

Council Plan Quarterly Performance Reporting

For the period of Oct-Dec 2018

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No.	Action	Responsibility	Quarter 2 Progress	Status
ENGAGED, CONNECTED COMMUNITIES				
1	Commence 2050 Shire Plan (building on the review of the Green Wedge Management Plan (GWMP) & development of other key strategies)	Manager Connected Communities	Benchmarking examples from other councils reviewed. Visioning and principles and project plan are yet to be confirmed.	MINOR ISSUES
2	Develop a Brand Style Guide supported by an implementation & training plan	Manager Business Tourism and Marketing	A new brand style guide is currently under development. The proposed new guide will be presented to the Executive in February.	ON TRACK
3	Scope a Lifelong Learning Plan with key stakeholders	Manager Community Programs	Due to commence in Quarter 4. Currently recruiting a Living and Learning Co-ordinator that will lead the plan's development.	YET TO COMMENCE
4	Identify our women's networks & scope communication opportunities for them to partner	Manager Connected Communities	Initial network mapping has commenced.	ON TRACK
5	Further embed community engagement into projects	Executive Manager People Culture and Innovation	<p>Council's Community Engagement Policy was reviewed against the Victorian Auditor General's Office's (VAGO) recommended better practice elements and updated.</p> <p>Templates and guidelines were developed and rolled out to staff for community engagement planning and using the online engagement platform. Harvest Group was selected as the provider of the new online engagement platform. Transition to the new platform will commence in February.</p> <p>Engagement support continues to be provided for a number of projects including the Green Wedge Management Plan Community Panel, Regional Art Gallery Feasibility Study, Domestic Wastewater Management Plan, Ageing Well in Nillumbik project and Eltham North Adventure Playground redevelopment.</p>	ON TRACK
6	Progress the development of an integrated community infrastructure plan	Manager Integrated Strategy	<p>A Community Infrastructure Planning Framework for Nillumbik has been prepared. The framework will support a consistent and evidenced based approach to the planning and provision of community infrastructure for Nillumbik.</p> <p>To support the development of the framework, an audit of community infrastructure was undertaken and a spatial mapping exercise to determine access and distribution has commenced.</p>	ON TRACK
7	Develop digital solutions to support social & community infrastructure, including a Smart Cities approach	Executive Manager People Culture and Innovation	<p>Development of Smart Cities planning is progressing. Agreement between the principal Council (Whittlesea) and the Commonwealth Government has been signed to enable commencement of planning. Draft agreement documentation between the five Councils, La Trobe University and RMIT is on track for signing by the end of February.</p> <p>Market research has commenced on an enhanced customer centric service portal for Nillumbik, with vendor demonstrations.</p>	ON TRACK
8	Continue to build relationships with the Wurundjeri community & engage & develop a Reconciliation Action Plan	Manager Connected Communities	There is a need to determine the best model based on funds and resources. Staff are continuing to maximise opportunities to embed working with Wurundjeri in 'business as usual' activities.	BAU - ONGOING
9	Implement the adopted Health & Wellbeing Plan & deliver initiatives in partnership with the community	Manager Connected Communities	Meetings held with key stakeholders. Action plan and initial progress has been reviewed, with a range of tasks/actions undertaken to date.	ON TRACK

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ACTIVE AND CREATIVE PEOPLE				
10	Commence review of the Open Space & Recreational Strategy	Manager Integrated Strategy	Due to commence in Quarter 3.	YET TO COMMENCE
11	Develop & implement an integrated strategy for managing open space, roadsides, waterways and parkland	Manager Environment	Approximately one third of high use site tree works have been completed with works at preschools and child care centres having taken place over the Christmas break. Landscape improvement works have been undertaken, including ancillary landscaping at Eltham North Adventure Playground in preparation for its opening in December, and also at the Strathewen Black Saturday Memorial site in preparation for the 10 year commemoration.	ON TRACK
12	Complete planning of Hurstbridge Open Space Precinct	Manager Connected Communities	Masterplan has been adopted by Council and an implementation plan to focus on funding opportunities (e.g. grants model) is being developed.	ON TRACK
13	Prepare a program of infrastructure priorities , identify and advocate for funding partnerships	Manager Connected Communities	Funding opportunities have been pursued in relation to sportsground conditions. Conditions have been audited and operational task recommendations are being implemented. Funding advocacy has commenced. Sportsgrounds/fields planning is to be aligned with the sports pavilion work plan.	ON TRACK
14	Continue to advocate and lobby funding for broader trails network & progress the Diamond Creek Trail (DCT) project	Manager Connected Communities	Based on potential delays in full funding, staging has been scoped. Advocacy beyond current grants has commenced. Construction and operational issues are still to be resolved. Construction is yet to commence. Spring ecological surveys are complete, with further seasonal assessments scheduled for February and March 2019. A Cultural Heritage Standard Assessment was completed in December 2018, with an updated report due in February 2019. Additional site surveys are scheduled for February and March, including localised geotechnical, feature and level surveys, trail maintenance and fire prevention assessments.	ON TRACK
15	Investigate the potential uses for the former Council landfill sites at Plenty & Kangaroo Ground	Manager Integrated Strategy	Enhar was appointed in January 2019 to undertake a detailed feasibility study of renewable energy generation potential. Stage 1 of the feasibility includes site assessments of Plenty and Kangaroo Ground former landfills, potential grid route and network connection, preparation of a concept design and initial market testing. It will conclude with recommendations to Council for consideration anticipated in Quarter 4.	ON TRACK
16	Undertake feasibility for the development of a public art gallery of regional significance	Manager Business Tourism and Marketing	Community consultation has been undertaken via forums and targeted industry and stakeholder meetings, facilitated by the consultant. Officer collaboration with the consultant provided benchmarking, economic analysis and site review. The consultant is currently preparing a report.	ON TRACK
17	Review Council's community grants programs in order to achieve equity in the distribution of public monies	Executive Manager Finance	Due to commence in Quarter 3.	YET TO COMMENCE
18	Review the Artist in Residence Program	Manager Business Tourism and Marketing	High level meetings convened with Parks Victoria to further negotiations and direction. Discussions with DELWP and Parks Victoria are progressing regarding Laughing Waters in Eltham. Building audits are due to commence in Quarter 3.	MINOR ISSUES
19	Review the Art Acquisition Policy	Manager Business Tourism and Marketing	Policy close to completion pending Public Art Policy. Pertinent to develop both policies in unison - to be reported to Council in Quarter 3 for final endorsement of policies.	ON TRACK
20	Develop a centralised program of events & festivals	Manager Business Tourism and Marketing	Draft funding program presented to Council briefing. Amended program to be presented to Council in March 2019.	ON TRACK

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21	Implement the adopted Arts & Culture Plan	Manager Business Tourism and Marketing	<p>Planning for the next iterations of Nillumbik Prize and Nillumbik Digital Agora commenced. Open applications for next year's programs (grants and Eltham Library Community Gallery) were assessed and confirmed.</p> <p>Strong cross-functional collaborations with Better Together travelling exhibition and Civic Drive playground public art feature, both of which have set benchmarks with key successes in community cultural development.</p>	BAU - ONGOING
22	Recognise performing arts through reviewing public performance spaces	Manager Business Tourism and Marketing	Grant writing workshops well utilised by the community. Dedicated performing arts stream of the arts and cultural grants was very well received and all funds allocated to exciting new performance programs in the new year.	ON TRACK

SAFE AND HEALTHY ENVIRONMENTS

23	Progress the review of the Green Wedge Management Plan (GWMP)	Manager Integrated Strategy	<p>Final (day 6) Community Panel was held on 17 November 2018. Panel recommendations were formally presented to Council at 27 November 2018 Council meeting. Council endorsed the responses to the GWMP Community Panel recommendations at the 18 December 2018 Council meeting.</p> <p>Officers have commenced writing the draft GWMP. It is proposed that Council will consider the draft Plan in April 2019 for wider community consultation.</p>	ON TRACK
24	Develop a Housing Strategy , which includes options for retirement living & intentional housing outcomes	Manager Integrated Strategy	<p>The project scope for the Nillumbik Housing Strategy was adopted by Council in November 2018.</p> <p>Nillumbik was successful in obtaining a Voluntary Affordable Housing Grant from the Department of Environment, Land, Water and Planning. The grant will be used to fund a project that will determine the local affordable housing needs in the urban and rural areas of the Shire and amongst different populations including older people, people with a disability and young families.</p>	ON TRACK
25	Implement bushfire mitigation, awareness and resilience actions from the Fire Mitigation Strategy	Executive Manager Governance	Progress on the development of the Bushfire Mitigation Strategy is on track. A consultant was engaged by Council in November to provide subject matter expertise on Emergency Management including recommendations on Council's Bushfire Mitigation Strategy, helping to define its intent and purpose, and coordinate the future consultation process. The consultant has begun consultations with key stakeholders including the 15 submitters. Key themes are emerging and will be captured to inform the strategy moving forward.	ON TRACK
26	Update all emergency management plans and continue to facilitate emergency management planning	Executive Manager Governance	<p>A joint Municipal Emergency Management Planning (MEMP) and Municipal Fire Management Planning (MFMP) Committee Meeting was held on 17 December 2018. Key outcomes from the joint meeting included a presentation from the consultant outlining the work he is undertaking for Council, key risks identified through Community Emergency Risk Assessments to be an ongoing idea item, and the development of a 3 year action plan to ensure that strategic planning is undertaken at each MEMP meeting.</p> <p>Other key outcomes include updates from VicRoads on the road closures, and a presentation from representatives from the Bushfire Strategy Advisory Group.</p> <p>Staff training has also been carried out across the organisation, including Emergency Awareness at Nillumbik sessions, Working in an Emergency Relief Centre Part 1 & 2, Introduction to Personal Support in an Emergency, Mental Health First Aid, and Secondary Impact Assessment training.</p>	ON TRACK

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27	Report and measure on the progress of the Climate Change Action Plan	Manager Environment	<p>Draft Council stationary energy consumption data has been presented to the Environment and Sustainability Committee.</p> <p>Community Bank Stadium (Diamond Creek) solar panels operational with battery storage and vehicle charge station nearing completion.</p> <p>Eltham Leisure Centre solar feasibility has been initiated and this study is in progress by the consultant.</p> <p>Low emissions vehicle charge station at Council's Shire Office for fleet vehicles has commenced with distribution board install approved and proceeding.</p>	ON TRACK
28	Review the Invasive Species Action Plan	Manager Environment	<p>A range of programs are being delivered to control pest plants and animals on Council and private land.</p> <p>Collaboration with government agencies and Landcare continues to strategically manage invasive species.</p> <p>Landowners have been supported through the Land Management Incentive Program and Sustainable Agricultural Rebates.</p> <p>Blackberry has been treated across 122 sites, with a further 10 sites scheduled for treatment. Woody weeds such as Boxthorn, Hawthorn, Broom and Pittosporum have been treated along roadsides and in reserves as part of our fire prevention program.</p> <p>Annual treatment programs for St Johns Wort, Patersons Curse, Chilean Needle Grass, Texan Needle Grass, Cane Needle Grass and Serrated Tussock have been completed.</p> <p>Council presented at the Senate Enquiry into the impact of feral deer, pigs and goats in Australia in November 2018. Commenced implementation of Biodiversity Responsible Planning (BRP) Sugarloaf grant to deliver biodiversity protection works, including deer control. Commenced development of a new procedure for landholder non-compliance with noxious weed regulations.</p>	BAU - ONGOING
29	Implement the Integrated Water Management Plan	Manager Environment	<p>Advertisement of the sportsground irrigation control system tender has been delayed by 4 weeks due to competing priorities and is now expected to be completed in March 2019.</p> <p>Rebates have been received from Yarra Valley Water following investigation of water usage charges for Wattle Glen Oval and Eltham Lower Park.</p>	MINOR ISSUES
30	Promote & implement design excellence & innovation in architecture in our activity centres and in public buildings	Manager Infrastructure	Due to commence in Quarter 3.	YET TO COMMENCE
31	Implement the adopted Domestic Animal Management Plan (DAMP) year actions	Manager Community Safety and Amenity	The annual DAMP update and implementation report was presented to Council in December 2018. Implementation of Year 1 and 2 objectives and actions is continuing.	BAU - ONGOING
32	Review & update the Domestic Wastewater Management Plan & continue to advocate to Yarra Valley Water (YVW)	Manager Community Safety and Amenity	The first round of community engagement has been completed and community input and submissions received. Engagement has also commenced with key wastewater industry stakeholders. An issues paper has been completed and preparation of the draft DWMP commenced. Further engagement is scheduled for Quarter 3.	ON TRACK
33	Review waste management programs & present an options paper to improve community outcomes	Manager Environment	<p>The tender process has been completed for the new hard waste contract and a preferred supplier has been selected for council endorsement.</p> <p>A procurement strategy has been developed and endorsed by Council for the kerbside waste collection service.</p> <p>A procurement strategy has been developed for the rehabilitation of the former landfill at Kangaroo Ground.</p> <p>Long-term funding for rehabilitation of other former landfills is under review.</p>	ON TRACK

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34	Establish a graffiti removal policy to inform future service levels	Manager Community Safety and Amenity	Tender interviews for a service contractor have been completed and a final report will be provided to Council in March 2019 to select a preferred provider. The service specifications will inform Council's future policy position.	ON TRACK
35	Advocate to VicRoads & State Government for traffic congestion and safety improvements	Manager Infrastructure	A meeting is to be held with VicRoads in early February 2019. Ongoing dialogue between officers about relevant issues.	ON TRACK
36	Promote & advocate for improvements to pedestrian, bicycle & horse riding connectivity & access (including safety)	Manager Infrastructure	Relevant Capex programs have been submitted for the 2019-2020 financial year. A new list for priority bus shelter projects has been submitted to Adshel in July 2018 and is currently awaiting approval.	ON TRACK
A PROSPEROUS ECONOMY				
37	Adopt a new Nillumbik Economic Development Strategy & create a set of indicators to measure success	Manager Business Tourism and Marketing	Urban Enterprise ran an internal workshop around Issues and Opportunities and are finalising the issues and opportunities paper. This is due in the first week of February 2019.	ON TRACK
38	Undertake a feasibility study/review of rural activity/industry in the Shire to identify opportunities for growth	Manager Business Tourism and Marketing	An Equine Industry Survey has been finalised by AECOM and is ready to be sent to the Equine community. Assessment of Equine investment opportunities is progressing.	ON TRACK
39	Develop a Business Support & Attraction Plan underpinning Melbourne's North Investment Strategy	Manager Business Tourism and Marketing	<p>Membership of Economic Development Australia has been secured and our Business and Industry Engagement Coordinator is a member of the Victorian Committee.</p> <p>Annual business events, networking and training program has been created and a new online calendar is available on Council's website.</p> <p>Hurstbridge, Diamond Creek and Eltham Traders Associations all have cooperative action plans in place.</p> <p>Discussions commenced with Parks Victoria and Victoria Tourism Industry Council to develop understanding of potential opportunities.</p> <p>Regular discussions and activities taking place with all traders groups. Nillumbik Business Association project business cases under review.</p>	ON TRACK
40	Implement a revised and refreshed Artisan Hills Marketing Plan	Manager Business Tourism and Marketing	Continued implementation of partnership agreement. 25 Nillumbik tourism businesses have signed up as program partners in the Yarra Ranges Tourism Partnership.	ON TRACK
41	Progress the urban renewal of Eltham Precincts 3 and 4 , including the taking to market the ' Civic Showcase ' project	Manager Integrated Strategy	Request for Proposal (RFP) brief for 895 and 903-907 Main Road (Civic Showcase) has been prepared and RFP documents were issued to shortlisted proponents on 2 November 2018 and published on Council's website for public viewing. The RFP closed on 10 December 2018. A report is scheduled for the February Council meeting to present the evaluation report to Council.	ON TRACK

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42	Progress township planning (Eltham & Diamond Creek structure plans, new Hurstbridge plan, & options for Yarrambat)	Manager Integrated Strategy	<p>Eltham & Diamond Creek</p> <ul style="list-style-type: none"> Completed first stage of economic analysis Design ethos and work with Urban Design Reference Group due to be completed late January/early February 2019 (subject to Councillor direction) and work incorporated into emerging discussion paper in first half of 2019 Officers reported findings of community engagement to Council in early December 2018. Officers now tasked with progressing possible program of interventions in response to community engagement report findings Commence preparation of discussion paper pursuant to project program. <p>Yarrambat Consultant engaged to develop public realm landscape concept for discussions with Major Roads Project Authority.</p> <p>Hurstbridge Streetscape improvements are underway.</p>	ON TRACK
RESPONSIBLE LEADERSHIP				
43	Regularly update & implement an overarching advocacy strategy & pre-budget submission to Government	Chief of Staff to Mayor & Councillors	<p>Federal Government pre-budget submission was endorsed by Council in November. This was sent to the Treasurer in December.</p> <p>The Federal Government election advocacy document was endorsed at the November Council meeting, released online and distributed to all political parties ahead of next year's election.</p> <p>Councillors agreed not to proceed with State Government pre-budget submission at November briefing given the short period of time between the November State Election and State Budget.</p>	COMPLETE
44	Review & implement Council's Asset Management Strategy & develop a better system to support delivery	Manager Assets and Property	<p>Draft tender documents have been prepared for a new asset management system, which will be finalised once process mapping is complete.</p> <p>A number of critical processes have been mapped, there are a number of other processes to map to ensure the all business requirements are captured.</p>	ON TRACK
45	Implement land sales decisions , including rezoning or introduce protections for parcels to be retained	Manager Assets and Property	<p>A plan of subdivision for the purposes of re-zoning at Civic Drive has been completed and submitted to Council for certification.</p> <p>Road discontinuance processes for 34 Raglan Road and 20a Henry Street are complete (Council is waiting to be issued Certificates of Title for both parcels). Work to re-zone parcels has been commenced by Strategic Planning (to be included in Amendment C117).</p> <p>Contracts of Sale have been issued to purchasers of 18a Citriodora Court and 303 Plenty River Drive. Reserve Status removal for both parcels is progressing but have experienced minor delays due to service authority approval. This is expected to delay settlement on both parcels until Quarter 3.</p>	ON TRACK

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46	Develop & implement a Customer Experience Strategy , define service standards & deliver training	Customer Experience Lead	<p>Customer service training was rolled out across the remainder of the organisation, with training completed in December 2018. This included the outdoor teams, bringing the total number of staff who have received customer experience training to 305 permanent staff.</p> <p>Budget submissions have been lodged to support implementation of ongoing Customer First Training for all new staff, and if approved will begin in Quarter 1 2019-2020.</p> <p>The draft customer experience strategy was completed and reviewed by the Executive in December 2018. Additional feedback is being addressed and a Community Focus Group will be engaged to review and inform key components of the strategy in February 2019. The presentation of the final strategy to Council will occur at the end of March 2019.</p> <p>The Mystery Shopping Program for Customer Experience is well underway and budget submissions have been made to expand the program in 2019/20 to additional teams, including Rates, Planning, Community Safety and Amenity, and the Operations Centre Business Support teams. Planning for this expanded quality assurance program rollout will commence subject to budget approval in Quarter 4.</p>	ON TRACK
47	Ensure that residential rate increases are at least 0.25% below the legislated rate cap in 2019/20	Executive Manager Finance	Minister announced rate cap. To be communicated to Councillors via the budget process and determine rate cap for Council.	ON TRACK
48	Undertake nominated strategic service reviews & commence / progress implementation plans	Director Services and Planning	<p>The review of the Maternal and Child Health service is complete and an implementation plan is currently being developed. Councillors are being briefed on the review's outcomes in February 2019.</p> <p>The Living and Learning Nillumbik service has undergone a service review and Council has adopted all of the review's recommendations. Work has progressed to implement the review recommendations, and a draft strategic service plan to guide the direction of the service has been prepared. Cross-promotional opportunities with U3A will be addressed as part of the review implementation.</p>	ON TRACK
49	Continue to implement key Organisational Culture & Capability Strategy (OCCS) programs	Executive Manager People Culture and Innovation	<p>Research and request for tender is complete with respect to the Staff Culture Measure and Engagement Strategy.</p> <p>Organisational mission statement is also complete, along with the staff values and behaviours update.</p> <p>Third continuous improvement champions group initiated and ongoing training and support is being provided across the organisation.</p> <p>Customised Northern Region Workforce Plan for Nillumbik is being developed. Engaged organisation around workforce planning framework and identified hot spots and priority areas - testing framework with Living and Learning Nillumbik and the Executive.</p> <p>Review of the OCCS has been undertaken and relaunch with leaders. The organisation's leaders will now communicate to staff, with documentation provided to support.</p>	ON TRACK
50	Implement the KPI framework in order to better measure performance outcomes & tailor staff development	Executive Manager People Culture and Innovation	<p>The new Key Result Area (KRA) framework was further embedded across the organisation through Individual Performance Dashboards for staff.</p> <p>Currently 84% of the organisation have developed their Individual Performance Dashboard with KPIs and key deliverables aligned to the Council Plan or business plans.</p>	ON TRACK

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51	Implementation of the first phase of Technology Strategy	Executive Manager People Culture and Innovation	<p>A disaster recovery test failover was conducted in mid October 2018. Recommendations for system improvements arose from this test and these recommendations have been implemented. A smaller failover test was conducted to ensure recommendations are actioned according to best practice and that all protected systems are operational in a disaster recovery scenario.</p> <p>An independent vendor was engaged to conduct an options analysis report on the Electronic Documents and Records Management System (EDRMS) project. This report has been completed and presented to the Executive for consideration.</p>	MINOR ISSUES