
  - planning fees, which were \$119k unfavourable to forecast mainly reflecting a decrease in Permit Application fees (\$91k).
  
- (2) User fees** were \$513k unfavourable to forecast mainly relating to the following major variances:
  - Health and Family services was \$421k unfavourable primarily due to lower childcare income (\$417k) primarily due to the stage four pandemic restrictions which allowed only permitted workers to access childcare and the Federal Government's free childcare scheme which was in place for first two weeks in July, and
  - Recycling and Waste Centre was \$104k unfavourable reflecting a decrease in income from account customers (\$370k) partly offset by an increase in income from casual customers (\$266k).
  
- (3) Grants – operating** were \$834k favourable to forecast largely due to the following significant variances:

- a \$357k increase in funding for Home and Community Services, mainly reflecting additional funding for Home Support Services (\$247k), including \$186k of COVID-related funding, and an \$85k increase in Home Care Package subsidies, and
  - a \$424k increase in funding for Health and Family Services, mainly reflecting a \$366k favourable variance in childcare funding largely due to additional transitional funding during the stage four pandemic restrictions, and a \$34k unbudgeted Community Connector grant.
- (4) **Grants – capital** were \$100k unfavourable to forecast due to a timing difference of funding for the Morton Park Pavilion, which is yet to be invoiced.
- (5) **Contributions – monetary** were \$244k unfavourable to forecast reflecting lower public open space contributions.
- (6) **Other income** was \$158k unfavourable to forecast mainly reflecting a timing difference on a state government reimbursement in relation to administration of the Fire Services property Levy, and a \$42k decrease in rates legal recovery income as a result of Council’s hardship support for residents during the pandemic.
- (7) **Employee costs** were \$1.59m favourable to forecast mainly relating to the following significant variances:
- salaries were \$1.31m favourable to forecast mainly reflecting reduced staffing and positions held vacant in response to service closures, changes in demand and workforce management actions as a result of the coronavirus pandemic restrictions. This variance is spread across a number of departments, most significantly Home and Community Services (\$385k), Health and Family Services (\$288k), Planning and Building (\$126k) Finance and Corporate Performance (\$123k), and Compliance (\$86k), and
  - training and development costs were \$212k favourable to forecast, with many training courses on hold as a result of the Coronavirus pandemic.
- (8) **Materials and services** were \$832k favourable to forecast which predominantly relates to the following significant variances:
- Assets, Buildings and Capital Works were \$274k favourable to forecast mainly reflecting timing differences in Facilities Maintenance, with building maintenance works being delayed as a result of stage four restrictions,
  - Planning and Building were \$179k favourable to forecast mainly reflecting a timing difference in the Developer Contribution Framework initiative (\$50k), and lower legal expenses (\$42k) and costs relating to the Planning Scheme Amendment Panel (\$25k),
  - Property and Rates were \$173k favourable to forecast mainly reflecting a timing difference in office expenses (\$90k) relating to the postage of rates notices, as well as smaller timing differences in contracts and services (\$46k) and bank charges (\$42k),
  - Leisure and Recreation Services were \$169k favourable to forecast mainly reflecting lower utilities (\$100k) and contracts and services (\$61k),
  - Civic Services were \$138k favourable to forecast mainly due to smaller variances across a number of costs reflecting a mix of timing and permanent differences, and
  - Home and Community Services were \$134k favourable to forecast mainly reflecting variances across several accounts due to changes in demand during the pandemic, most significantly contracts and services (\$46k), program activities (\$33k), and materials and supplies (\$19k).

- These were partially offset by Parkswide, which was \$344k unfavourable to YTD forecast mainly relating to higher reactive (\$197k), street tree (\$75k) and park tree (\$77k) pruning costs within the Arbor program.

**(9) Depreciation and amortisation** was \$277k unfavourable to forecast mainly reflecting a revaluation increase of \$30.62m primarily in the cost of Roads (\$18.21m) and Footpaths (\$12.79m) which was processed at 30 June 2020.

**(10) Other expenses** were \$662k favourable to forecast mainly reflecting timing differences in the payment of COVID-related community grants (\$267k), community grants under Council's recurrent community grant program (\$143k), and lower lease and rental equipment costs for the Aqualink facilities (\$86k) during the stage four pandemic closure period.

## Projected Year-end Result

Council adopted the 2020/2021 budget at its Ordinary Meeting held on 22 June 2020, projecting a surplus of \$19.75m for the year. The budget did not account for the impact of the COVID-19 pandemic, with Council initially focusing its attention on a community support and relief package and pandemic recovery stimulus package.

Council has since assessed the impact of the pandemic and prepared a revised forecast, projecting a surplus of \$11.80m for the year, \$7.95m unfavourable to budget. This reflects a \$13.24m decrease in income and a \$5.28m decrease in expenditure. The significant forecast changes compared to budget were:

**(11) Statutory fees and fines** were \$3.78m unfavourable to budget which predominantly relates to a \$3.77m decrease in parking infringement income due to the impact of the Coronavirus pandemic restrictions and Council's decision to reduce enforcement activity during that time.

**(12) User fees** were \$8.94m unfavourable to budget mainly relating to the following significant variances, all of which are driven by the impact of the Coronavirus pandemic:

- a \$5.98m unfavourable variance due to facility closures and reduced services resulting from the pandemic restrictions impacting Council's Leisure and Recreation Services (\$4.81m) and Arts and Cultural Services (\$1.17m) Departments.
- a \$1.25m decrease in meter money income expected due to lower demand during the pandemic,
- a \$916k unfavourable variance for the Recycling and Waste Centre reflecting lower patronage by account customers (\$241k) and a reduction in casual fee income (\$675k) as a result of stage four restrictions only allowing use by permitted commercial contractors during August and September, and
- a \$776k decrease relating to Council's Children's Services Centres (\$776k) due to the closure of the Wattle Park centre (\$386k) and the impact of stage four restrictions allowing only permitted workers access to childcare during August and September.

**(13) Grants – operating** were \$446k unfavourable to budget mainly relating to the following significant variances:

- a \$1.07m unfavourable variance for the Children's Services Centres due to the closure of Wattle Park (\$507k) and the impact of reduced demand, pandemic restrictions and the Federal Government free childcare scheme during early July, partly offset by



- a \$497k favourable variance in Home and Community Services mainly reflecting COVID funding support for Food Services (\$214k) and unspent prior year funding carried forward for Home Support services (\$164k).
- (14) Grants – capital** were \$1.17m favourable to budget reflecting
- \$670k of Local Roads and Community Infrastructure funding from the Federal Government which has been allocated towards the Zetland/Mont Albert Rd Reconstruction (\$434k), road safety improvements (\$175k) and bicycle facilities and improvements (\$63k), and
  - \$400k for Morton Park and \$100k for Walker Park pavilion redevelopments, which were originally budgeted but not received in the previous year.
- (15) Contributions – monetary** were \$480k favourable to budget mainly reflecting contributions expected from clubs and the AFL towards the Morton Park (\$300k) and Walker Park (\$100k) pavilion redevelopments.
- (16) Interest income** was \$597k unfavourable to budget reflecting a reduction in interest rates since the budget was set due to the economic impact of the Coronavirus pandemic.
- (17) Other income** was \$517k unfavourable to budget mainly reflecting a decrease in swim school income (\$367k) due to the closure of the Aqualink facilities during the first quarter as a result of pandemic restrictions.
- (18) Net gain/(loss) on disposal of assets** was \$480k unfavourable to budget relating to the book value of the recently demolished Whitehorse Centre theatre.
- (19) Employee costs** were \$3.35m favourable to budget primarily reflecting positive workforce management actions in response to the coronavirus pandemic, including reduced use of casual and agency staff, providing redeployment opportunities for permanent staff. The most significant forecast changes related to:
- Leisure and Recreation Services were \$1.81m favourable to budget and Arts and Cultural Services were \$483k favourable as a result of facility closures and reduced services due to Coronavirus pandemic restrictions,
  - the Children’s Services Centres were \$1.41m favourable to budget reflecting the closure of the Wattle Park Centre (\$824k) and the impact of the pandemic on the other three centres,
  - Compliance was \$386k favourable to budget reflecting reduced costs in parking services and school crossing supervisors, partly offset by
  - \$677k of centralised COVID-19 related salary costs including staff redeployments, COVID leave and the payout of rosters in July for staff impacted by facility closures due to pandemic restrictions.
- (20) Materials and Services** were \$1.44m favourable to budget mainly relating to the following significant variances:
- Arts and Cultural services were \$795k favourable to budget mainly reflecting reduced operating costs due to facility closures (\$552k) and planned changes to the festival season offering (\$237k) as a result of the pandemic,
  - Compliance was \$718k favourable to budget primarily reflecting lower Fines Victoria Lodgement fees (\$368k), in-ground sensor contract costs (\$180k), and parking meter related bank charges (\$75k),

- Leisure and Recreation Services were \$657k favourable to budget predominantly reflecting reduced operating costs due to facility closures during the pandemic restrictions,
- the Recycling and Waste Centre was \$554k favourable to budget mainly reflecting lower tipping fees (\$519k) due to lower patronage as a result of pandemic restrictions, partly offset by
- a \$540k increase in COVID-19 emergency response expenditure as a result of the increased pandemic restrictions during the first quarter, and
- Property and Rates were \$307k unfavourable to budget mainly reflecting the carry forward of unspent prior year budget for the strategic land management initiative (\$150k) and increased costs relating to rates hardship support and debt recovery processes (\$100k), and
- Home and Community Services were \$256k unfavourable to budget mainly due to carry forward of unspent prior year funding (\$284k).

**(21) Other expenses** were \$487k favourable to budget predominantly reflecting lower bad and doubtful debt costs (\$465k) in line with the reduction in parking infringement income as per Note 11 above.

### Cash Position

Total cash and investments (including other financial assets) totalled \$213.67m at the end of September representing a \$17.88m decrease since the beginning of the year.

### Debtors

Council had collected \$15.09m or 12.5% of 2020/21 rate debtors as at 30 September 2020. This was impacted by an extension provided by Council on the due date for first instalment rates until 21 October.

Other debtors (net of doubtful debt provisions) outstanding at 30 September amounted to \$1.96m of which \$911k has been outstanding for more than 90 days.

## Income Statement for the period ending 30 September 2020

	Year-to-Date						Full Year			
	Actual \$'000	Reforecast \$'000	Variance \$'000	Budget \$'000	Variance \$'000	Notes	Reforecast \$'000	Budget \$'000	Variance \$'000	Notes
<b>Income</b>										
Rates	123,235	123,146	89	123,164	71		123,571	123,699	(128)	
Statutory fees and fines	1,240	1,652	(412)	3,177	(1,937)	1	9,364	13,147	(3,783)	11
User fees	7,709	8,222	(513)	13,224	(5,515)	2	32,633	41,569	(8,936)	12
Grants - operating	5,852	5,018	834	5,139	713	3	18,315	18,761	(446)	13
Grants - capital	336	436	(100)	0	336	4	2,029	858	1,171	14
Contributions - monetary	2,061	2,305	(244)	2,245	(184)	5	7,150	6,670	480	15
Contributions - non-monetary	0	0	0	0	0		0	0	0	
Interest income	662	630	32	781	(119)		1,850	2,447	(597)	16
Other income	396	554	(158)	918	(522)	6	2,921	3,438	(517)	17
Net gain / (loss) on disposal of assets	102	117	(15)	117	(15)		(354)	126	(480)	18
<b>Total income</b>	<b>141,593</b>	<b>142,080</b>	<b>(487)</b>	<b>148,765</b>	<b>(7,172)</b>		<b>197,479</b>	<b>210,715</b>	<b>(13,236)</b>	
<b>Expenditure</b>										
Employee costs	16,553	18,148	1,595	19,777	3,224	7	79,625	82,977	3,352	19
Materials and services	12,309	13,141	832	14,452	2,143	8	66,093	67,537	1,444	20
Depreciation	7,405	7,128	(277)	7,128	(277)	9	29,323	29,323	0	
Other expenses	3,316	3,978	662	4,208	892	10	10,636	11,123	487	21
<b>Total expenditure</b>	<b>39,583</b>	<b>42,395</b>	<b>2,812</b>	<b>45,565</b>	<b>5,982</b>		<b>185,677</b>	<b>190,960</b>	<b>5,283</b>	
<b>Net surplus / (deficit)</b>	<b>102,010</b>	<b>99,685</b>	<b>2,325</b>	<b>103,200</b>	<b>(1,190)</b>		<b>11,802</b>	<b>19,755</b>	<b>(7,953)</b>	

## Balance Sheet as at 30 September 2020

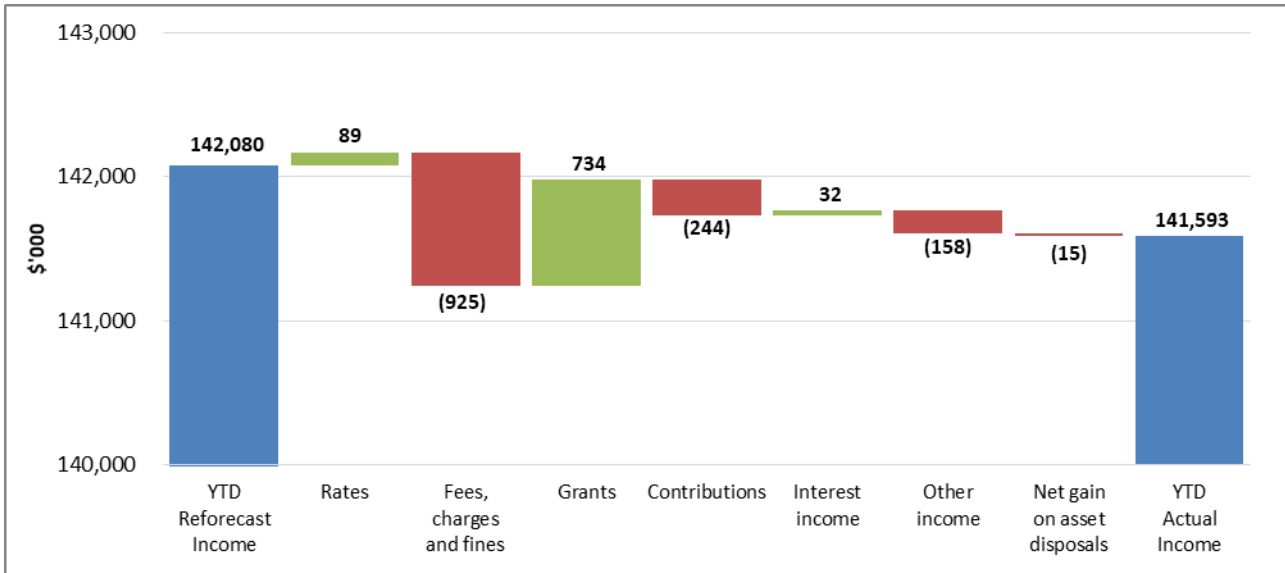
	2020/21 30-Sep-20 \$'000	2019/20 30-Jun-20 \$'000
<b>ASSETS</b>		
<b>Current assets</b>		
Cash and cash equivalents	19,939	24,659
Trade and other receivables	138,103	16,459
Other financial assets	193,739	206,893
Other assets	263	1,206
<b>Total current assets</b>	<b>352,044</b>	<b>249,217</b>
<b>Non-current assets</b>		
Trade and other receivables	468	37
Investments in associates	6,058	6,058
Property, infrastructure, plant & equipment	3,410,257	3,401,821
Intangible assets	879	991
<b>Total non-current assets</b>	<b>3,417,662</b>	<b>3,408,907</b>
<b>Total assets</b>	<b>3,769,706</b>	<b>3,658,124</b>
<b>LIABILITIES</b>		
<b>Current liabilities</b>		
Trade and other payables	26,027	25,171
Trust funds and deposits	11,372	10,839
Provisions	17,557	17,270
Lease Liabilities	795	929
<b>Total current liabilities</b>	<b>55,751</b>	<b>54,209</b>
<b>Non-current liabilities</b>		
Provisions	1,739	1,739
Other liabilities	1,204	1,204
Lease Liabilities	1,028	1,121
<b>Total non-current liabilities</b>	<b>3,971</b>	<b>4,064</b>
<b>Total liabilities</b>	<b>59,722</b>	<b>58,273</b>
<b>Net assets</b>	<b>3,709,984</b>	<b>3,599,851</b>
<b>EQUITY</b>		
Accumulated surplus	1,612,883	1,510,866
Reserves	2,097,101	2,088,985
<b>Total equity</b>	<b>3,709,984</b>	<b>3,599,851</b>

## Cash Flow Statement for the period ending 30 September 2020

	2020/21 30-Sep-20 Inflows/ (Outflows) \$'000	2019/20 30-Sep-19 Inflows/ (Outflows) \$'000
<b>Cash Flows from Operating Activities:</b>		
Rates	19,928	18,056
Statutory fees and fines	1,240	2,556
User fees	4,369	13,767
Grants - operating	5,852	5,297
Grants - capital	336	-
Contributions - monetary	2,061	1,418
Interest received	662	1,389
Other receipts	396	823
Fire Services Property Levy collected	2,622	2,693
Employee benefits	(18,086)	(20,486)
Materials and services	(26,141)	(25,513)
Other payments	(3,316)	(3,608)
Fire Services Property Levy paid	-	-
<b>Net cash from operating activities</b>	<b>(10,077)</b>	<b>(3,608)</b>
<b>Cash Flows from Investing Activities:</b>		
Payment for property, infrastructure, plant and equipment	(7,599)	(8,312)
Proceeds from sale of property, infrastructure, plant and equipment	102	2,274
(Purchases)/sales of financial assets	13,154	5,947
Repayment of loans and advances from community organisations	(59)	51
<b>Net cash used in investing activities</b>	<b>5,598</b>	<b>(142)</b>
<b>Cash Flows from Financing Activities</b>		
Repayment of interest bearing loans and borrowings	(240)	225
Interest paid	-	-
<b>Net cash used in financing activities</b>	<b>(240)</b>	<b>225</b>
<b>Net Increase/(decrease) in cash and cash equivalents</b>	<b>(4,719)</b>	<b>(3,525)</b>
Cash and cash equivalents at 1 July	24,658	22,468
<b>Cash and cash equivalents as at end of period</b>	<b>19,939</b>	<b>18,943</b>

## Operating Income and Expenditure

Graph 1.1: Year-to-date Operating Income Variance

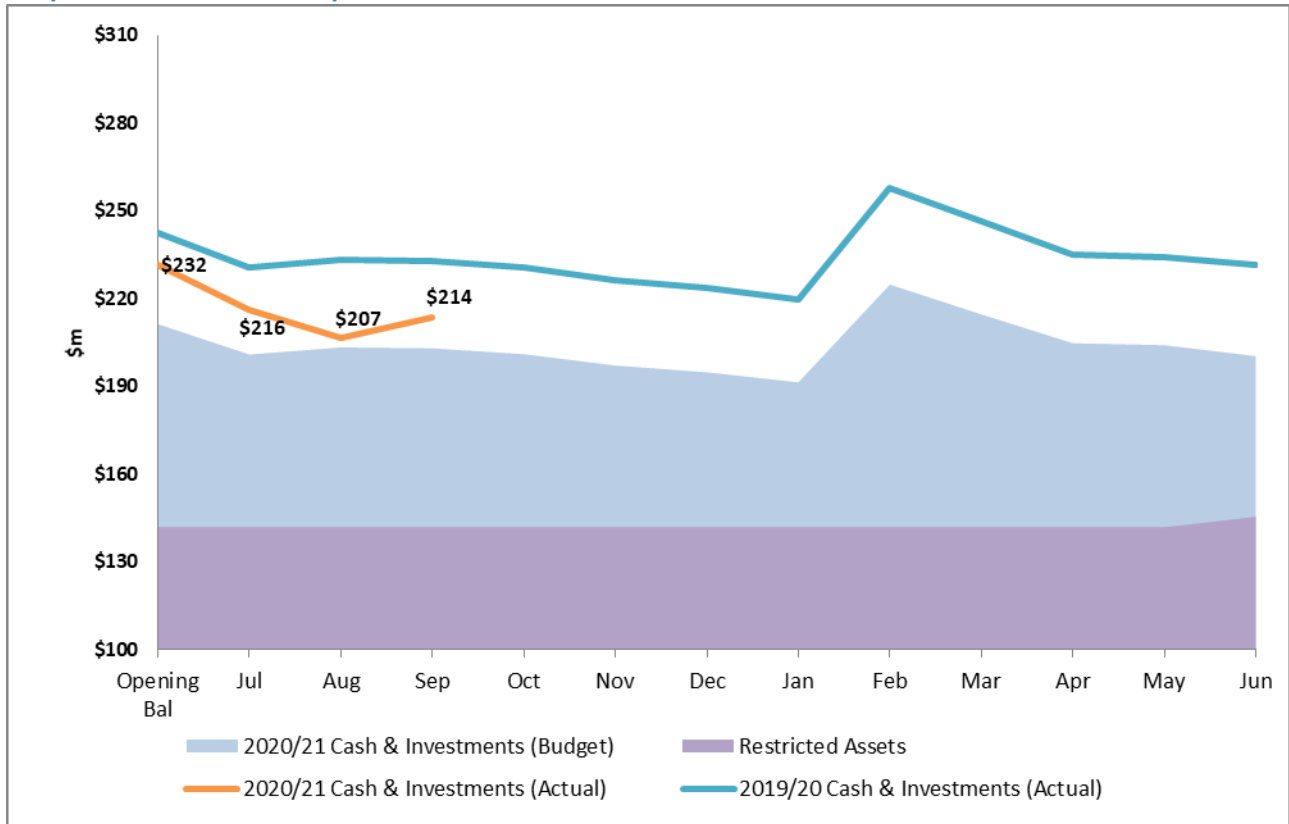


Graph 1.2: Year to Date Operating Expenditure Variance



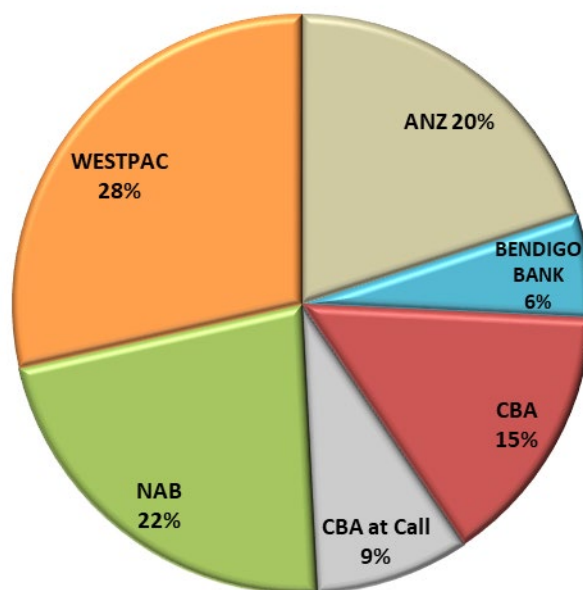
## Cash and Investments

Graph 2.1: Cash Flow Comparison

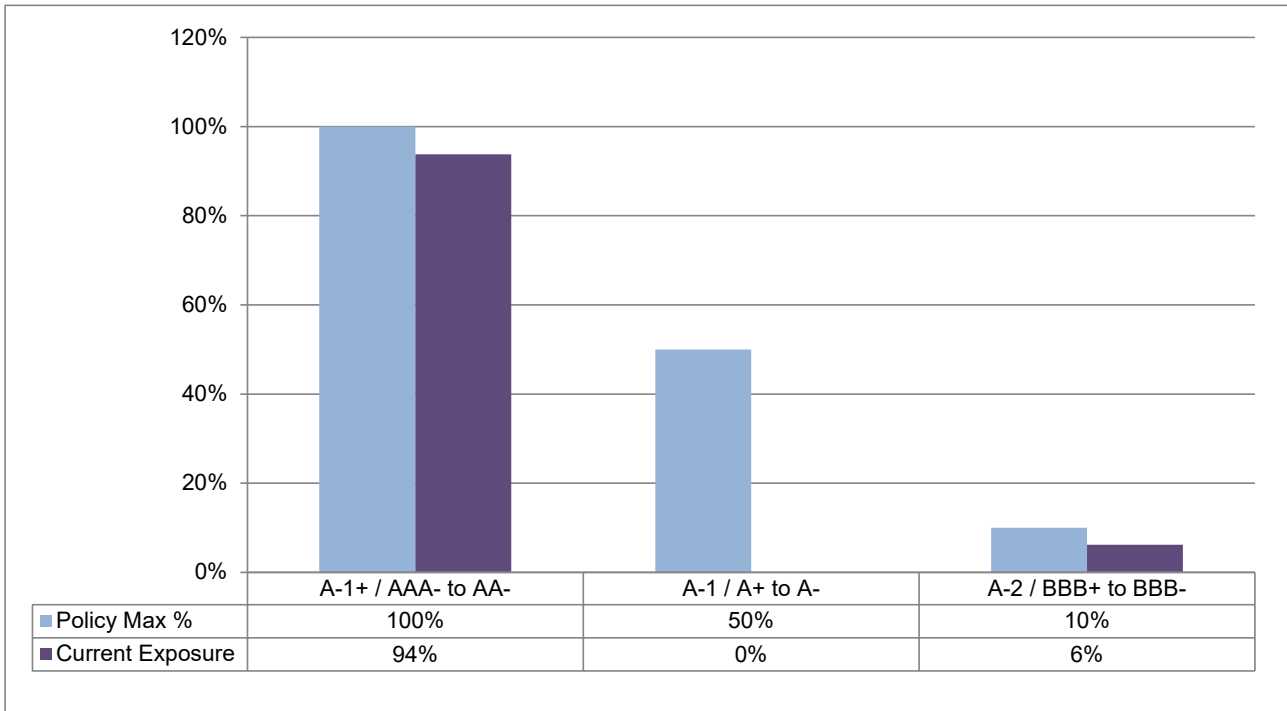


Note: Restricted Funds includes cash that is subject to external restrictions such as trust funds and deposits, Public Open Space Reserve and the Car Parking Reserve. It also includes funds allocated for specific future purposes such as the Aged and Disability Reserve, Community Development Reserve,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

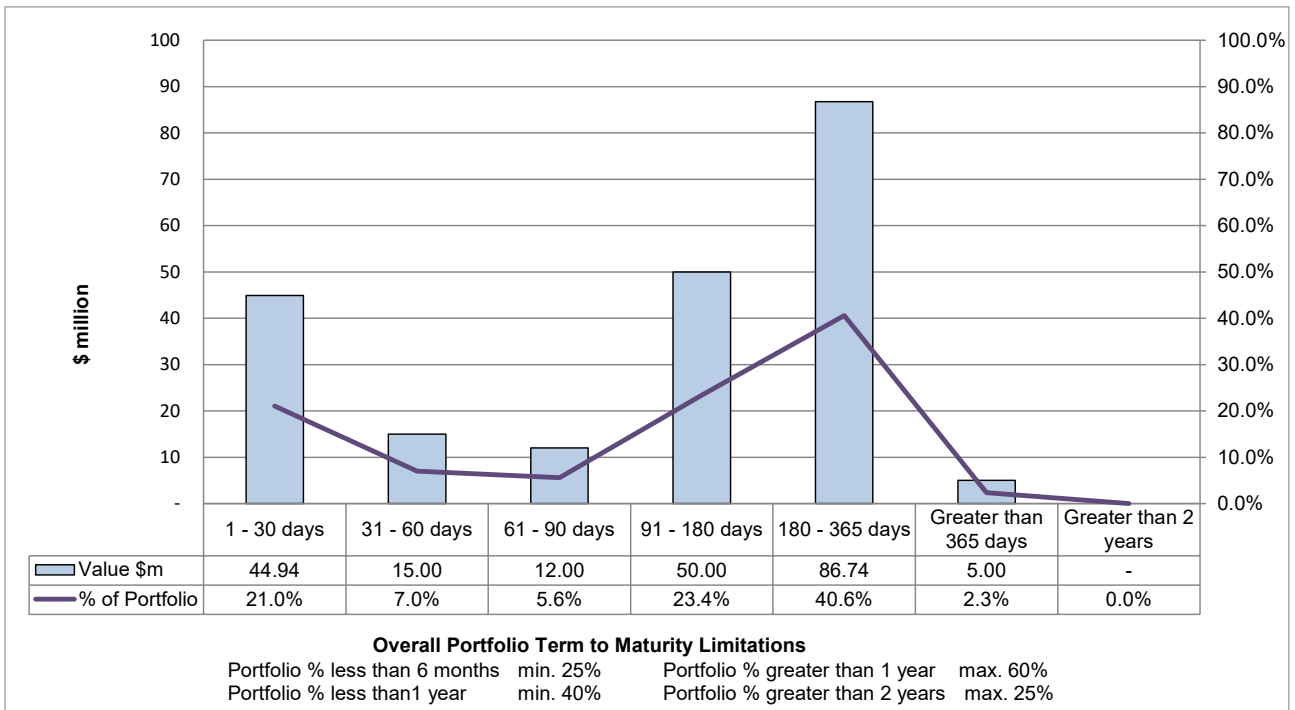
Graph 2.2: Investment by Institution



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

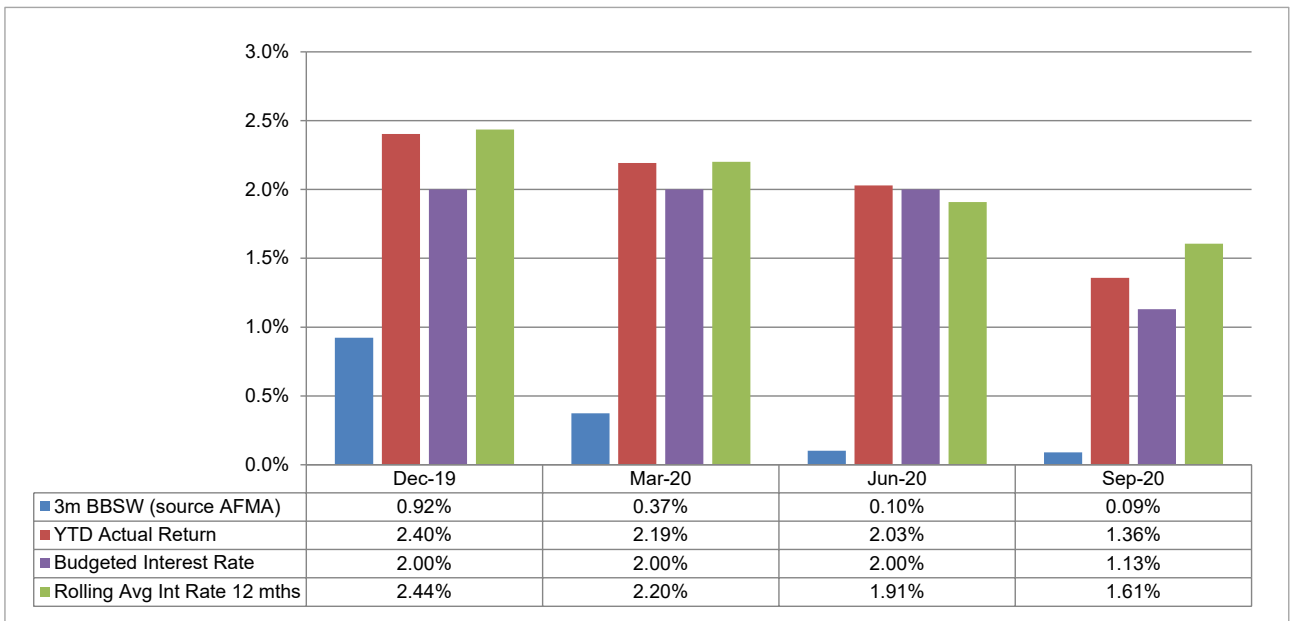


**Graph 2.4: Cash and Investment Portfolio Term to Maturity**





**Graph 2.5: Investment Benchmark Indicator**

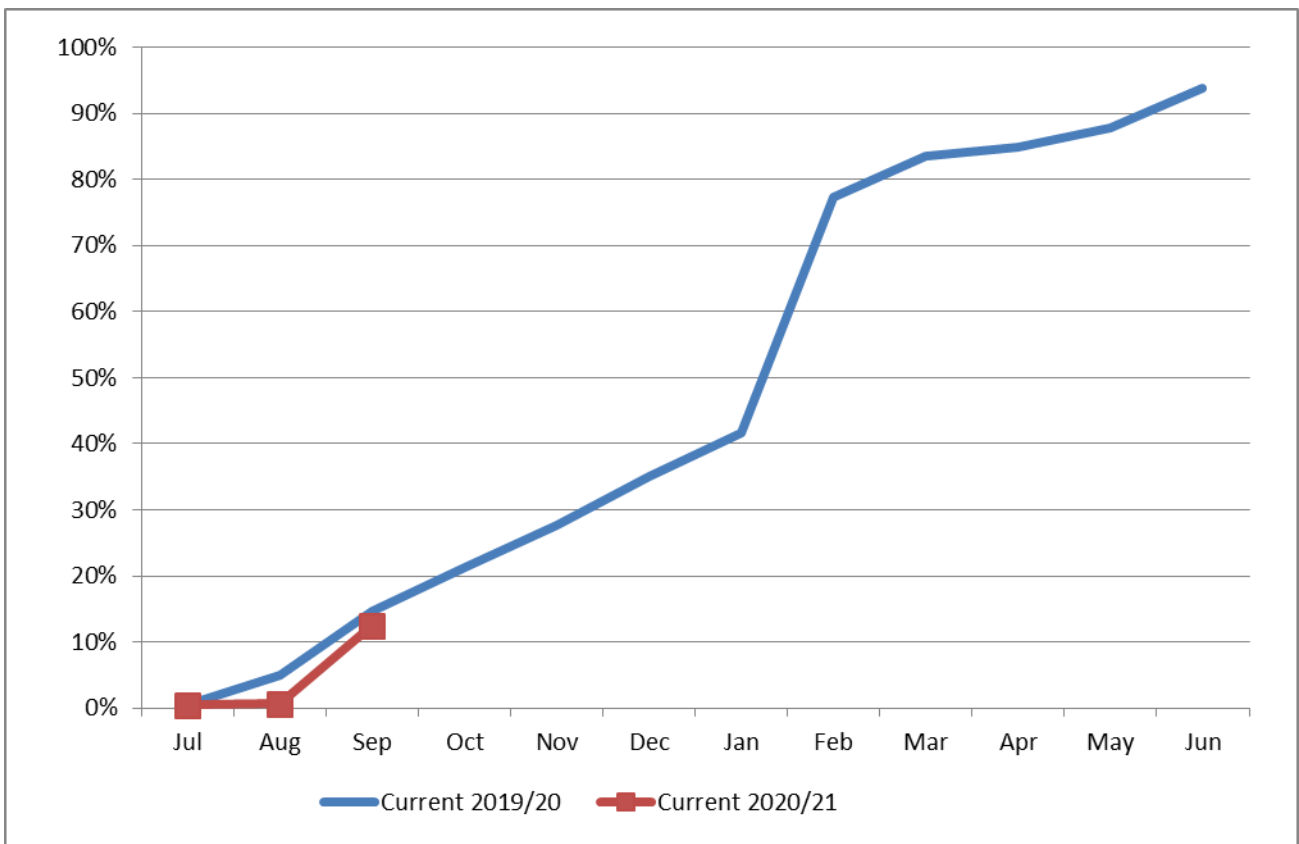


## Rate and Other Debtors

**Table 3.1: Current Rates Collected**

	30-Sep-20 \$'000	30-Sep-19 \$'000	31-Aug-20 \$'000
<b>YTD Current Rates Collected</b>	15,087	17,092	872
<b>% Current Rates Collected</b>	12.5%	14.6%	0.7%

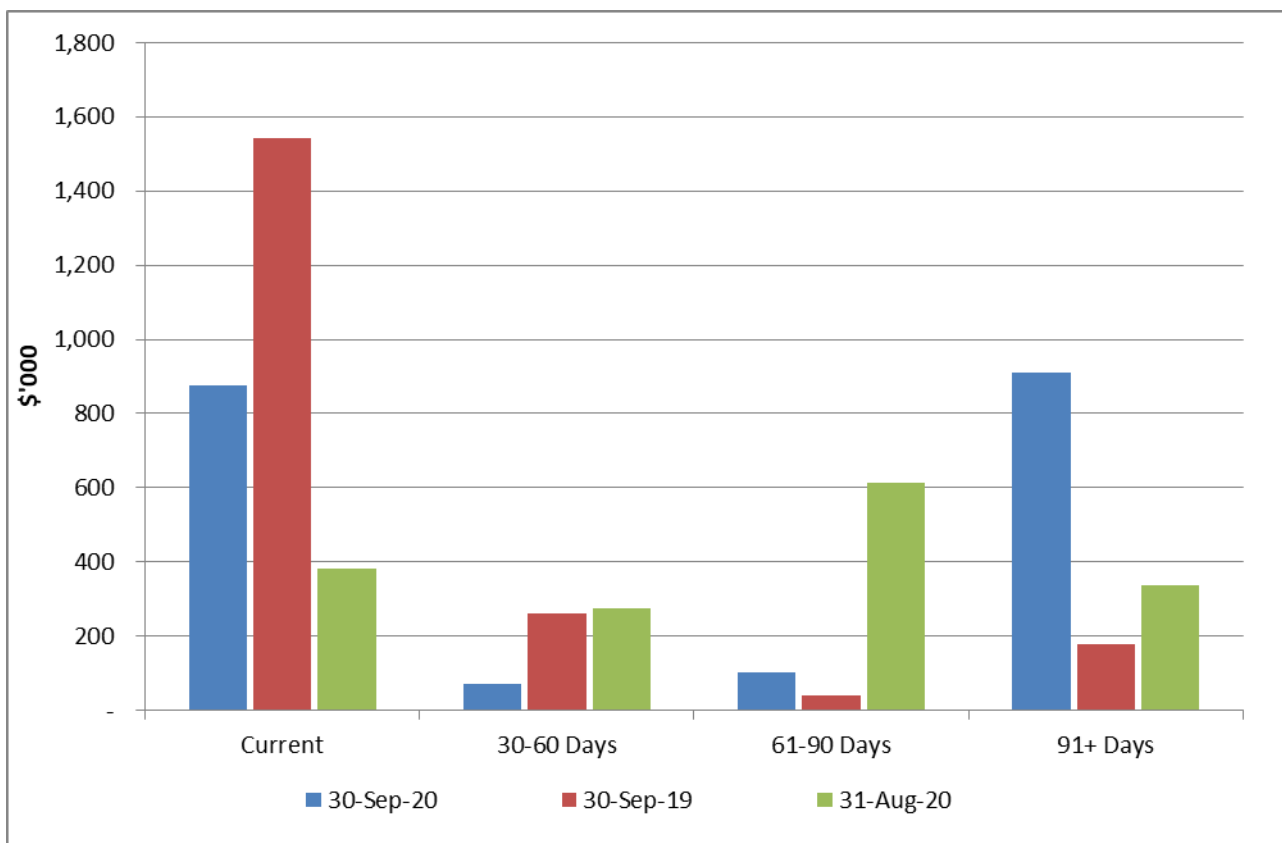
**Graph 3.1: Percentage of Current Rates Collected**



**Table 3.2: General and Sundry Debtors**

	<b>30-Sep-20 \$'000</b>	<b>30-Sep-19 \$'000</b>	<b>31-Aug-20 \$'000</b>
<b>Current</b>	875	1,542	381
<b>30-60 Days</b>	70	260	273
<b>61-90 Days</b>	103	41	612
<b>91+ Days</b>	911	179	338
<b>Total Owing</b>	<b>1,959</b>	<b>2,022</b>	<b>1,604</b>
<b>Total over 60 days</b>	1,014	220	950
<b>% over 60 days</b>	51.8%	10.9%	59.2%
<b>Total over 90 days</b>	911	179	338
<b>% over 90 days</b>	46.5%	8.8%	21.1%

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

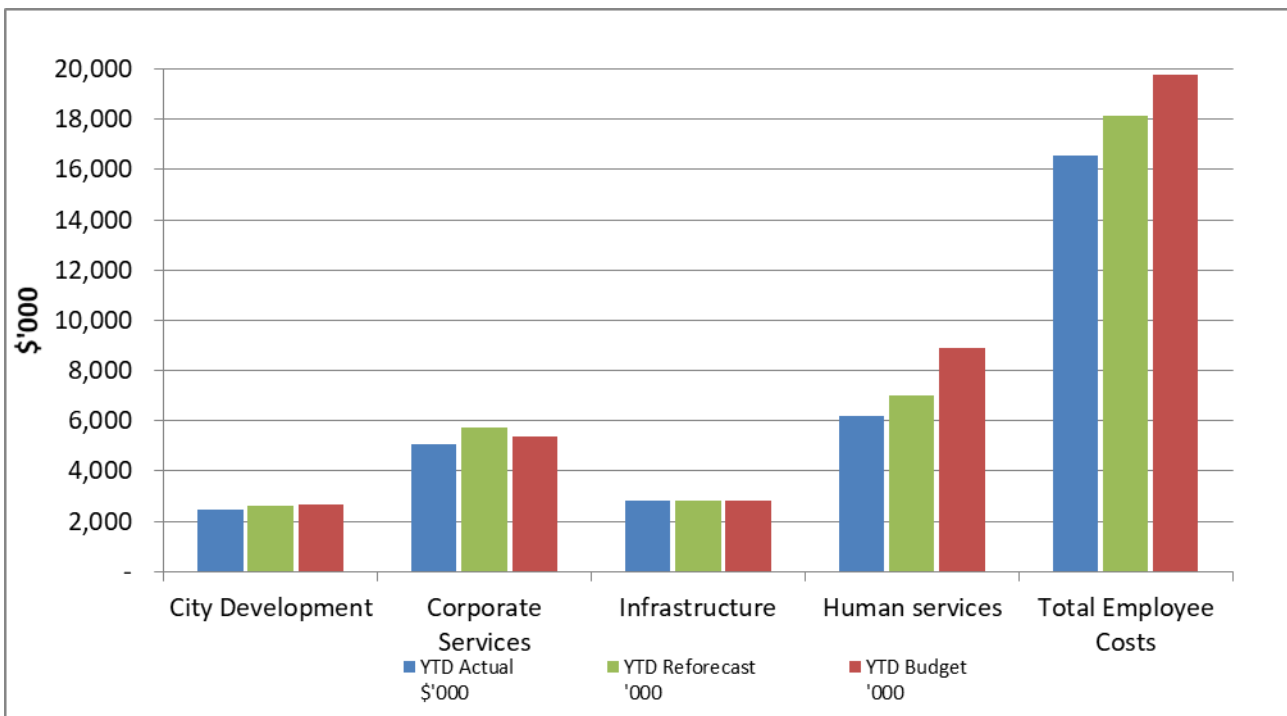


## Employee Costs

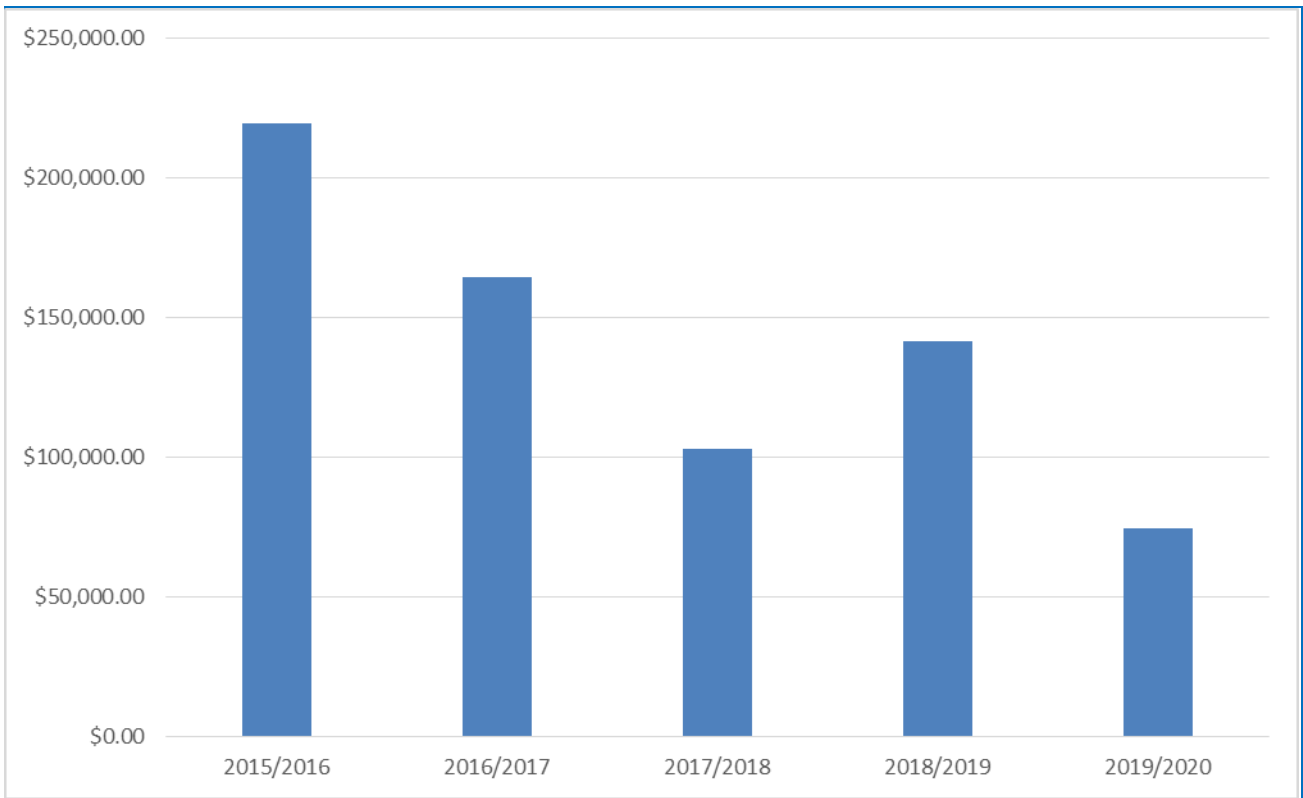
Table 4.1: Employee Costs by Division

Division	YTD Actual \$'000	YTD Reforecast \$'000	YTD Variance \$'000
City Development	2,468	2,634	166
Corporate Services	5,058	5,709	652
Infrastructure	2,816	2,815	(2)
Human services	6,211	6,990	779
<b>Total Employee Costs</b>	<b>16,553</b>	<b>18,148</b>	<b>1,595</b>

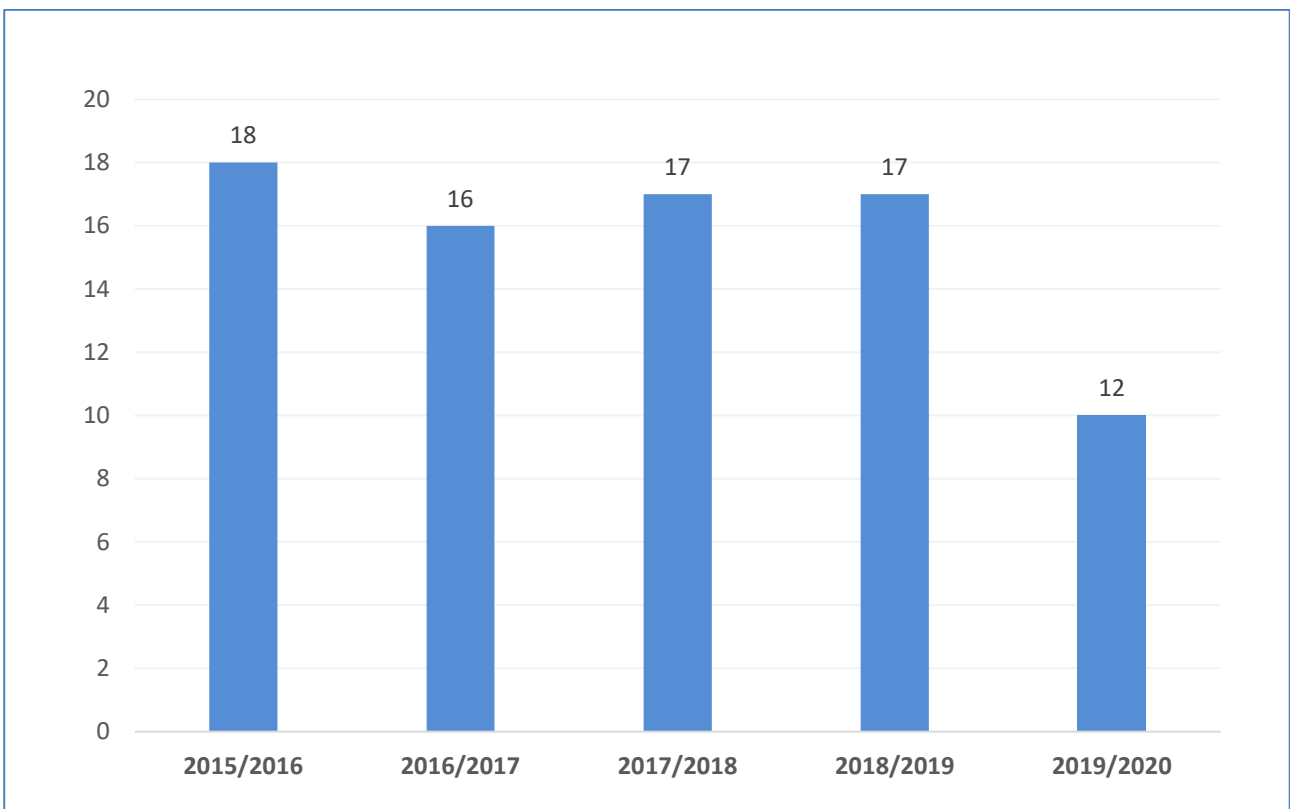
Graph 4.1: Employee Costs – Actual to Budget Comparison



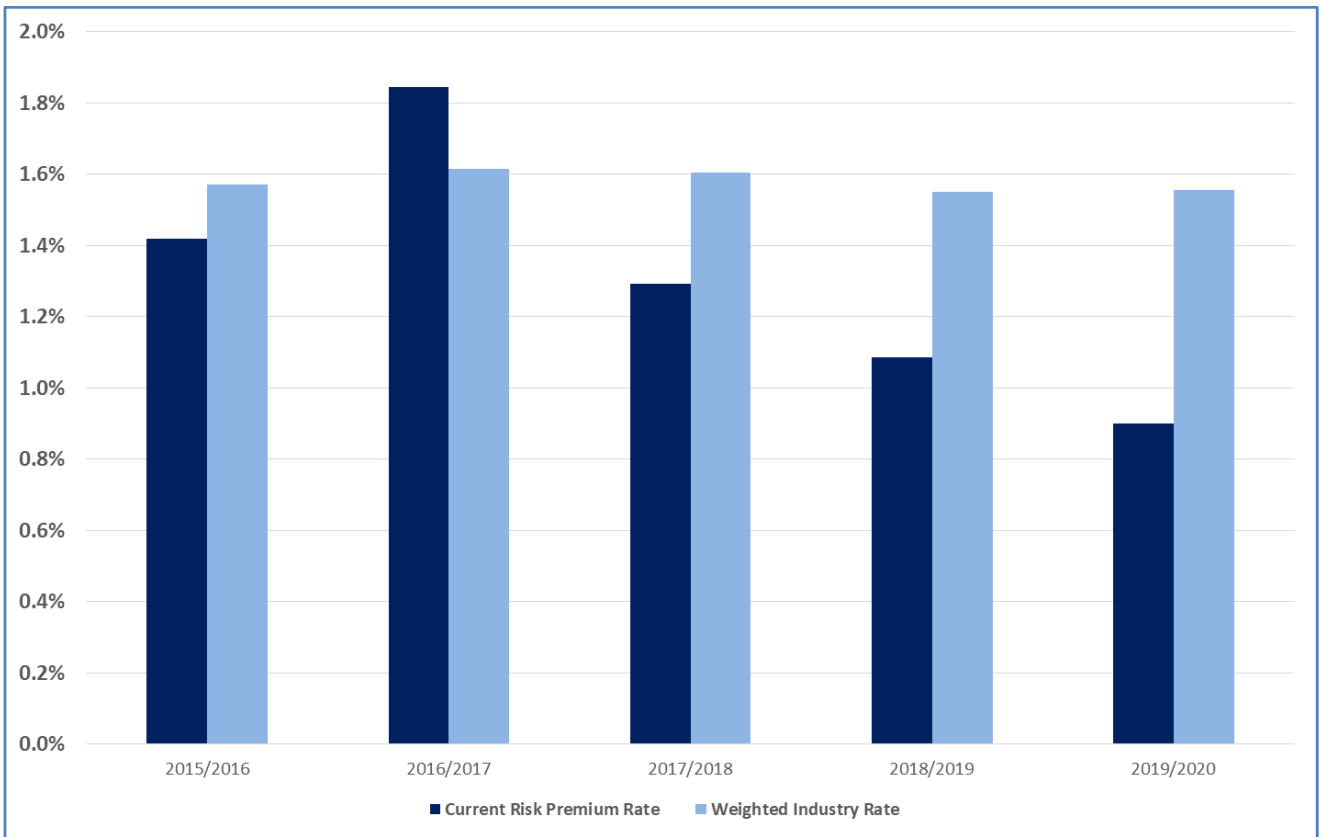
**Graph 4.2: Workers Compensation Claim Costs**



**Graph 4.3: Employee Costs – Workers Compensation Claims**



**Graph 4.4: Premium Rate Vs Industry**



## Section 6 – Audit Advisory Committee Minutes

### AUDIT & RISK COMMITTEE MINUTES

16 September 2020

#### 1 OPENING OF THE MEETING

The meeting commenced at 9.35 am remotely via Zoom.

#### 2 PRESENT

Mr Michael Said  
Ms Lisa Woolmer  
Cr Denise Massoud  
Cr Raylene Carr

#### IN ATTENDANCE

Mr Peter Smith – General Manager Corporate Services  
Mr Steven White – General Manager Infrastructure  
Mr Jeff Green – General Manager City Development  
Ms Terry Wilkinson – General Manager Human Services  
Mr Stuart Cann – Head Finance & Corporate Performance  
Mr Sam Dixon – Team Leader Financial Accounting  
Mr Sanchu Chummar – VAGO

#### 3 APOLOGIES

Mr Simon McMillan – Chief Executive Officer  
Mr Jung Yau – VAGO  
Mr Andrew Zavitsanos – Crowe Australasia

#### 4 CONFIRMATION OF MINUTES – 24 August 2020

Item 7 – Disclosure of Any Conflicts of Interest – Ms Woolmer suggested adding the words *for independent committee members* to the end of the first sentence to clarify not required for the ARC under the new Local Government Act as not a delegated committee.  
Item 9.2 – WFH should read working from home.

#### Committee Resolution

That the Minutes of the Meeting of 24 August 2020 be confirmed, as amended.  
Moved Cr Carr, Seconded Cr Massoud

**CARRIED**

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

#### 6 AUDIT COMMITTEE PLAN – Nil

#### 7 DISCLOSURE OF ANY CONFLICTS OF INTEREST – Nil

#### 8 CEO DECLARATION OF LEGAL COMPLIANCE

As the CEO was an apology for the meeting, the General Manager Corporate Services declared that he was not aware of any breach of legislative compliance.

## 9 ADOPTION OF THE 2019/2020 ANNUAL FINANCIAL STATEMENTS AND PERFORMANCE STATEMENT

Mr Chummar presented the closing report, reporting a satisfactory conclusion. Mr Chummar also presented the management letter. Mr Said led discussion of the statements and notes to the accounts. A number of minor amendments were suggested and endorsed. Council was congratulated on the high standard of work undertaken to meet the deadlines under Covid-19.

### Committee Resolution

That the report be received and forwarded to Council recommending that Council resolve that:

1. The Annual Financial Statements and Performance Statement for 2019/20 be approved in principle.
2. The Principal Accounting Officer be authorised to make minor amendments to the Annual Financial Statements and Performance Statement for 2019/20 to meet the Victorian Auditor General's requirements.
3. Cr Massoud and Cr Carr be authorised to sign the Annual Financial Statements and Performance Statement for 2019/20.
4. The Chief Executive Officer be authorised to sign the Annual Financial Statements and Performance Statement for 2019/20.
5. The final audited Annual Financial Statements and audited Performance Statement for 2019/20 be forwarded to the Minister for Local Government as part of the Annual Report by 30 November 2020.
6. On completion of 5 above, public notice be given of:
  - a) The availability of the report of the auditor under Section 9 of the Audit Act 1994.
  - b) A meeting to be held for the purpose of discussing the Annual Report under Section 134 of the Local Government Act 1989 at 7.00 pm on 19 October 2020.
7. Acknowledge and thank all involved in ensuring the annual financial report was completed in a timely manner despite the additional difficulties encountered as a result of Covid-19 restrictions.

Moved Cr Carr, Seconded Cr Massoud

**CARRIED**

The Committee then met *in camera* with VAGO representatives at 10.35 am.

## 10 OFFICERS REPORTS

### 10.1 Financial & Performance Reports

#### Annual Reporting of Councillor Expenses

Mr Cann spoke to the circulated report. Noted that a separate report will not be required next year as it forms part of the annual report of operations.

#### Committee Resolution

That the Committee note the Councillor expenses.

Moved Ms Woolmer, Seconded Cr Carr

**CARRIED**

## 11 OTHER BUSINESS

### Audit & Risk Committee Membership

The Committee discussed the process and timing of recruiting a third independent member as required under the new Local Government Act. Selection panel to be an independent consultant and one or both of the independent members subject to availability.

Mr Said thanked Councillor representatives for their diligent contribution over the past year and commented that he was pleased with the effective working of the ARC.

## 12 CONFIRMATION OF DATE OF NEXT MEETING



The next meeting is scheduled to be held at 10.30 am on Monday 23 November 2020. However, the ARC asked that the meeting be pushed back to early December to allow for swearing in of the new Council and completion of the Committee nominations process.

### **13 CLOSURE OF MEETING**

The meeting closed at 11.15 am.