Finance & Administration Committee
AGENDA

Members Crs D Thurley (Chairperson), A Cohn, G Docksey, A Glachan, M King, K Mack (Ex Officio), J Stuchbery, and H van de Ven.

Staff General Manager

Apologies

Members are advised that the next **Finance & Administration Committee Meeting** will be held in the **Council Chambers,** AlburyCity Administration Building, 553 Kiewa Street, Albury Monday 19 February 2018, immediately following the Community & Cultural Committee Meeting.

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***Note** A light meal will be served at 5.15pm, at 'Charlies on Kiewa', for Councillors and staff required to attend the meeting.*

Frank Zaknich
General Manager
13 February 2018

FAC1RECORDING AND WEBCASTING OF MEETING

In the spirit of open, accessible and transparent government, AlburyCity's Council and Committee Meetings are video recorded and webcast. By speaking at a Council or Committee Meeting, members of the public agree to being recorded and webcast. AlburyCity accepts no liability for any defamatory, discriminatory or offensive remarks or gestures that are made during the course of the Council or Committee Meeting. Opinions expressed or statements made by individuals are the opinions or statements of those individuals and do not imply any form of endorsement by AlburyCity.

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An audio recording of the Council or Committee Meeting will be taken for administrative and minute preparation purposes.

FAC2CONFLICT OF INTEREST DECLARATIONS RECEIVED BY THE CHAIR

FAC2.1 Conflict of Interest Declarations

FAC3APOLOGIES

FAC3.1 Apologies of Committee Members

FAC4CONFIRMATION OF MINUTES OF THE PREVIOUS MEETING

FAC4.1 Minutes of the Finance & Administration Committee Meeting held on Monday 11 December 2017 at 6.34pm

Present Crs D Thurley (Chairperson), G Docksey, M King, K Mack (Ex Officio), J Stuchbery, A Glachan and H van de Ven

Staff General Manager, Director Engineering, Director Community & Recreation, Director Planning & Environment, Director Economic Development & Tourism, Chief Financial Officer, Group Leader Human Resources

Apologies Cr A Cohn

Observers Cr D Cameron

FAC1 RECORDING AND WEBCASTING OF MEETING

The Chairperson advised those present that the meeting is being webcast and recorded for administrative purposes.

FAC2 CONFLICT OF INTEREST DECLARATIONS RECEIVED BY THE CHAIR

FAC2.1 Conflict of Interest Declarations

There were no Conflict of Interest Declarations received by the Chairperson.

FAC3 APOLOGIES

FAC3.1 Apologies of Committee Members

Cr Glachan Moved, Cr Mack Seconded

That the Committee receive, note and accept the apology of Cr Cohn and grant leave of absence for the meeting.

CARRIED

FAC4 CONFIRMATION OF MINUTES OF THE PREVIOUS MEETING

FAC4.1 Minutes of the Finance & Administration Committee Meeting held on Monday 20 November 2017 at 6.15pm

Cr Glachan Moved, Cr Stuchbery Seconded

That the Minutes of the Finance & Administration Committee Meeting held on Monday 20 November 2017 at 6.15pm, be confirmed.

CARRIED

FAC5 MATTERS ARISING FROM THE MINUTES

There were no Matters Arising from the Minutes.

FAC6 REPORTS/MINUTES OF COMMITTEES & WORKING PARTIES

Nil

FAC7 OFFICERS REPORTS FOR CONSIDERATION

FAC7.1 Banking Services Contract No 17/00893

Cr Stuchbery Moved, Cr King Seconded

That the Committee recommends to Council that Council accepts the tender from ANZ for the Schedule of Rates Contract No. 17/00893 for Banking Services for a three-year period commencing 1 January 2018 for the estimated contract value of $637,117 including GST.

CARRIED

FAC7.2 Draft Model Code of Conduct and Procedures

Cr Mack Moved, Cr Stuchbery Seconded

That the Committee recommends to Council that Council:

a. Receive and note the report; and
b. Provide a submission to the Office of Local Government regarding the Draft Model Code of Conduct and Procedures in accordance with the feedback identified in this report.

CARRIED

FAC8 OFFICERS REPORTS FOR NOTING

FAC8.0 Nil

FAC9 DELEGATES REPORTS FOR NOTING

FAC9.0 Nil

FAC10 NOTICE OF URGENT BUSINESS

FAC10.0 Nil

FAC11 CONFIDENTIAL MATTERS

FAC11.0 Nil

The Meeting closed at 7.03pm.

FAC5MATTERS ARISING FROM THE MINUTES

FAC6REPORTS/MINUTES OF COMMITTEES & WORKING PARTIES

FAC6.0 Nil

FAC7OFFICERS REPORTS FOR CONSIDERATION

FAC7.1 December Quarter Budget Review

DATE	8 February 2018	**FIL REFERENCE**	FIL17/00082
CONFIDENTIAL	No		
FURTHER ENQUIRIES	Frank Zaknich Executive	**PHONE**	6023 8755
AUTHOR	Justin Finlayson		

Purpose of Report

The report presents the revised estimate of Council's financial performance for the 2017/18 financial year as part of the quarterly review of Council's annual budget.

Background

Clause 203 of the *Local Government (General) Regulations 2005* requires that:

1. Not later than two months after the end of each quarter (except the June quarter), the responsible accounting officer of a council must prepare and submit to the council a budget review statement that shows, by reference to the estimate of income and expenditure set out in the statement of the council's revenue policy included in the operational plan for the relevant year, a revised estimate of the income and expenditure for that year.

2. A budget review statement must include or be accompanied by:
   a) a report as to whether or not the responsible accounting officer believes that the statement indicates that the financial position of the council is satisfactory, having regard to the original estimate of income and expenditure, and
   b) if that position is unsatisfactory, recommendations for remedial action.

This report summarises major forecast variations compared to the original budget for the 2017/18 financial year. Forecast variations that are expected to result in a net nil change between accounts have not been highlighted within this report. Council's financial results for the six months ended 31 December 2017 have been examined to identify possible savings to offset cost shifts.

Issues

Operating Budget

The consolidated full year operating result is now forecast to be an operating surplus of $6.6 million which is $957,216 more than the September Quarter Budget Review forecast, which is due to a number of factors as detailed below.

Table 1 below summarises the forecast change in net operating result by Fund.

Table 1

Net operating variations	Original Budget 2017/18	September Budget Review	December Budget Review	Revised year end forecast

	$ 000's	Changes $ 000's	Changes $ 000's	2017/18 $ 000's
General	(234)	4,312	(277)	3,801
Water	(3,166)	109	(480)	(3,537)
Sewer	(6,403)	(253)	(200)	(6,856)
(Surplus)/Deficit	(9,803)	4,168	(957)	(6,592)

Note: () indicates an improvement to budget

The forecast operating deficit for the General Fund identified as part of the September Quarter Budget Review was mainly due to the advanced receipt of Financial Assistance Grants of $3 million during the prior financial year and also operating income and expenditure budgets of $1.7 million carried forward from the prior financial year.

Forecast changes to the net operating result of each Fund as part of the December Quarter Budget Review are summarised below.

General Fund Operating Budget

The General Fund full year operating result is now forecast to be a deficit of $3.8 million which is $276,991 less than the September Quarter Budget Review forecast.

Where possible work groups have made efforts to ensure cost increments have been offset by savings in other areas. Major variations to budget have been identified per each group below.

Community and Recreation

The forecast is an unfavourable change to the budget of $143,542.

Deteriorations:
- $84,277 Grant funded projects carried forward from previous year; and
- $59,265 Other variations.

Economic Development & Tourism

A net change of zero to the budget is forecast.

Engineering

The forecast is a favourable movement of $361,907.

Improvements:
- $150,000 Increase profit on disposal of major plant due to changes to items disposed;
- $113,000 Increased major plant hire income due to higher major plant bookings;
- $62,000 Decrease in street lighting electricity due to the expected price increase not being applied by the supplier; and
- $36,907 Other variations.

Executive

The forecast is a favourable change to budget of $60,600.

Improvements:
- $45,000 Increase in investment income due to higher investment balances; and

- $15,600 Other variations.

Planning & Environment

The forecast is an unfavourable change to the budget of $1,974.

Water Fund Operating Budget

The forecast is a favourable change to budget of $480,225.

Improvements:

- $225,225 Reduction of water fund consultancy expenses which will be added to future years operating costs. These consultancy expenses include:
    - Integrated Water Cycle Management Plan and Strategic Business Plan;
    - AMI Metering Feasibility Investigation;
    - Hydraulic Modelling of Water Supply Network – Water Age, Chlorine Distribution and Pressure Modelling
    - Albury Water Filtration Plant Operations & Maintenance and Process & Instrumentation Diagram Update
- $100,000 Increase water fund interest income due to higher investment balances;
- $80,000 Reduction in clear water pump stations electricity; and
- $75,000 Removal of water mains cleaning program which will be added to future years New Initiatives.

Sewer Fund Operating Budget

The forecast is a favourable change to budget of $200,000.

Improvements:

- $100,000 Increase in investment income due to higher investment balances;
- $100,000 Reduction in lab contract analysis due to more tests being conducted in house; and
- $50,000 Reduction of sewer fund consultancy expenses for the Integrated Water Cycle Management Plan and Strategic Business Plan which will be added to future years operating costs.

Deteriorations:

- $50,000 Increase in Waste Water Treatment Plant landfill charges, due to the diversion of biosolids not taking place from May 2018 as originally anticipated.

CAPITAL BUDGET

The net capital budget is forecast to decrease by $7.3 million to $46.4 million, which is mainly due to $10.2 million being removed from the 2017/18 Budget to be rescheduled within the Four Year Delivery Program.

Table 2 below summarises the forecast change in net capital results by Fund:

Table 2

Net Capital variations	**Original Budget 2017/18 $'000**	**September Budget Review Changes $ 000's**	**December Budget Review Changes**	**Revised year end forecast 2017/18 $'000**

			$ 000's	
General	22,277	10,449	1,117	33,843
Water	9,522	233	(4,777)	4,979
Sewer	9,447	1,843	(3,678)	7,612
Net cost	41,246	12,526	(7,338)	46,434

Note: () indicates a decrease to budget

Table 3 below summarises the forecast change in net capital result by fund as a result of the December Quarter Budget Review separating out the projects to be rescheduled within the Four Year Delivery Program:

Table 3

Net Capital variations	December Budget Review Changes $ 000's	Rescheduled Expenditure $ 000's	Other December Review Variations $ 000's
General	1,117	(1,830)	2,947
Water	(4,777)	(4,780)	3
Sewer	(3,678)	(3,678)	0
(Surplus)/Deficit	(7,338)	(10,288)	2,950

Note: () indicates an improvement to budget

General Fund Capital Budget

The forecast increase in the net capital budget is $1.117 million includes:

- $4.024 million Deteriorations;
- $0.536 million Previously unbudgeted projects;
- ($1.83 million) Projects rescheduled to future years; and
- ($1.613 million) Improvements.

Deteriorations $4.024 million

- $2.5 million Lavington Sports Ground Redevelopment – Discovery of a large quantity of unsuitable soil on the new playing fields site has resulted in a variation to the scope of the civil construction contract in the order of $3.2 million. This cost increase will be partially offset by $700,000 during the current financial year by the rescheduling of other components of the project to the 2018/19 financial year. A further report will be presented to Council regarding the status of the project.
- $690,000 Urana Road Beautification - Increased funding allocation required to cover revised scope;
- $300,000 Griffith Street Construction - Increased funding allocation required to ensure project outcome is consistent with community expectations;
- $279,000 Alexandra Street Roadworks - Project scope variation requiring additional funding; and
- $255,000 Funding to enable design, costing and preparation of application for Riverside Precinct to be progressed as a priority as per Council resolution.

Unbudgeted Projects $536,000

- $190,000 Griffith Road Roadworks. Budget required to complete the Griffith Road Crossing;
- $189,000 Fallon Street Roadworks. Accelerated pavement and seal deterioration requiring immediate works;
- $76,000 Turks Head refurbishment works budget carried forward from previous year; and
- $81,000 Other projects;

Rescheduled Projects ($1.83 million)

- $1.3 million Bungambrawatha Creek outfall Restoration;
- $190,000 Macauley Street Sealing;
- $150,000 Kiewa Street (Hume St to Smollett); and
- $190,000 Other Projects.

Improvements ($1.613 million)

- $1.6 million NEXUS Real Estate Development - mainly due to lower than anticipated contract price for the subdivision construction; and
- $13,000 Other variances.

Water Fund Capital Budget

The forecast decrease in the net capital budget is $4.8 million. The majority of this is projects that are to be rescheduled within the Four Year Delivery Program; other variances total an increase of $2,897.

Rescheduled projects

- $1.95 million Thurgoona/Wirlinga Precinct – major water infrastructure;
- $700,000 Water SCADA system, telemetry and instrumentation upgrade;
- $500,000 Water Filtration Plant A – replace filter media;
- $450,000 Replacement of Water Pump Station 24;
- $320,000 Water Main augmentation – WR28 to Tynans Road;
- $250,000 Table Top Road Water Main augmentation – Thurgoona Drive to Thurgoona Park North;
- $200,000 Water Filtration Plant A & B – replace/upgrade electrical control systems;
- $135,000 Refurbishment Water Filtration Plant B Fluoridation Unit; and
- $275,000 Other projects.

Sewer Fund Capital Budget

The forecast decrease in the net capital budget is $3.7 million. This decrease is due to projects that are to be rescheduled within the Four Year Delivery Program as listed below.

Rescheduled projects

- $1.9 million Reticulation system – gravity main Thurgoona North to Table Top Rd;
- $750,000 Main sewer pump station (Wodonga Place depot);
- $300,000 Waterview Pines Plantation - revegetation;
- $285,000 Standardise electrical control system for sewer reticulation system;
- $250,000 Waterview Waste Water Treatment Plant stage 2 augmentation;
- $153,000 Gravity Main – West Albury to Kremur Street; and
- $40,000 Other projects.

BUDGETED LOANS

As resolved by Council as part of the September Quarter Budget Review, AlburyCity has applied to TCorp for budgeted loan funding of up to $3.5 million to be drawn down during the 2017/18 financial year. The required loan funding to be drawn down during the 2017/18 financial year will be confirmed as part of the March Quarter Budget Review.

UNRESTRICTED FUNDS

As a result of changes recognised as part of the December Quarter Budget Review it is projected that unrestricted cash and investments will be $1.1 million less than previously forecast.

Table 3

Cash and Investments	Actual 2017 $'000	Original Budget 2017 $'000	Sep Review Changes 2017 $'000	Dec Review Changes 2017 $'000	Revised year end forecast 2017 $'000
Externally restricted	70,836	53,710	13,927	9,135	76,773
Internally restricted	17,999	8,773	(337)	125	8,561
Unrestricted	24,740	24,085	(7,043)	(1,115)	15,927
Total cash and investments	113,575	86,569	6,547	8,145	101,262

Note: () indicates a decrease to budget

Externally restricted cash and investments include Water and Sewer Fund balances, unexpended developer contributions, special purpose grants and domestic waste management funds.

Internally restricted cash and investments include employee leave entitlements, deposits retentions and bonds, prepaid burial contributions, landfill remediation, community fund and expenditure to be carried forward to the next financial year.

It is important that an appropriate level of unrestricted cash and investments are maintained to meet liabilities as and when they fall due.

The forecast decrease in the General Fund unrestricted cash position of $1.1 million as part of the December Quarter Budget Review is mainly due to additional costs incurred in relation to the Lavington Sports Ground Redevelopment Project.

The forecast decrease in the General Fund's unrestricted cash position of $7 million as part of the September Quarter Budget review was mainly due to the proposal that less loans be drawn down during the 2017/18 financial year than provided for, due to the timing of SVR works.

The projected estimates of income and expenditure included in the December Quarter Budget Review indicates that AlburyCity's projected financial position at 30 June 2018 will be satisfactory when compared to industry benchmarks.

Council's financial position and loan funding required to support capital new initiatives will be further assessed as part of the annual review of AlburyCity's Four Year Delivery Program and Long Term Financial Plan.

Risk

- Business Risk - Although Council is forecast to achieve an overall operating surplus during the 2017/18 financial year, however a deficit of $3.8 million is forecast for the General Fund due to the timing of income and operating expenditure carried forward from the prior financial year.
- Corporate Risk - Council continues to be proactive in managing its budget as part of its Service and Efficiency Review Program while working to maintain and improve infrastructure within AlburyCity.
- WHS and Public Risk – No risks identified.
- Delivery Program Risk – Some capital project funding originally budgeted in the 2017/18 financial year will now be rescheduled for the consideration of Council during the Four Year Delivery Program.

Community Engagement

The *Local Government (General) Regulations 2005* require that not later than two months after the end of each quarter (except the June quarter), a budget review statement must be submitted to the Council that shows a revised estimate of the income and expenditure for that year.

Options

The Quarterly Budget Review is presented for consideration. Options available include:

1. Adopt the revised budget estimates for the 2017/18 financial year as presented; or
2. Vary the proposed quarterly budget review estimates; or
3. Adopt no changes to the 2017/18 Budget.

Conclusion

The consolidated full year operating result is now forecast to be an operating surplus of $6.6 million which is $957,216 more than the September Quarter Budget Review forecast.

An operating deficit of $3.8 million is forecast for the General Fund due to the advanced receipt of Financial Assistance Grants of $3 million during the prior financial year and also operating budgets of $1.7 million carried forward from the prior financial year.

Council continues to be proactive in managing its budget as part of its Service and Efficiency Review Program while working to maintain and improve infrastructure within AlburyCity. Positive operating cash flows are required to fund planned capital improvements and meet principal loan repayments which also supplement capital works program funding.

The forecast net cost of the 2017/18 capital works program has decreased by $7.3 million to $46.4 million, which is mainly due to the rescheduling of projects within the Four Year Delivery Program.

AlburyCity’s unrestricted forecast cash position is forecast to be $1.1 million less than previously forecast. This is mainly due to additional costs incurred in relation to capital projects, which are proposed to be offset by savings in other projects to be identified during the remainder of the 2017/18 financial year.

The projected estimates of income and expenditure included in the December Quarter Budget Review indicates that AlburyCity's projected financial position at 30 June 2018 will be satisfactory when compared to industry benchmarks.

Council's financial position and loan funding required to support capital new initiatives will be further assessed as part of the annual review of AlburyCity's Four Year Delivery Program and Long Term Financial Plan.

Recommendation

That the Committee recommends to Council that Council:

a. Receive and adopt the revised budget estimates for the 2017/18 financial year; and
b. Note the supplementary reports including the Consultancy and Legal Expenditure and Contract Expenditure Listing.

- **Attachments**
  1. December Quarter 2017/18 Budget Review Operating Results Report Group Structure Format.
  2. December Quarter 2017/18 Budget Review Operating Results Report Statutory Accounts Format.
  3. December Quarter 2017/18 Budget Review Capital Results Report.
  4. Cash Flow.
  5. Cash and Investment Report.
  6. Consultancy and Legal Expenditure Report.
  7. Contract Expenditure Listing.
  8. Report by Responsible Accounting Officer.

- **Items to be Tabled**
  9. Operating Results Changes – All Details.
  10. Capital Results Changes – All Details.

AlburyCity

Budget review for quarter ended December-2017

Operating Results AlburyCity Group structure format: Consolidated to include ALL FUNDS. This report excludes Capital Income

		ORIGINAL Budget 2017-2018	REVISED Budget as current	Recommended changes for Council resolution	PROJECTED year end result 2017-2018	ACTUAL YTD Dec-2017
		$	$	$	$	$
Community & Recreation	Operating Income	(6,628,042)	(6,794,199)	(209,888)	(7,004,087)	(3,527,894)
	Operating Expense	24,251,887	24,825,556	353,430	25,178,986	12,208,264
	Net Operating Result	17,623,845	18,031,357	143,542	18,174,899	8,680,371
Engineering	Operating Income	(39,271,493)	(38,772,927)	(303,000)	(39,075,927)	(19,294,983)
	Operating Expense	55,678,133	56,336,124	(58,907)	56,277,217	26,593,012
	Net Operating Result	16,406,640	17,563,197	(361,907)	17,201,290	7,298,028
Executive	Operating Income	(45,322,601)	(43,184,242)	(55,000)	(43,239,242)	(21,657,617)
	Operating Expense	(1,672,341)	(1,720,407)	(5,600)	(1,726,007)	(505,365)
	Net Operating Result	(46,994,942)	(44,904,649)	(60,600)	(44,965,249)	(22,162,982)
Planning & Environment	Operating Income	(2,289,274)	(2,329,274)	0	(2,329,274)	(1,198,086)
	Operating Expense	10,372,330	10,442,237	1,974	10,444,211	4,600,285
	Net Operating Result	8,083,056	8,112,963	1,974	8,114,937	3,402,199
Economic Development & Tourism	Operating Income	(2,968,626)	(1,496,826)	12,000	(1,484,826)	(1,169,305)
	Operating Expense	7,615,883	6,771,696	(12,000)	6,759,696	3,225,815
	Net Operating Result	4,647,257	5,274,870	0	5,274,870	2,056,510
Total: General Fund	Operating Income	(96,480,036)	(92,577,468)	(555,888)	(93,133,356)	(46,847,885)
	Operating Expense	96,245,892	96,655,206	278,897	96,934,103	46,122,012
	Total Net Operating Result	**(234,144)**	**4,077,738**	**(276,991)**	**3,800,747**	**(725,873)**
		Surplus	Deficit	Surplus	Deficit	Surplus
Water Fund	Operating Income	(17,157,583)	(17,386,739)	(100,000)	(17,486,739)	(8,073,408)
	Operating Expense	13,991,690	14,330,161	(380,225)	13,949,936	6,614,406
	Net Operating Result	**(3,165,893)**	**(3,056,578)**	**(480,225)**	**(3,536,803)**	**(1,459,002)**
		Surplus	Surplus	Surplus	Surplus	Surplus
Sewer Fund	Operating Income	(22,080,336)	(22,248,336)	(100,000)	(22,348,336)	(11,075,675)
	Operating Expense	15,677,163	15,592,125	(100,000)	15,492,125	7,632,625
	Net Operating Result	**(6,403,173)**	**(6,656,211)**	**(200,000)**	**(6,856,211)**	**(3,443,050)**
		Surplus	Surplus	Surplus	Surplus	Surplus
Total: ALL FUNDS	Operating Income	(135,717,955)	(132,212,543)	(755,888)	(132,968,431)	(65,996,968)
	Operating Expense	125,914,745	126,577,492	(201,328)	126,376,164	60,369,043
	Net Operating Result	**(9,803,210)**	**(5,635,051)**	**(957,216)**	**(6,592,267)**	**(5,627,926)**
		Surplus	Surplus	Surplus	Surplus	Surplus

Notes: > Figures in ( ) are Income or Surplus if in Net Result line

> ORIGINAL Budget plus or minus approved budget changes in previous quarters = REVISED Budget

> REVISED Budget plus or minus recommended changes this quarter = PROJECTED year end result

> The above Group format summarises all transactions including internal charges, these are between Groups and across Funds. Totals therefore include internal values and will not reconcile to statutory formats.

> This document forms part of AlburyCity's Quarterly Budget Review Statement (QBRS) for the quarter ended December-2017 and should be read in conjunction with other documents in the QBRS.

AlburyCity

Budget review for quarter ended December-2017

Income & Expenses result Statutory accounts format for ALL FUNDS: Includes Capital Income

	ORIGINAL Budget 2017-2018	REVISED Budget as current	Recommended changes for Council resolution	PROJECTED year end result 2017-2018	ACTUAL YTD Dec-2017
	$	$	$	$	$
Income from Continuing Operations:					
Rates & Annual Charges	(64,705,180)	(64,705,180)	(80,000)	(64,785,180)	(32,580,667)
User Charges & Fees	(38,302,147)	(38,567,937)	(89,092)	(38,657,029)	(18,422,717)
Interest & Investment Revenue	(2,676,734)	(3,085,707)	(245,000)	(3,330,707)	(1,731,077)
Other Revenues	(4,586,274)	(4,764,381)	43,000	(4,721,381)	(2,574,656)
Grants and Contributions - Operating	(8,802,126)	(5,987,644)	(117,796)	(6,105,440)	(2,974,741)
Grants and Contributions - Capital	(7,442,240)	(10,642,440)	(309,973)	(10,952,413)	(4,145,098)
Profit from Disposal of Assets	(132,114)	45,606	(150,000)	(104,394)	(150,732)
Income from Joint ventures	0	0	0	0	0
Total Income from continuing Operations	(126,646,815)	(127,707,683)	(948,861)	(128,656,544)	(62,579,688)
Expenses from Continuing Operations:					
Employee costs	37,710,918	37,537,685	(81,662)	37,456,023	15,666,134
Borrowing costs	3,335,847	2,980,318	0	2,980,318	1,465,336
Materials and contracts	28,569,228	30,347,010	(21,782)	30,325,228	16,151,787
Depreciations and amortisation	27,863,395	28,301,137	0	28,301,137	14,235,556
Other Operating Expenses	11,921,977	12,264,042	(214,884)	12,049,158	5,287,852
Interest and Investment Losses	0	0	0	0	0
Losses from Joint ventures	0	0	0	0	0
Savings to be achieved	0	0	0	0	0
Total Expenses from continuing operations	109,401,365	111,430,192	(318,328)	111,111,864	52,806,664
Net Operating Result from continuing operations	(17,245,450)	(16,277,491)	(1,267,189)	(17,544,680)	(9,773,023)
	Surplus	Surplus	Surplus	Surplus	Surplus
Net Operating Result before capital items	(9,803,210)	(5,635,051)	(957,216)	(6,592,267)	(5,627,926)
	Surplus	Surplus	Surplus	Surplus	Surplus

Notes: > Figures in ( ) are Income or Surplus if in Net Result line

> ORIGINAL Budget plus or minus approved budget changes in previous quarters = REVISED Budget

> REVISED Budget plus or minus recommended changes this quarter = PROJECTED year end result

> This statutory format eliminates internals from income and expenses to the categories of Materials and Contracts and Other Expenses. Net operating result will however remain the same as shown in the group structure r

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AlburyCity

Budget review for quarter ended December-2017

Income & Expenses result Statutory accounts format for GENERAL FUND: Includes Capital Income

	ORIGINAL Budget 2017-2018	REVISED Budget as current	Recommended changes for Council resolution	PROJECTED year end result 2017-2018	ACTUAL YTD Dec-2017
	$	$	$	$	$
Income from Continuing Operations:					
Rates & Annual Charges	(44,429,891)	(44,429,891)	(80,000)	(44,509,891)	(22,443,427)
User Charges & Fees	(24,025,575)	(24,162,209)	(89,092)	(24,251,301)	(12,042,228)
Interest & Investment Revenue	(1,178,743)	(1,237,716)	(45,000)	(1,282,716)	(652,890)
Other Revenues	(4,308,712)	(4,486,819)	43,000	(4,443,819)	(2,389,877)
Grants and Contributions (Operating)	(8,457,949)	(5,643,467)	(117,796)	(5,761,263)	(2,802,661)
Grants and Contributions - Capital	(5,999,520)	(9,199,720)	(309,973)	(9,509,693)	(3,320,536)
Profit from Disposal of Assets	(132,114)	45,606	(150,000)	(104,394)	(150,732)
Income from Joint ventures	0	0	0	0	0
Total Income from continuing Operations	(88,532,504)	(89,114,216)	(748,861)	(89,863,077)	(43,802,352)
Expenses from Continuing Operations:					
Employee costs	33,577,902	33,413,946	(81,662)	33,332,284	14,501,824
Borrowing costs	2,732,849	2,377,320	0	2,377,320	1,163,848
Materials and contracts	23,980,243	25,468,025	428,443	25,896,468	13,431,282
Depreciations and amortisation	17,350,445	17,733,477	0	17,733,477	8,872,246
Other Operating Expenses	4,657,401	4,999,466	(184,884)	4,814,582	1,786,743
Interest and Investment Losses	0	0	0	0	0
Losses from Joint ventures	0	0	0	0	0
Savings to be achieved	0	0	0	0	0
Total Expenses from continuing operations	82,298,840	83,992,234	161,897	84,154,131	39,755,943
Net Operating Result from continuing operations	(6,233,664)	(5,121,982)	(586,964)	(5,708,946)	(4,046,409)
	Surplus	Surplus	Surplus	Surplus	Surplus
Net Operating Result before capital items	(234,144)	4,077,738	(276,991)	3,800,747	(725,873)
	Surplus	Deficit	Surplus	Deficit	Surplus

Notes: > Figures in ( ) are Income or Surplus if in Net Result line

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AlburyCity

Budget review for quarter ended December-2017

Income & Expenses result Statutory accounts format for WATER FUND: Includes Capital Income

	ORIGINAL Budget 2017-2018	REVISED Budget as current	Recommended changes for Council resolution	PROJECTED year end result 2017-2018	ACTUAL YTD Dec-2017
	$	$	$	$	$
Income from Continuing Operations:					
Rates & Annual Charges	(3,614,616)	(3,614,616)	0	(3,614,616)	(1,807,236)
User Charges & Fees	(11,020,274)	(11,149,430)	0	(11,149,430)	(4,913,529)
Interest & Investment Revenue	(743,826)	(843,826)	(100,000)	(943,826)	(493,818)
Other Revenues	(128,368)	(128,368)	0	(128,368)	(87,969)
Grants and Contributions - Operating	(173,435)	(173,435)	0	(173,435)	(86,712)
Grants and Contributions - Capital	(597,920)	(597,920)	0	(597,920)	(361,173)
Profit from Disposal of Assets	0	0	0	0	0
Income from Joint ventures	0	0	0	0	0
Total Income from continuing Operations	(16,278,439)	(16,507,595)	(100,000)	(16,607,595)	(7,750,436)
Expenses from Continuing Operations:					
Employee costs	1,684,562	1,679,718	0	1,679,718	523,856
Borrowing costs	0	0	0	0	0
Materials and contracts	1,639,305	1,929,305	(300,225)	1,629,080	903,627
Depreciations and amortisation	6,078,545	6,187,860	0	6,187,860	3,141,587
Other Operating Expenses	3,112,214	3,056,214	(80,000)	2,976,214	1,361,191
Interest and Investment Losses	0	0	0	0	0
Losses from Joint ventures	0	0	0	0	0
Total Expenses from continuing operations	12,514,626	12,853,097	(380,225)	12,472,872	5,930,261
Net Operating Result from continuing operations	(3,763,813)	(3,654,498)	(480,225)	(4,134,723)	(1,820,175)
	Surplus	Surplus	Surplus	Surplus	Surplus
Net Operating Result before capital items	(3,165,893)	(3,056,578)	(480,225)	(3,536,803)	(1,459,002)
	Surplus	Surplus	Surplus	Surplus	Surplus

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AlburyCity

Budget review for quarter ended December-2017

Income & Expenses result Statutory accounts format for SEWER FUND: Includes Capital Income

	ORIGINAL Budget 2017-2018	REVISED Budget as current	Recommended changes for Council resolution	PROJECTED year end result 2017-2018	ACTUAL YTD Dec-2017
	$	$	$	$	$
Income from Continuing Operations:					
Rates & Annual Charges	(16,660,673)	(16,660,673)	0	(16,660,673)	(8,330,004)
User Charges & Fees	(3,256,298)	(3,256,298)	0	(3,256,298)	(1,466,960)
Interest & Investment Revenue	(754,165)	(1,004,165)	(100,000)	(1,104,165)	(584,369)
Other Revenues	(149,194)	(149,194)	0	(149,194)	(96,810)
Grants and Contributions - Operating	(170,742)	(170,742)	0	(170,742)	(85,368)
Grants and Contributions - Capital	(844,800)	(844,800)	0	(844,800)	(463,389)
Profit from Disposal of Assets	0	0	0	0	0
Income from Joint ventures	0	0	0	0	0
Total Income from continuing Operations	(21,835,872)	(22,085,872)	(100,000)	(22,185,872)	(11,026,900)
Expenses from Continuing Operations:					
Employee costs	2,448,454	2,444,021	0	2,444,021	640,453
Borrowing costs	602,998	602,998	0	602,998	301,488
Materials and contracts	2,949,680	2,949,680	(150,000)	2,799,680	1,816,878
Depreciations and amortisation	4,434,405	4,379,800	0	4,379,800	2,221,723
Other Operating Expenses	4,152,362	4,208,362	50,000	4,258,362	2,139,919
Interest and Investment Losses	0	0	0	0	0
Losses from Joint ventures	0	0	0	0	0
Total Expenses from continuing operations	14,587,899	14,584,861	(100,000)	14,484,861	7,120,461
Net Operating Result from continuing operations	(7,247,973)	(7,501,011)	(200,000)	(7,701,011)	(3,906,439)
	Surplus	Surplus	Surplus	Surplus	Surplus
Net Operating Result before capital items	(6,403,173)	(6,656,211)	(200,000)	(6,856,211)	(3,443,050)
	Surplus	Surplus	Surplus	Surplus	Surplus

Notes: > Figures in ( ) are Income or Surplus if in Net Result line

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Albury City
Budget review for quarter ended December-2017
Capital Results Albury City Group structure format: Consolidated result ALL FUNDS

		ORIGINAL Budget 2017-2018	REVISED Budget as current	Recommended changes for Council resolution	PROJECTED year end result 2017-2018	ACTUAL YTD Dec-2017
		$	$	$	$	$
Community & Recreation	Capital Income	(2,535,780)	(2,535,780)	(304,973)	(2,840,753)	(1,275,571)
	Capital Expense	3,840,519	10,092,434	2,738,493	12,830,927	3,772,025
	Net Capital Result	1,304,739	7,556,654	2,433,520	9,990,174	2,496,454
Engineering	Capital Income	(3,463,740)	(6,663,940)	(5,000)	(6,668,940)	(2,044,965)
	Capital Expense	24,149,624	26,356,089	33,360	26,389,449	9,431,167
	Net Capital Result	20,685,884	19,692,149	28,360	19,720,509	7,386,202
Executive	Capital Income	0	0	0	0	0
	Capital Expense	0	0	0	0	0
	Net Capital Result	0	0	0	0	0
Planning & Environment	Capital Income	0	0	0	0	0
	Capital Expense	286,283	844,283	0	844,283	24,782
	Net Capital Result	286,283	844,283	0	844,283	24,782
Economic & Tourism	Capital Income	0	0	0	0	0
	Capital Expense	0	4,633,288	(1,345,000)	3,288,288	1,866,984
	Net Capital Result	0	4,633,288	(1,345,000)	3,288,288	1,866,984
Total: General Fund	Capital Income	(5,999,520)	(9,199,720)	(309,973)	(9,509,693)	(3,320,536)
	Capital Expense	28,276,426	41,926,094	1,426,853	43,352,947	15,094,959
	Total Net Capital Result	**22,276,906**	**32,726,374**	**1,116,880**	**33,843,254**	**11,774,423**
		Deficit	Deficit	Deficit	Deficit	Deficit
Water Fund	Capital Income	(597,920)	(597,920)	0	(597,920)	(361,173)
	Capital Expense	10,120,300	10,353,661	(4,777,103)	5,576,558	2,190,287
	Net Capital Result	**9,522,380**	**9,755,741**	**(4,777,103)**	**4,978,638**	**1,829,114**
		Deficit	Deficit	Surplus	Deficit	Deficit
Sewer Fund	Capital Income	(844,800)	(844,800)	0	(844,800)	(463,389)
	Capital Expense	10,291,600	12,134,600	(3,678,000)	8,456,600	822,690
	Net Capital Result	**9,446,800**	**11,289,800**	**(3,678,000)**	**7,611,800**	**359,301**
		Deficit	Deficit	Surplus	Deficit	Deficit
Total: ALL FUNDS	Capital Income	(7,442,240)	(10,642,440)	(309,973)	(10,952,413)	(4,145,098)
	Capital Expense	48,688,326	64,414,355	(7,028,250)	57,386,105	18,107,936
	Net Capital Result	**41,246,086**	**53,771,915**	**(7,338,223)**	**46,433,692**	**13,962,838**
		Deficit	Deficit	Surplus	Deficit	Deficit

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Albury City Capital costs are funded from a composite of sources including loans, proceeds of asset sales, grants (from Federal and State Government) current year and past year operating cash surpluses.
Albury City funding position is evaluated using information sourced from its Cash and Investments position, Balance sheet and Cash flow status.

AlburyCity
Budget review for quarter ended December-2017
Cash Flow Results Consolidated result ALL FUNDS.

	ORIGINAL Budget 2017-2018	Approved Changes Sep Review	REVISED Budget as current	Recommended changes for Council resolution	PROJECTED year end result 2017-2018
	$	$	$	$	$
CASH FLOWS FROM OPERATING ACTIVITIES:					
Receipts:					
Rates & Annual Charges	(64,696,297)	0	(64,696,297)	(80,000)	(64,776,297)
User Charges & Fees	(38,204,976)	(213,790)	(38,418,766)	(82,092)	(38,500,858)
Interest Received	(2,557,538)	(408,973)	(2,966,511)	(245,000)	(3,211,511)
Grants and Contributions	(16,253,829)	(385,718)	(16,639,547)	(427,769)	(17,067,316)
Other Revenues	(5,263,780)	(230,107)	(5,493,887)	36,000	(5,457,887)
Payments:					
Employee Benefits & On-Costs	36,691,112	(173,233)	36,517,879	(81,662)	36,436,217
Materials & Contracts	29,921,477	1,777,782	31,699,259	(21,782)	31,677,477
Borrowing Costs	3,243,557	(355,529)	2,888,028	0	2,888,028
Other Expenses	12,664,971	342,065	13,007,036	(214,884)	12,792,152
Savings to be achieved	0	0	0	0	0
Net Cash (Provided by) or Used in Operations	**(44,455,303)**	**352,497**	**(44,102,806)**	**(1,117,189)**	**(45,219,995)**
	Surplus	Deficit	Surplus	Surplus	Surplus
CASH FLOWS FROM INVESTING ACTIVITIES:					
Receipts:					
Proceeds from the sales of property, plant & equipment	(389,000)	0	(389,000)	0	(389,000)
Proceeds from the sales of real estate for resale	(1,649,522)	1,649,522	0	0	0
Proceeds from sale of investment securities	0	0	0	0	0
Repayments from deferred debtors	0	0	0	0	0
Distribution Received from Joint Venture & Associates	(208,540)	0	(208,540)	0	(208,540)
Payments:					
Purchase of property, plant & equipment	48,688,326	11,406,314	60,094,640	(5,428,250)	54,666,390
Purchase of real estate for resale	0	4,319,715	4,319,715	(1,600,000)	2,719,715
Purchase of investment securities	0	0	0	0	0
Payments to deferred creditors	0	0	0	0	0
Payments to deferred debtors	0	0	0	0	0
Net Cash (Provided by) or Used in Investing	**46,441,264**	**17,375,551**	**63,816,815**	**(7,028,250)**	**56,788,565**
	Deficit	Deficit	Deficit	Surplus	Deficit
CASH FLOWS FROM FINANCING ACTIVITIES:					
Receipts:					
Proceeds from borrowings and advances	(5,000,000)	1,500,000	(3,500,000)	0	(3,500,000)
Payments:					
Repayments of borrowings and advances	4,244,623	0	4,244,623	0	4,244,623
Net Cash (Provided by) or Used in Financing	**(755,377)**	**1,500,000**	**744,623**	**0**	**744,623**
TOTAL CASH FLOWS (ALL ACTIVITIES):	**1,230,584**	**19,228,048**	**20,458,632**	**(8,145,439)**	**12,313,193**
Net Total All Movements	**1,230,584**	**19,228,048**	**20,458,632**	**(8,145,439)**	**12,313,193**
	Deficit	Deficit	Deficit	Surplus	Deficit

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Albury City funding position is evaluated using information sourced from its Cash and Investments position, Balance sheet and Cash flow status.

AlburyCity
Budget review for quarter ended December-2017
Cash and Investments Consolidated result ALL FUNDS.

	Opening Balance 1 July 2017	ORIGINAL Budget 2017-2018	Approved Changes Sep Review	Recommended Changes for Council	PROJECTED year end result 2017-2018
	$	$	$	$	$
Unrestricted	24,739,641	24,085,166	(7,042,921)	(1,114,862)	15,927,383
Externally restricted					
Developer contributions-(Section 94)-General	782,000	531,218	250,782	0	782,000
Developer contributions-(Section 64)-Water	0	497,920	(497,920)	0	0
Developer contributions-(Section 64)-Sewer	0	644,800	(644,800)	0	0
Domestic waste management	1,997,000	1,813,982	314,247	0	2,128,229
ERMW Noxious Weeds Group	0	0		0	0
Unexpended Loans	0	0		0	0
Special Purpose Grants	682,000	0		0	0
Water	30,192,000	25,096,257	4,282,593	5,257,328	34,636,178
Sewer-lake Hume				0	0
Sewer	37,183,000	25,126,253	10,222,387	3,878,000	39,226,640
Net Carry Forward Expenditure (Operating and Capital) - Water	0	0		0	0
Net Carry Forward Expenditure (Operating and Capital) - Sewer	0	0		0	0
Total Externally Restricted	**70,836,000**	**53,710,430**	**13,927,289**	**9,135,328**	**76,773,047**
Internally restricted					
Employee Leave Entitlements	2,290,250	2,321,300	(31,050)	0	2,290,250
Pre Paid Burials	1,551,257	1,380,439	170,818	0	1,551,257
Landfill Risk Rehabilitation Reserve	2,462,115	2,808,987	(189,035)	0	2,619,952
Tabletop Community Centre	4,444	4,444	0	0	4,444
Deposits, Retentions, Bonds	1,654,244	1,717,162	(62,918)	0	1,654,244
Elections	57,300	130,000	0	0	130,000
AlburyCity Community Fund	102,492	224,815	(224,815)	0	0
Financial Assistance Grant paid in advance	3,060,000	0		0	0
MAMA Philanthrophy	186,257	186,257	0	124,973	311,230
Net Carry Forward Expenditure (Operating and Capital) - General	6,631,000	0		0	0
Total Internally Restricted	**17,999,359**	**8,773,404**	**(337,000)**	**124,973**	**8,561,377**
Total restricted	**88,835,359**	**62,483,834**	**13,590,289**	**9,260,301**	**85,334,424**
Total Cash and Investments	**113,575,000**	**86,569,000**	**6,547,368**	**8,145,439**	**101,261,807**
Available Cash	**24,739,641**	**24,085,166**	**(7,042,921)**	**(1,114,862)**	**15,927,383**
	Available	Available	Deficit Funding	Deficit Funding	Available

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AlburyCity available cash position excludes restricted funds. External restrictions are funds that must be spent for a specific purpose and cannot be used by council for general operations.
Internal restrictions are funds that council has determined will be used for a specific future use.
Albury City funding position is evaluated using information sourced from its Cash and Investments position, Balance sheet and Cash flow status.

AlburyCity
Budget review for quarter ended December-2017
Consultancy and Legal Expenditure result ALL FUNDS.

	ORIGINAL Budget 2017-2018	REVISED Budget as current	Recommended changes for Council resolution	PROJECTED year end result 2017-2018	ACTUAL YTD Dec-2017
	$	$	$	$	$
Expenditure:					
Consultancies	376,825	823,825	(135,677)	688,148	205,358
Legal Fees	245,404	255,404	(5,000)	250,404	99,442

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> A consultant is a person or organisation engaged under contract on a temporary basis to provide recommendations or high level specialist or professional advice to assist decision-making by management. Generally it is the advisory nature of the work that differentiates a consultant from other contractors

AlburyCity
Budget review for quarter ended December-2017
Contracts Listing

Contractor	Contract detail & purpose	Commencement date	Duration of contract	Contract value as at 31/12/2017 inc GST $	Council Budget inc GST	Comment	Budgeted (Y/N)
Abergeldie Watertech Pty Ltd	Rehabilitaion of Exisiting Sewer Mains	16/10/2017	5 Months	721,830	660,000	Contract is higher than budget due to an increased scope of works. The additional required funding will be accommodated within the overall Wastewater capital budget.	Y
SAF Australia Pty Ltd	Design, Supply & installation of a replacement microwave local area data network	29/09/2017	18 Months	457,987	518,000	It is anticipated that the full budget will be required to complete the works.	Y
OnLED, Artarmon NSW	Stadium Lighting upgrade to LED	4/12/2017	1 Month	65,193	175,000	Budget reduced at December Review by $110K.	Y
HACCP International Property Services	Cleaning services community properties	1/02/2018	3 Years	395,316 (Estimate)	405,000	In line with respective building maintenance budgets.	Y
Drake/Spinifex/Staff Power	Labour Hire panel contract	1/10/2017	3 Years	600,000 (Estimate)	n/a	Cost savings expected depending upon demand for skill set types.	Y
Australia Postal Corporation	Postbillpay services for rates/water payments	1/10/2017	3 Years	136,716 (Estimate)	n/a	Contract pricing is in line with existing budgets.	Y

Notes:
> Contracts for employment are not included
> Contracts listed are those entered into from October to December 2017 and have yet to be fully performed, excluding contractors that are on Council's Preferred Supplier List.
> This data is sourced from Albury City's Contract Register

Report by Responsible Accounting Officer

In accordance with the *Local Government (General) Regulations 2005* the Responsible Accounting Officer (RAO) is required to indicate whether or not they believe that the Quarterly Budget Review Statement shows that the financial position of council will be satisfactory at year end. Consideration having been given to the impact of changes to the original budget and the target financial position detailed in the management/operational plan.

The regulation further mandates that if the RAO believes that the "projected year end result" may result in a deterioration of councils original budgeted financial position that is considered to be unsatisfactory, then recommendations for remedial action are required to be made.

The following statement is made in accordance with Clause 203(2) of the Local Government (General) Regulations 2005.

It is my opinion that the Quarterly Budget Review Statement for AlburyCity Council for the quarter ended 31 December 2017 indicates that Council's projected financial position at 30 June 2018 will be satisfactory, having regard to the projected estimates of income and expenditure and the original budgeted income and expenditure.

Signed: Date: 1 February 2018

Justin Finlayson
Responsible Accounting Officer, AlburyCity Council.

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Signed: Date: 1 February 2018

Justin Finlayson
Responsible Accounting Officer, AlburyCity Council.

FAC7.2 Six Monthly Service and Efficiency Review Update - December 2017

DATE	7 February 2018	**FIL REFERENCE**	FIL12/01439
CONFIDENTIAL	No		
FURTHER ENQUIRIES	Tracey Squire Economic Development & Tourism	**PHONE**	6023 8276
AUTHOR	Kate de Hennin		

Purpose of Report

This report provides the Finance and Administration Committee with the December 2017 progress report on the Service and Efficiency Review program.

Background

The Service and Efficiency Review Program aims to deliver on the aspirations of the Albury 2030 community strategic plan while ensuring the organisation is financially sustainable. It is an opportunity for Council to review its services and service levels, and find ways to improve delivery and boost efficiency.

Council remains committed to continuous improvement and achieving value for money with every dollar spent, however not all reviews will have dollar savings. Council will continue to investigate better ways of doing business, including regular reviews of the organisational structure to ensure an efficient delivery of essential services and operations.

Issues

54 services are being reviewed through the review program, with the full implementation scheduled to continue until 2020.

Elements of Council's 'Fit for the Future' Improvement Proposal Action Plan are reliant upon the successful completion of the Service and Efficiency Review Program. The Action Plan states that "*The efficiency initiatives will be implemented and monitored through the regular achievement of savings through Council's ongoing productivity improvement program. These are reported on a monthly basis through the implementation of actions resulting from the Service and Efficiency Review Program*".

Monthly reporting of review and action plan progress is required through Performance Planning. This has improved consistency of reporting and monitoring, and encourages greater accountability for the completion of actions arising from each review.

The attached table outlines a progress summary of the 54 service and efficiency reviews. To date, 30 reviews have been completed, 19 are in progress and five reviews are yet to commence.

Risk

- Business Risk – Risk to completion of the Fit for the Future Improvement Proposal. Some savings in future years will be difficult to quantify.
- Corporate Risk – Corporate image in relation to the achievement of items within the Fit for the Future Improvement Proposal. Actual dollar savings must be monitored against budgets on an ongoing basis.
- WHS and Public Risk – Nil.
- Delivery Program Risk – Some of the service reviews may require projects or strategies to be included in the four year Delivery Program.

Community Engagement

There is no community engagement required for the provision of the Service and Efficiency Review program update.

Options

1. The Committee recommends to Council that Council receive and note the six month December 2017 update of the Service and Efficiency Review Program; or
2. The Committee seek further information or amendment to the six month December 2017 update of the Service and Efficiency Review Program prior to recommending it to Council.

Conclusion

The Service and Efficiency Review Program aims to deliver on the aspirations of the Albury 2030 community strategic plan while ensuring the organisation is financially sustainable. It's an opportunity for Council to review its services and service levels, and find ways to improve delivery and boost efficiency.

Of the 54 service and efficiency reviews, 30 reviews have been completed, 19 are in progress and five reviews are yet to commence.

Recommendation

That the Committee recommends to Council that Council receive and note the six month December 2017 update of the Service and Efficiency Review Program.

Attachments

- December 2017 six-month update – Service and Efficiency Review Program – for February 2018 Finance and Administration Committee (DOC18/19993).

NO.	SERVICE TO BE REVIEWED	YEAR TO BE COMPLETED	STATUS
1	**IT Staff Management**	2012/2013	**Complete.** Endorsed 24 April 2012
The completed review identified savings through the decision not to fill a vacant trainee position.			
2	**Asset Lifecycle Review**	2013/2014	**Complete.** Endorsed by Manex: 13 May 2014
The review is complete.			
3	**Strategic Property Management**	2013/2014	**Complete.** Endorsed by Manex: 11 March 2014
Ongoing and outstanding Action Plan items continue to be progressed. The revised Policy for Licensing and Leasing of Council and Crown Lands has been endorsed. The process documentation for property licensing and leasing is under development. **Action Plan Update:** The draft Property Management Procedures have been created by the Property Officer and will be reviewed by supervisory staff in 2018.			
4	**Governance Review**	2013/2014	**Complete.** Endorsed by Manex: 11 March 2014
The outcomes included a change in staffing structure resulting in Governance Services being transferred to Executive Support, the Public Information Officer role moved to Human Resources and the Property and Leasing service moved to Economic Development. These movements have now been completed. The Governance Officer was appointed in July 2015. The implementation of the changed structure was successful with the optimum level of governance service to the organisation now achieved.			
5	**Immunisation Program**	2013/2014	**Complete.** Endorsed by Manex 25 March 2014
The review has been completed. The last Community Immunisation Clinic was conducted on 10 December 2014, with the Immunisation program being finalised on 31 December 2014. The community can access early childhood vaccinations through their GP. Murrumbidgee Local Health District has engaged Wodonga Council to deliver the High School Immunisation Program. AlburyCity will remain a contact point for record retrieval with all details available on the AlburyCity Website. All immunisation equipment was sold using Council's asset disposal policy.			
6	**Aquatics Contract**	2014/2015	**Complete.** Endorsed by Manex 12 November 2013
Recommendations from the Review were implemented in the aquatics management documentation which was tendered in April 2014. Following the tender submissions for the aquatics management several changes to the contract were re-negotiated in order for a contract to be awarded. Some initiatives from the review were then taken out of the re-negotiated contract. Recommendations from the review in terms of management performance criteria have been implemented through the current contract period.			

7	**Building Surveying Services**	2014/2015	**Complete.** Endorsed by Manex: 8 July 2014

The review has been completed however, some of the recommended actions are reliant upon the findings of the Town Planning Service and Efficiency Review.

Items associated with the Town Planning Service and Efficiency Review include;
Provision of incentive for applicants to provide one hard copy and electronic documents to reduce scanning requirements – Has been considered however the current situation dictates that paper copies are still required. Initial planning and consultation with industry on a standard format for electronic lodgement of plans has commenced and trials underway.
Review Requirements for Internal Referrals – Creation of procedures and referrals for external referrals. Provide template for "Statement of Environmental Effects" (SEE) – Current format of the templates for the SEE's has been reviewed and deemed suitable.
Identify significant pre-lodgement meetings and coordinate response – The town Planning Team is recording the results from pre-lodgement meetings and providing a copy of such to all members of Town Planning and Building Surveying teams to ensure consistency and co-ordination of response.

Action Plan Update:
The recommendations of the Building Surveying Service and Efficiency Review have to the most part been implemented. This includes changes to the revenue pricing for this service, improvements to processes and additional resourcing to improve the service experienced by the community. These changes have streamlined some processes, provided additional revenue to the section as well as providing an opportunity for new revenue streams through shared services with other Councils. The team will continue to monitor demands and areas for improvement.

8	**Energy Management Framework (Major Buildings and Infrastructure)**	2014/2015	**Complete.** Endorsed by Manex 22 July 2014

Recommendations arising from this Service and Efficiency Review have enabled the Energy Management Framework (EMF) to deliver on enhanced collaboration with relevant AlburyCity teams on identifying, assessing and budgeting of energy savings measures as set out in the Energy Savings Action Plan. Work has also commenced on the review and financial assessment of electricity tariffs to identify potential significant savings for AlburyCity. The EMF is delivering ongoing enhanced monitoring of AlburyCity's energy consumption. The Energy and Sustainability Officer role has proven to be critical in enhancing the collaboration and the organisation focus on being smart in its use of energy.

Recommendations arising from the S&E review have been already directly incorporated in the Energy Management Framework including the Energy Savings Action Plan and Energy Audit and Assessment. The latter is the subject of a Project Plan (DOC15/65619) to aid achieving outcomes related to improved energy performance, whereas the ESAP by nature is an Action Plan.
ESAP results in 2015/16 include:
Monitoring of achievements/results under the ESAP is annual and was reported in the 2015/16 Sustainability Environment Snapshot. Results for July-Dec 2016 will be reported in the 2016/17 Sustainability Environment Snapshot.
Consumption of purchased electricity in 2015/16 has decreased by 1% when compared to the base year (2006/07).
Photovoltaic delivery program - solar produced from six sites was 206,425 kWh and AlburyCity sites consumed 99.2% of this output providing an estimated saving of $36.5 k p.a. Two additional solar sites have been installed at Lauren Jackson Sports Centre (22kW) and Admin building (51kW); output will be included in 2016/17 monitoring and is estimated to save $33,600 and 87,600kWh respectively.
Tariff reviews - Change of tariff at six sites achieved savings of $170,000 between October 2015 and June 2016; these savings are ongoing but will vary depending on how each site consumes electricity and their maximum demand each month. An additional $99,000 saving was passed onto Norske Skog for the same period. A review of the viability of moving to high-voltage tariffs for a selection of sites (i.e. those that use more than 1MW of electricity) needs to be undertaken to confirm (if any) benefit. New

Initiatives is likely to include this.
Airport apron lighting change to LED saving estimated 18,782kWh/yr+ additional maintenance savings due to long life of the LED lights.
Developed specifications for an Energy Performance Monitoring Program that will be tendered in 2017.

The Energy and Sustainability Officer role continued to identify and realise energy savings in our operations. The above would not been achieved (including within the 'optimistic' implementation schedule) without a designated ESO. The ESO has also led internal consideration and assessment of energy initiatives, including the energy performance monitoring framework, pursuing the PV Delivery Program, and incorporation of energy management into everything we do (procurement, policies and guidelines, and importantly into energy design, and the Energy Performance Monitoring Program).

Action Plan update:
ESAP results in 2016/17 include:
Monitoring of achievements/results under the ESAP is annual and was incorporated into the Annual Report.
Consumption of purchased electricity (excluding streetlights) in 2016/17 has decreased by 1% when compared to the base year (2006/07); however, streetlight consumption has increased significantly as Albury LGA has increased and through residential growth.
Photovoltaic delivery program - solar produced from eight sites was 284,507 kWh and AlburyCity sites consumed 99.8% of this output providing an estimated saving of $54.9 k p.a.
Tariff reviews –Change of tariff at six sites achieved savings of $170,000 between October 2015 and June 2016; these savings are ongoing but will vary depending on how each site consumes electricity and their maximum demand each month. This tariff change resulted in $222,800 saving in 2016/17 and an additional $92,000 saving was passed onto Norske Skog. The 2016/17 review identified additional tariff changes which achieved $28,200 savings.

9	**Events Sponsorship**	2014/2015	**Complete.** Endorsed by Manex: 30 September 2014

All recommendations have been completed or incorporated into the sponsorship procedure. The final item completed was the update of the website content regarding Events Support.

10	**Cemetery / Crematorium**	2014/2015	**Complete.** Endorsed by Manex: 16 September 2014

The review is in the final implementation stage with 18 of the 19 recommendations either completed or in progress. There is one recommendation still to commence, which is reliant upon photography being undertaken during the Spring season at Glenmorus Gardens.

Action Plan update:
Images of areas requiring photographs have been completed; in addition further memorial options will be updated and photographed.

11	**Procurement**	2014/2015	**Complete.** Endorsed by Manex: 5 August 2014

The Procurement Service and Efficiency Review was completed in August 2014. Improvement actions are being implemented as part of the Procurement and Contract Management Strategy 2014-2017 which was developed as part of the service and efficiency review project

Further feedback is being sought from the Procurement and Contract Management Reference Group regarding proposed changes to AlburyCity's Procurement Manual before it is presented to MANEX for consideration. The review of AlburyCity's standard tender documents is also nearing completion. The review of AlburyCity's Procurement Policy is in progress. AlburyCity's draft revised Procurement Policy, Contract Management Policy and Statement of Business Ethics are on public exhibition.

Action Plan Update:
An updated version of AlburyCity's Procurement Manual has been adopted by MANEX and is being rolled out across the organisation. The review of AlburyCity's standard tender documents in consultation with the Reference Group has been completed. The review of AlburyCity's Procurement Policy, Contract Management Policy and Statement of Business Ethics has been completed. A trial is underway for the scanning of invoices for payment approval. Online procurement and contract management training modules have been developed with the support of RAMROC.

12	**Information Management (IT and Records)**	2014/2015	**Complete.** Endorsed by Manex 20 January 2015

There are six items left to be completed out of an original 20 on the Action Plan. Good progress has been made with completion of most internal improvements. Others such as meeting with each team individually to identify improvements are planned and will be completed over the next 12 months. The Information Management Strategy is currently in draft form pending peer review and all the actions from the Service and Efficiency Review have been incorporated in the draft Information Management Strategy (2016-2020).

Action Plan update:
The Information Management Strategy is currently pending peer review and any outstanding actions from the Service and Efficiency Review have been incorporated in the draft Information Management Strategy (2016-2020).

13	**Street lighting**	2014/2015	**Complete.** Endorsed by Manex 17 March 2015

A literature review of various Street lighting Strategies is currently underway with the intent to have this completed by the end of March 2017. Council has received advice from Essential Energy in January 2017 in relation to costs associated with upgrade of existing lights to LED. This information can now be considered when developing the Street Light Strategy. Bulk lamp replacement for Albury is currently scheduled for November 2018.

Action Plan update:
There were four recommendations developed out of the Street Lighting Service and Efficiency Review which are all currently in the process of implementation. The recommendations and their current status are as follows: 1. Define Roles and Responsibilities These have been defined with the responsibility for the management of street lighting provided to Councils Asset Team. 2. Develop a Street Lighting Strategy The development of a strategy has commenced and is approximately 60% complete. The development of this strategy is currently on hold pending the outcomes of discussions and negotiations with Essential Energy regarding the introduction of LED lighting and smart technology. 3. Implement Initiatives to Reduce Energy Consumptions Discussions currently underway with Essential Energy around LED Lighting and smart technology installation. 4. Improve Relationships with key Service Providers in particular Essential Energy This is ongoing and is facilitated through the Street Lighting Consultative Committee.

14	**Waterview Laboratory Business Plan**	2014/2015	**Complete.** Endorsed by Manex: 24 March 2015

Three of the four vacant positions (Supervisor role and two Laboratory Technicians) have been filled and the fourth (a Trainee Laboratory Technician) was advertised in January 2017 with 15 applicants being short listed. Interviews will be conducted in the second week of February 2017, and it is envisaged the preferred candidate will commence in the first several weeks of March 2017.

The laboratory is now fully operational with the new industry-recognised computer software operating

package (LIMS). This has already brought efficiencies to the business in regards to the ability to generate reports on specific operational data, financial and sample management, and has eliminated the majority of paper work.

Action Plan Update:
The Laboratory received formal NATA re-accreditation in 23 September 2016, which has increased the amount of tests that can be conducted in house and reduced the amount being subcontracted to other accredited laboratories.

15	**Workers Compensation Arrangements**	2014/2015	**Complete.** Endorsed by Manex: 31 March 2015

The relevant recommendations from the S&E Review were incorporated into the recent Request for Tender process for Insurance Brokerage Services. Two tenders were received for AlburyCity's Insurance Brokerage Services, both tenderers recommended AlburyCity remain with the incumbent Workers Compensation insurer. This has been implemented for the 1 July 2015 renewal of workers compensation insurance. The planned WorkCover Industry Classification (WIC) review will no longer occur having regard to WorkCover NSW announcing significant changes to the Workers Compensation premium calculation formula. This, combined with advice from AlburyCity's current insurer indicates that there is unlikely to be any further significant premium reductions resulting from a WIC review.

16	**Compliance Services**	2014/2015	**Complete.** Endorsed by Manex: 9 June 2014

In June 2015 MANEX endorsed the key recommendations of this Service and Efficiency Review and the Action Plan included the review of Council's Enforcement Policy and the Street and Outdoor Activities Policy and related procedures, and the preparation of communication material and messaging.

With a new Team Leader Compliance starting on 25 July 2016, the Action Plan will be reviewed and finalised over the ensuing weeks. This review will need to note those 'actions' that have already been implemented such as the additional FTE and the deployment of iPads in the Ranger service delivery model, recruitment of a Team Leader Compliance.

Action Plan:
It took 12 months to recruit a TL Compliance who arrived 25 July 2016. The time taken was necessary to ensure the right person in the role and is certainly starting to gain traction in this role through the strategic direction reviews and in delivering a Development Control and Illegal Works service. This has freed the Group Leader to drive the strategic direction reviews for the Enforcement Policy.
An additional FTE was recruited for the Ranger service delivery model early 2016 with a view to enhance AlburyCity's parking patrols. Mixed results over the past 12 months due to delay in recruiting the TL Compliance and also due to Rangers taking leave (which is actually a benefit as most were accruing 8 weeks or more of annual leave). Working with the Senior Ranger to trial a new Parking Patrol procedure that is currently under trial. The first 3 weeks of the trial has seen an increase in parking patrols (and PINs). It is anticipated that 2017/18 will see significant improvement in revenue from parking patrols premised on a formal procedure and a full complement of staff under a Workplace Agreement.
Successful animal management community engagement with the "Keep track of Your Best Mate" project. We look to deploy this more broadly in other 'problematic' areas of AlburyCity in regards to responsible pet ownership. We have continued to increase our online presence on responsible pet ownership, and have significantly improved web content on animal management.
A strategic direction review of the EHO Team has identified where we can improve the service delivery and thereby income, and this will be trialled in 2017 in which a weekly inspection and monitoring KPI is to drive delivery of the service, complemented by changes in roles and responsibilities between EHO and TL Compliance (i.e. transfer of non-EHO duties to the TL Compliance).
Enforcement Policy – preparatory work is near finalised (i.e. strategic direction reviews). This Policy will

be implemented by 1 July 2017 and will provide a consistent management approach and procedures and be congruent with the Delegations of Authority.
Clarifying roles and responsibilities regarding management of contaminated land issues has been and will be formalised by the AlburyCity Contaminated Land Management Policy that is to go to Council in the New Year for adoption.
NSW Health denied AlburyCity request for cost recovery in providing a mosquito monitoring service. The Water and Wastewater Team now contribute $15k per annum for providing an independent water monitoring service.
Responsibilities for backflow prevention devices and water audit service has been transferred to Engineering reducing additional workload and consolidating functions.
Our proposed website is shifting away from traditional customer service by enabling customers to serve themselves covering all services and functions of the Group, including those that are quickly becoming a high demand on the team (e.g. animals, development control, public health) or a popular search item on our website (e.g. Noise). Webpages will be complimented by Fact Sheets that will also form part of the Customer Service 'Knowledge Management System'.
Review of Council's Street and Outdoor Activities Policy has commenced. Consultation with internal stakeholders has highlighted some reasonably significant issues including: streamlining the application process via interactive online application form; why $20M public liability for a busker (for example) and the JLT blanket coverage; allowing our land to be used for commercial use; and the coverage of the Policy (i.e. should it cover all section 68 approvals that this organisation undertakes?).
Shared services has been placed on hold pending Local Government reform outcomes.

The Natural Environment Group continued to pursue key recommendations of the Compliance Service and Efficiency Review. A new parking management procedure has been implemented, strategic direction reviews continued with a view to inform the Enforcement Policy, and the review of the Street and Outdoor Activities Policy has continued in the reporting month, The Group is ready to commence the service and efficiency review of the Albury Animal Management Facility in July.

Action Plan Update:
Strategic direction reviews continued in relation to the Enforcement Policy and business process optimisation, along with strategic reviews of the Street and Outdoor Activities Policy and the Soil and Water Management Policy. The Parking Patrol and Enforcement procedure was adopted by Council in December, and a Cat Management Framework will be presented to Council over the next months.

17	**Fleet**	2014/2015	**Complete.** Endorsed by Manex August 2015

The provision of Motor Vehicles Report (Approved by Manex 16 August 2016) and the Motor Vehicle Cost Allocation Report (Approved by Manex 29 November 2016) have both been completed with the key recommendations currently being implemented. The implementation phase of the new Crash Management Strategy is currently in progress and is expected to be completed by March 2017. The immediate focus for 2017 now shifts to a review of Workshop operations which is again expected to be completed by March 2017.

The focus for 2017 was the completion of the key fleet management reviews. These included the provision of motor vehicles, cost allocation report and the operational review of the workshop. Both the provision of vehicles report and motor vehicle cost allocation report have been finalised with recommendations adopted by Manex. The focus has now shifted to implementation of the key recommendations from these reports and completion of the workshop review. This process continues to target the various operating procedures and systems (Ausfleet), specialist repair services, external contracting and part suppliers.

Action Plan Update:
The review of Council's fleet workshop is progressing but has been limited by a number of conflicting major priorities. The focus remains on reviewing and understanding the management and operational capabilities of the existing electronic fleet management system in addition to understanding the capabilities of the Workshop with a large and diverse fleet of vehicles. This will encompass existing technical issues, data management, compatibility with other Council systems, technical support and in

particular, reporting options. This process is expected to be completed by the end of February 2018.

18	**Internal Cost Allocation**	2014/2015	85%

Existing principles and processes for each internal charge are being evaluated. Background, benchmarking, conceptual analysis, enhanced principles and an expanded draft financial model has been developed. Updated analysis of the expanded financial model will be distributed to the Project Steering Group before the review is submitted to MANEX for consideration.

Update:
Preparation of an updated version of the Part Two report and supporting analysis of the expanded financial model has been delayed. Updated analysis will be prepared and distributed to the Project Steering Group for consideration in February 2018

19	**Albury Entertainment Centre**	2014/2015	**Complete.** Endorsed by Manex 14 February 2016

Action Plan update:
The Action Plan has been reviewed and updated during the month. Items that can be progressed are underway and timelines for those remaining have been identified.

20	**Public Toilets**	2014/2015	25%

Continuing to work through distribution of play spaces across the City using information from Have A Say. Also developing data collection format so condition assessment can be undertaken for existing public toilets. A Christmas/trial closure of the QEII Restrooms occurred over the December January period. Feedback received will be incorporated into the S&E Review. Some elements of the strategy have been implemented making annual savings of $50,000 at the State Government Building.

Update:
Assessments of all public toilets have been undertaken. The information is being collated with key findings of the assessment being documented. The results will be presented to the working group early in the new year. Mapping works are due to commence in January 2018.

21	**Lauren Jackson Sports Centre**	2014/2015	**Complete.** Endorsed by Manex 4 September 2014

The implementation and coordination of other operational changes as part of the review has continued and will be on-going. The major development and options for the Sports Centre which was listed in the Service and Efficiency Review will now be completed through separate processes.

22	**Wagirra**	2014/2015	**Complete.** Endorsed by Manex: 28 July 2015

The review has been completed. A program of works which includes Murray River Experience Master Plan works, environmental construction and external works for the next four years has been included in Council's four-year Delivery Program. An ongoing action will be seeking funding support for the program; however, the review is complete.

23	**Community Development Services**	2014/2015	20%

The first committee meeting of the review team occurred with members receiving information on the scope of the review and background information which has prompted the review. A detailed literature review has been conducted and interviews held with key disability and aged care service providers.

This review faced delays but will recommence in 2016. This project was on hold until the appointment of the Group Leader Communities, expected before the end of the year (December 2016). Background desktop analysis has commenced and the draft Stakeholder Engagement Plan has been developed. Part One adopted by Manex in July 2017.

Update:
The Community Centre and Facilities Service and Efficiency Review has seen more than 350 surveys completed by members of the community who access Centres and who offer programs at centres. The surveys will be analysed to determine the level of satisfaction with each Community Centre, why people do not use centres (if applicable) and to understand what if anything people would like to see offered at Centres in Albury.

24	**Children's Services (Family Day Care)**	2014/2015	**Complete.** Endorsed by Manex 24 May 2016

An amended financial plan was presented to Manex in July 2016. The amended plan included financial information regarding the allocation of depreciation, building maintenance and management costs to the Family Day Care Service. A further report will be presented to Manex in September 2016 providing an update on KPI targets for the service and a summary of performance for 2015/16. A contingency plan is also being prepared for the service. This will be finalised in September 2016.

A report was presented to Manex in September 2016 that summarised the business activities for 2015/16 and reported on KPI targets.

25	**Learning and Development**	2014/2015	**Complete.** Endorsed by Manex 15 December 2015

Manex endorsed Part Two in December 2015. The Career Enhancement procedure and Grow Our Own Matrix were presented to and endorsed by Manex on 29 March. An Action Plan has been developed to identify the remaining actions, with progress on these being reported in Performance Planning.

A Request For Quote process was conducted in August 2016 for some renewable and position related training requirements. It is estimated that over the 2016/2017 financial year $26,000 will be saved in direct costs (enrolment in courses) and an addition $24,000 in productivity savings (approximately 700 hours). The Grow Our Own Salary Scale has also been implemented; the employment of 2 new undergraduate trainees in 2017 at Grade 1 in lieu of Grade 6 will save approximately $60,000 over the next 5 years and the implementation of the AlburyCity Study Allowance will save approximately $10,000 per trainee in FBT over the lifecycle of an undergraduate degree.

Action Plan Update:
The Learning and Development Procedure, Orientation review and Compliance tendering are the remaining components of the Learning and Development Service and Efficiency Review. Due to other organisational priorities, these projects will be progressed earlier in the 17/18 year.

26	**Events Service Review**	2014/2015	**Complete.** Endorsed by Manex October 2015

Implementation of the Events Service and Efficiency Review Action plan is complete, including preparation and adoption of the Events Strategy 2017-2020. The review of event promotional signage is incorporated in the Events Strategy as action and outcome.

27	**Economic Development Services**	2014/2015	**Complete.** Endorsed by Manex

			1 December 2015
The review has been completed with the majority of actions implemented. Recent activity has included creation of a quarterly Electronic Business update, rollout of the tactical marketing plan, documentation of Property Officer policies and procedures and ongoing mitigation of single person risk for the property portfolio. The Economic Development Policy has been endorsed by Council and incorporated in the Four Year Delivery Program.			
28	**Smarty Grants System Pilot**	2014/2015	Not yet commenced
This review is not due for commencement until later in 2018.			
29	**Town Planning**	2014/2015	**Complete** Endorsed by Manex 31 August 2016

Research and benchmarking completed and Part Two has been endorsed by the Steering Committee subject to their changes being incorporated.

Recruitment of Senior Town Planner – position advertised, interviews held and new employee to commence 9 January.
Website review – first tranche of website review undertaken with information to be updated soon
Application form – reviewed, compared with other Councils and compliance with legislative requirements – no changes proposed at this stage as form suitable and appropriate.
Standard format consideration for electronic lodgement of plans – first area reviewed being information for Construction Certificates and Subdivision Certificates – being undertaken
Review of DCU policy and identify improvements– currently underway and almost complete.
Online planning tools – detailed investigations of replacement for ICON. Preferred replacement identified (Civica though Mastersuite) and working through identified issues with replacement.
Strategic Planning Policy procedures – this was a Priority 2 but has been shifted due to departure of Strategic Planner – new procedures created (such as Planning proposals, DCP amendments, development monitor, bushfire map amendments) – completed by 31/12.
Creation of procedures and referrals for external referrals – underway.

Action Plan update:
1. Recruitment of Senior Town Planner – New Senior Town Planner commenced in early January 2017.
2. Website review – the new website was launched in January, with updated planning content. Ongoing review as required following feedback from users.
3. Application form – reviewed, compared with other councils and compliance with legislative requirements – no changes proposed at this stage as form satisfactory.
4. Standard format consideration for electronic lodgement of plans. First area reviewed being information for Construction Certificates and Subdivision Certificates. Work on the draft procedures is nearly complete with amendments being made resulting from feedback from Development Control Unit and management.
5. Review of Development Control Unit policy and identify improvements– currently underway and several improvements to information sharing and participation from other directorates have been implemented.
6. Online planning tools – detailed investigations of replacement for ICON. Preferred replacement identified (Civica through Mastersuite) and working through identified issues with replacement and funding in new initiatives. Scheduled for February 2018.
7. Strategic Planning Policy procedures – this was a Priority 2 but was shifted due to resignation of Strategic Planner – created several procedures have been created (such as Planning proposals, Development Control Plan amendments, development monitor, bushfire map amendments).
8. Creation of procedures and referrals for external referrals – this has been commenced and is ongoing to address the legislative requirements and efficient management of the referral process.
9. Strategic Planning fees have been increased as identified.

Work has commenced on Phase Two recommendations including a review of Town Planning procedures, improvements to on line planning and other recommendations.

30	**Customer Service**	2014/2015	**Complete** Endorsed by Manex 13 September 2016

A functional review and gathering of statistical data has been completed. Part Two is in draft form currently being prepared for the Steering Committee.

Temporary Co-Ordinator Position finalised however this has been put on hold due to the resignation of the current Customer Service Team Leader.
Demonstration of Knowledge Base System has been held and proposal received.
Initial investigation of Customer Service Strategy commenced.

Action Plan Update:
An additional demonstration of Knowledge Base system took place on 22 January 2018 with Livepro, with future consideration to be given to pursuing an external software system or exploring the options for an internal system to be delivered.

Temporary Co-Ordinator Position has been finalised and signed off for a twelve month trial commencing in October 2017.

Initial investigation of Customer Service Strategy commenced, with a draft strategy to be presented to MANEX March 2018.

The recommendation to operate with reduced hours for the provision of Justice of The Peace services are now 9.00am-11.00am Monday-Friday, with no further issues since implementation. The AlburyCity website has been updated to reflect the change in service times and also alerts the community as to where other services are available. Recently the approval for additional Customer Service staff to voluntarily nominate themselves to become a registered Justice of The Peace has seen four staff come forward to increase the amount of officers available. Over the past year due to resignations there has seen a decrease and additional pressure on the remaining officers who are able to perform this service for the community.

31	**Waste Management**	2015/2016	**Complete** Endorsed by Manex 31 January 2017

The service and efficiency review panel met in July 2016 to review Part Two. Part Two tasks are currently being addressed, with the draft recommendations and options awaiting approval. Four options and 76 recommendations have been identified and are being considered by the Service Review Team members.

The service and efficiency review panel met in December 2016 to undertake a final review of Part Two. 19 recommendations have been approved by the panel. The document has now undertaken a final review. The service and efficiency review will now go to Manex for final endorsement.

Action Plan Update:
In January 2017, Manex approved the Albury Waste Management Centre (AWMC) Service and Efficiency Review. Of the 19 actions detailed in the AWMC Service and Efficiency Review action Plan, to date, seven actions have been completed, 11 are in progress and one is yet to commence.

32	**Workforce Resourcing**	2015/2016	70%

Part One was endorsed by Manex on 24 May 2016. The Review Team held its first ice breaker meeting with fortnightly meetings scheduled to ensure continual progress of the review.

The Review Team to date has reviewed a number of areas, recruitment and workforce planning,

recruitment marketing, recruitment processes. The Review Team will review interview processes, casual and temporary arrangements and volunteer and work experience arrangements in early 2017. Part Two of the review is being drafted in conjunction with meetings with casual and volunteer stakeholders.

Update:
Further review of volunteers, casual employment and work experience is well underway. At present, the priority of ensuring that the significant level of recruitment actions are finalised prior to the end of December is impacting further progress on the draft Part Two.

33	**Tourism Service Review**	2015/2016	**Complete. Endorsed by Manex September 2017**

The purpose of the Tourism Service and Efficiency Review is to ensure AlburyCity provides appropriate and cutting edge services in all aspects of destination management and development.

Benchmarking of the 14 identified destinations, best practice VIC servicing, a resource review of visitor servicing, marketing and promotion and business event attraction has been reviewed, analysed and recommendations identified. Findings in all key areas of the review were presented to the working group and steering group for feedback ahead of endorsement by MANEX in September 2017.

Action Plan Update:
A review of operation hours of the Albury Visitor Information Centre (VIC) has been completed. Weekend operating hours have been reduced to maximise return on investment while ensuring compliance with current Level 1 Accreditation. The permanent part-time VIC Officer position was filled mid November 2017. The Tourism Officer position has been successfully filled and employment will commence late January 2018. Tourist Attraction Signposting Assessment Committee (TASAC) signage applications were submitted for MAMA, Wonga Wetlands and the Yindyamarra Sculpture Walk. A review of Bookeasy to analyse cost versus income is nearing completion. The review of the Tourism Partner Program memberships at competitor destinations has commenced. These will be considered in the review of the visitALBURYWODONGA Partnership Program to drive growth, revenue and engagement. Council resolved at its December meeting not to conduct a feasibility study to support the development of RV parking.

34	**Cultural Services / Library Services / Lavington Library**	2015/2016	**Complete.** Endorsed by Manex 23 March 2015

The Cultural Services / Library Services / Lavington Library review is complete. This review operated outside the Service and Efficiency formal process with the final Manex endorsement on 23 March 2015.

35	**Playground Strategy**	2015/2016	65%

The draft strategy progressed in December 2017. Further work is required to finalise the distribution and update the draft strategy. It is scheduled to be presented back to the working group early in the new year. Upon the working group endorsement the strategy can then be presented to Manex and Council. Parks and Recreation has reviewed the distribution and is finalising the information prior to presenting the strategy back to the working group. Upon the working group endorsement the strategy can then be presented to Manex and Council for consideration.

Update:
Only minor progression has occurred on the review due to resource requirements of other projects. A presentation to the working group is scheduled for early in the new year

36	**Parks and Recreation Asset Lifecycle**	2015/2016	10%

Update:
No further progress. This Service and Efficiency review is scheduled to commence when the Playspace and Public Toilet Service and Efficiency Reviews have been completed.

37	**Stores Management**	2015/2016	43%

The focus of the Stores Review is to analyse the existing service provisions in line with Council's current organisational service requirements. Part One was presented to Manex on 1 March 2016. To date the review has analysed a number of areas including management structure, service functions, obsolete line items and specialist supply functions.

The Stores Management service and efficiency review has maintained its focus on analysing existing operating procedures and service provisions to identify efficiency and service gains. Existing management structure, key service provisions, outsourcing opportunities and specialist supply function remain a priority.

The Stores Management service and efficiency review is focussed on analysis of existing work practices, operating procedures and systems of work to identify possible efficiency and service benefits. This process is currently focussing on the existing operational and financial constraints of the Stores and benchmarking with other Council with similar type operations.

Update:
As the result of a number of significant changes from a procurement perspective across the organisation, the Stores review is currently looking at the feasibility of the Stores being responsible for a wider range of Engineering related goods and services. Work continues on benchmarking, reviewing servicing levels, understanding the implications of a reduced service, outsourcing options and the benefits of developing strategic relationships with other Councils. Once this process is completed, work will begin on analysis of data and finalising the key recommendations. Completion of this process is expected to be completed by the end of February 2018.

38	**Concrete construction and maintenance**	2015/2016	25%

Part 1 of the review has been completed and has been presented to and endorsed by Manex in August 2016. Stage 2 of the review has commenced however is running behind schedule. The review is behind schedule and is now planned for completion in December 2017.

Update:
Part One of the review was finalised and endorsed by MANEX. Investigation and development of Part Two of the review has commenced. This project is behind schedule and is now programmed for completion in March 2018

39	**Street and Drain Cleaning**	2015/2016	90%

The purpose of the streets and drains review is to consider service delivery activities to achieve an efficient and effective management of resources and delivery of services. This is to be in line with the approved works program budget and determined community service level expectations. The review will also determine the level of service provided and the appropriateness of this level. Part One was presented to Manex on 24 November 2015 and Part Two and the Action Plan are ready to present to the review steering group in the third week of August.

Update:
Part One of the review was endorsed by Manex in November 2015. Part Two has been finalised and was presented to Manex in June 2017. Some comments /suggestions have been provided back to the

review group for consideration/inclusion in the final product. This is running behind schedule and is now planned for completion in January 2018.

40	**Trade Waste Services**	2015/2016	93%

The Trade Waste review commenced in October 2015, Part One was endorsed by Manex on 12 April 2016. The Review Team made a number of recommendations and circulated the findings of Part 2 to the Steering Group for their consideration. The Steering Group has made their final recommendations and based on feedback from the Director Engineering are making minor alterations to the document.

Update:
Part Two has been completed by the steering committee and is currently under final review prior to the document being provided to Manex

41	**Mechanical and Electrical Services**	2015/2016	98%

Part One was presented to Manex on 15 September 2015. Part Two has commenced with a focus on the Mechanical and Electrical Services team determining sufficient resourcing to meet the required minimum customer service levels for water and wastewater, and other internal customers. Benchmarking of Mechanical and Electrical Services against other Local Water Utilities has commenced and the next review group meeting is scheduled mid- August. Stakeholder consultation is to occur at the end of August and completion of the draft Part Two is anticipated at the end of September 2016.

Internal customer questionnaire completed with assessment of internal stakeholder requirements completed August 2016. External benchmarking with other water utilities completed October 2016. Benchmarking comparison report prepared for review of S&E Review Group. Review Group Meeting for Part 2 scheduled for Tuesday 7 February 2017. Stakeholder consultation is to occur at the end of February 2017 and completion of the draft Part Two is anticipated at the end of March 2017.

The Review Team has met to consider the results of the information gathering on current service /function and benchmarking with similarly sized Councils. Human Resources (HR) has recommended that a strategy/rationale paper be drafted to support the team's staffing recommendations, the paper will be finalised during July 2017.

Update:
Part Two has been completed by the steering committee and is currently under final review prior to the document being provided to Manex

42	**Open Space Strategy**	2015/2016	10%

Information from the Playspace and Public Toilet S&E Reviews are required for this strategy. Therefore this S&E Review will commence at the completion of the Playspace and Public Toilet S&E Reviews – Scheduled for January 2017.

Update:
No further progress. Due to the delay in other Service and Efficiency reviews and other priority projects, this project will be deferred until the Playspace and Toilet Service and Efficiency Reviews are complete.

43	**Children's Services (OOSH)**	2015/2016	50%

Part One was presented to and endorsed by Manex in July 2016. First Ice Breaker meeting was held on 28 July 2016.

The review team has been meeting on a fortnightly basis. Benchmarking with other Councils, non-profit and private providers has occurred. The review is being run concurrently with the Children's Services Administration Review. The OOSH review meetings have been put on hold whilst tasks within the

Administration Review are investigated. The review team are aiming to develop recommendations by March 2017. Elements within the Shared Administration Service and Efficiency Review need to be progressed before further work can be carried out on this review.

Update:
No planned activity occurred for the OOSH service and Efficiency Review during December 2017. Elements within the Shared Administration Service and Efficiency Review need to be progressed before further work can be carried out on this review. Informal activity has occurred with conversations being held with prospective schools to expand OOSH in 2018 and to offer a Preschool Vacation Care service from the Family Day Care venue during 2018

44	**Parks Maintenance**	2016/2017	10%

No progress on this review due to works required in other S&E reviews.

Update:
No further progress. Due to the delay in other Service and Efficiency Reviews and other priority projects, this project will be deferred until the Play Space & Public Toilet Service and Efficiency reviews are complete.

45	**Children's Services (Long Day Care)**	2016/2017	Yet to commence

This review has not commenced. Elements within the Shared Administration Service and Efficiency Review need to be progressed before further work can be carried out on this review.

46	**Sportsfield Lighting**	2016/2017	Yet to commence

The overarching strategy has not yet to commence, however, a number of projects are well underway or in the planning stages.

47	**Children's Vacation Programs run by Council**	2016/2017	Yet to commence

48	**Road Construction and Maintenance**	2016/2017	Yet to commence

49	**Albury Airport**	2016/2017	30%

Draft of Part 1 has been completed and is due for appraisal at the review team meeting which will be scheduled in early February 2017.

Part one of the Airport Service and Efficiency review has undergone an initial appraisal which aimed at a broader approach to servicing the entire airport business. In line with the initial evaluation, adjustments will be made to the scope of the review followed by further assessment of part one by the review team members. The aim is to complete the Part One adjustments by the end of July.

Update:
The draft Part One of the Airport Service and Efficiency review has been appraised by the service review team and has now been circulated to the Steering Committee for review on Monday 8 January 2018.

50	**PR Promotional Collateral Review / Communications and Marketing**	2016/2017	75%

The Review target set in 2013 was to achieve ongoing savings of $250K by 30 June 2017. Since then, there has been a deliberate shift to online communications, which has lessened the reliance on printed collateral and traditional advertising and reduced expenditure in some areas.

Importantly, the marketing and promotional landscape that existed in 2013 is very different to 2018. The changing nature of our businesses, especially those with a commercial focus e.g. Airport, Waste Management, MAMA, Tourism and Economic Development require significant marketing budgets, which wasn't the case when the Service and Efficiency Review savings target was set. In recognition of this, increases to the Airport, MAMA and Waste Management budgets have been excluded when measuring the savings achieved to date of $111,000.

The promotions, communications and marketing expenditure will be further reviewed and discussed as budget preparations for 2018/19 are progressed.

51	**Animal Management Services at the Albury Pound**	2016/2017	20%

Update:
Work has commenced on the Service and Efficiency Review of the Albury Animal Management Facility. Subsequent to the July meeting of the review team, site visits to pounds in NSW and Victoria have been undertaken for purposes of benchmarking, and a request for quote has been developed to seek professional services to recommend a good practice service delivery model

52	**Childcare facilities not operated by Council but located on Council / Crown land**	2016/2017	Yet to commence
53	**Shared Administration Model across Children's Services**	2016/2017	90%

Part One will be submitted to Manex in August 2016 and will run concurrently with the OOSH Service and Efficiency Review. A consultation workshop was delivered to the review team and current administration staff. The workshop explored three options where a SWOT analysis was conducted on each model. Information discussed at the workshop will be used to form and develop recommendations for Part Two of the review.

Update:
Part Two was presented to Manex in December. Manex adopted the recommendation to create a Shared Administration Team for children's services and for it to be located at Family Day Care. An Action Plan was developed and is being worked through

54	**Communications and marketing**	**2016/2017**	**Complete** Endorsed by Manex 16 March 2017

Action Plan Update:
Action plan items now finalised include the adoption by MANEX of the revised Centre Led Model for Communications and Marketing. Recruitment will recommence in January for the Senior Marketing Officer and Graduate vacancies. A new online based evaluation tool is being developed to provide better measurement and ROI for marketing and communications activities and an RFQ will go to marketing in January for an updated brand strategy, style guide and creative toolbox for the AlburyCity parent brand

FAC8OFFICERS REPORTS FOR NOTING

FAC8.1 Councillor Conference Attendance - 1 July 2017 to 30 December 2017

DATE	6 February 2018	**FIL REFERENCE**	FIL17/01132
CONFIDENTIAL	No		
FURTHER ENQUIRIES TO	Frank Zaknich Executive	**PHONE**	6023 8755
AUTHOR	Maria Barrett		

Purpose of Report

To provide details of conference attendance by Councillors for the period 1 July 2017 to 31 December 2017.

Background

AlburyCity's Councillors Payment of Expenses and Provision of Facilities Policy, adopted on 6 February 2017, requires a report to Council every six months on conferences attended by Councillors. The table below outlines these activities for the specified period.

Conference	Councillors Attendance	Report to Council Meeting	Registration Accommodation & Travel Costs inc GST	Total Cost inc GST
Local Government NSW Water Management Conference in Dubbo NSW on 4-6 September 2017	Cr David Thurley	Council Meeting 25 September 2017	Registration: $0 (speaker at conference on behalf of Murray Darling Association) Accommodation: $382.00	$382.00
2017 Local Government Aboriginal Network Conference in Albury on 13-15 September 2017	Cr Graham Docksey	Council Meeting 23 October 2017	Registration: $690.20	$690.20
2017 Local Government Aboriginal Network Conference in Albury on 13-15 September 2017	Cr Amanda Cohn	Council Meeting 23 October 2017	Registration: $558.25	$558.25
Murray Darling Association 73rd National Conference in Renmark on 11-13 October 2017	Cr David Thurley	Council Meeting 23 October 2017	Registration: $660.00 Accommodation: $498.50	$1158.50
National Local Roads and Transport Congress in Albany WA on 6-8 November 2017	Cr Henk van de Ven	Council Meeting 27 November 2017	Flights: $1166.45 Registration: $965.00 Accommodation: $684.00 Meals: $323.79	$3139.24
Local Government NSW Conference in	Cr Alice Glachan	No report required	Parking: $165.00 Registration: $899.00	$2121.61

Sydney on 4-7 December 2017			Accommodation: $883.28 Meals: $122.75 Drinks: $40.66 Cab Charge: $10.92	
Local Government NSW Conference in Sydney on 4-7 December 2017	Cr Graham Docksey	No report required	Registration: $899.00 Accommodation: $884.18 Meals: $182.75	$1965.93
Local Government NSW Conference in Sydney on 4-7 December 2017	Cr Kevin Mack	No report required	Flights: $374.60 Registration: $899.00 Accommodation: $883.05 Cab Charge: $25.83 Meals: $128.05 Drinks: $134.96	$2445.49
Local Government NSW Conference in Sydney on 4-7 December 2017	Cr Murray King	No report required	Flights: $515.10 Registration: $899.00 Accommodation: $888.53 Cab Charge: $60.80 Meals: $182.75 Drinks: $114.66	$2660.84
Local Government NSW Conference in Sydney on 4-7 December 2017	Cr Amanda Cohn	No report required	Flights: $283.32 Registration: $899.00 Accommodation: $883.43 Cab Charge: $68.26 Meals:$25.00	$2159.01
Local Government NSW Conference in Sydney on 4-7 December 2017	Cr Darren Cameron	No report required	Flights: $307.85 Registration: $899.00 Accommodation: $883.80 Cab Charge: $261.79 Meals: $211.27 Drinks: $114.66	$2678.37
			TOTAL	**$19,959.44**

This expenditure is within the budget allocation for 2017/18.

Recommendation

That the Committee recommends to Council that Council receive and note the report on Councillor Attendance at Conferences for the period 1 July 2017 to 31 December 2017.

FAC8.2 Investment Balances - December 2017

DATE	19 January 2018	**FIL REFERENCE**	FIL17/01021
CONFIDENTIAL	No		
FURTHER ENQUIRIES	Frank Zaknich Executive Services	**PHONE**	6023 8755
AUTHOR	Justin Finlayson		

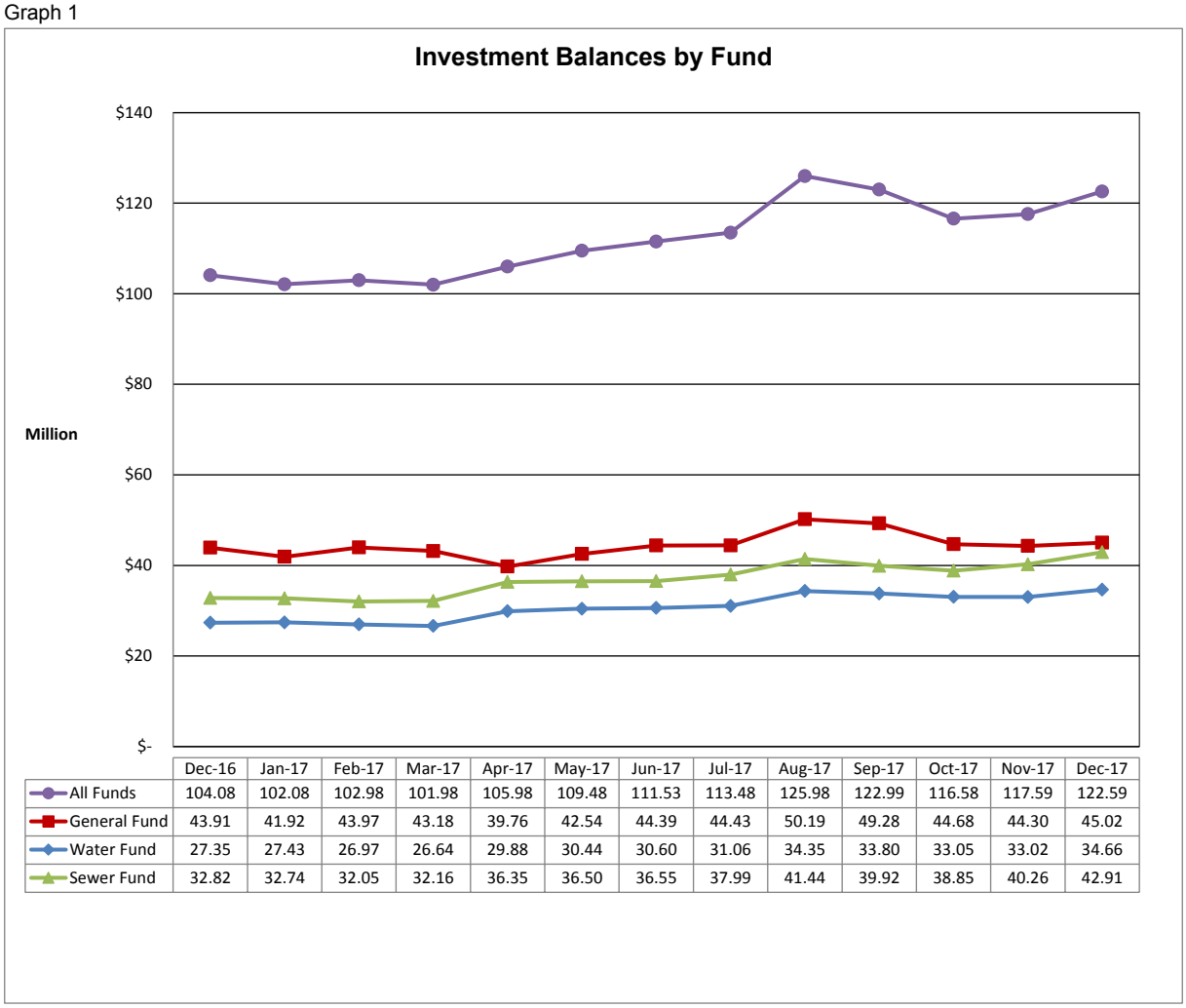
Purpose of Report

This report presents to Council details of all money invested as at 31 December 2017 as required by the *Local Government (General) Regulation 2005*.

Background

AlburyCity's investment portfolio increased by $5 million to $122.6 million during the month ended 31 December 2017.

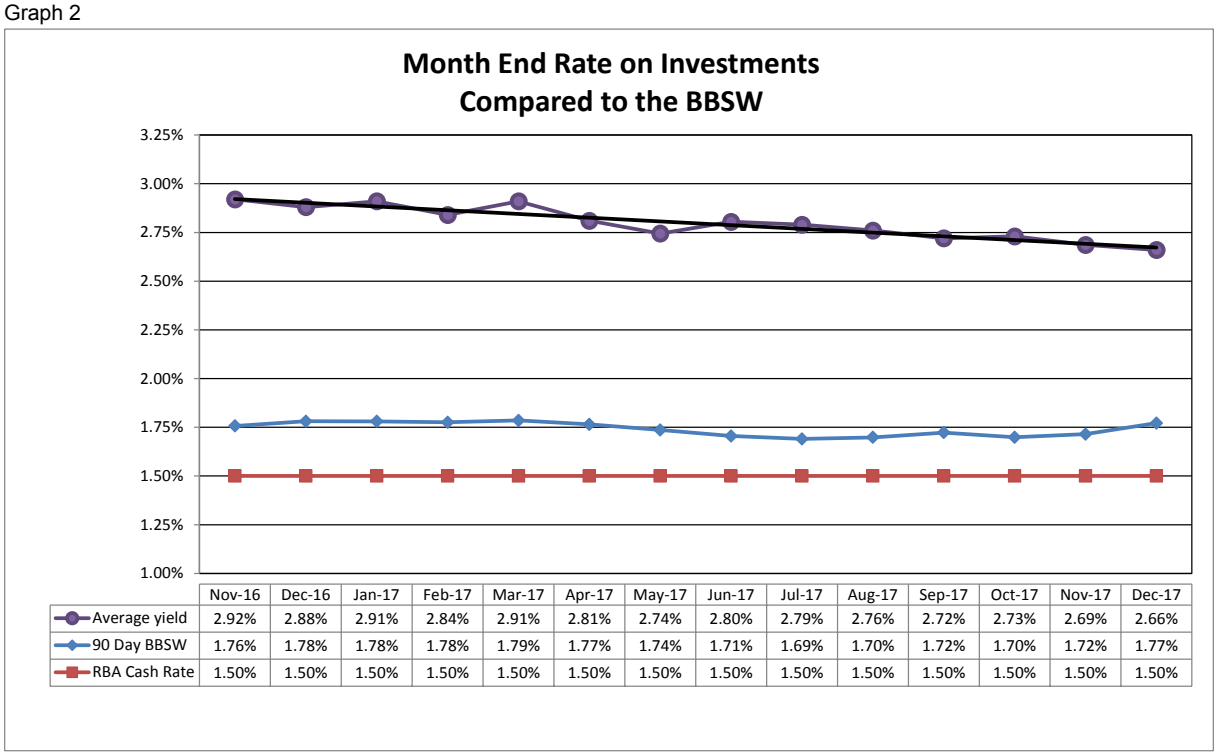
Graph 1



	Dec-16	Jan-17	Feb-17	Mar-17	Apr-17	May-17	Jun-17	Jul-17	Aug-17	Sep-17	Oct-17	Nov-17	Dec-17
All Funds	104.08	102.08	102.98	101.98	105.98	109.48	111.53	113.48	125.98	122.99	116.58	117.59	122.59
General Fund	43.91	41.92	43.97	43.18	39.76	42.54	44.39	44.43	50.19	49.28	44.68	44.30	45.02
Water Fund	27.35	27.43	26.97	26.64	29.88	30.44	30.60	31.06	34.35	33.80	33.05	33.02	34.66
Sewer Fund	32.82	32.74	32.05	32.16	36.35	36.50	36.55	37.99	41.44	39.92	38.85	40.26	42.91

The average yield of AlburyCity's investments held at 31 December 2017 was 2.66%, which was 0.03% lower than the prior month end. As a result of the Reserve Bank of Australia reducing the cash rate in August 2016 to a record low of 1.5%, the average yield of AlburyCity's investment portfolio has steadily declined as term deposits have matured.

Graph 2



	Nov-16	Dec-16	Jan-17	Feb-17	Mar-17	Apr-17	May-17	Jun-17	Jul-17	Aug-17	Sep-17	Oct-17	Nov-17	Dec-17
Average yield	2.92%	2.88%	2.91%	2.84%	2.91%	2.81%	2.74%	2.80%	2.79%	2.76%	2.72%	2.73%	2.69%	2.66%
90 Day BBSW	1.76%	1.78%	1.78%	1.78%	1.79%	1.77%	1.74%	1.71%	1.69%	1.70%	1.72%	1.70%	1.72%	1.77%
RBA Cash Rate	1.50%	1.50%	1.50%	1.50%	1.50%	1.50%	1.50%	1.50%	1.50%	1.50%	1.50%	1.50%	1.50%	1.50%

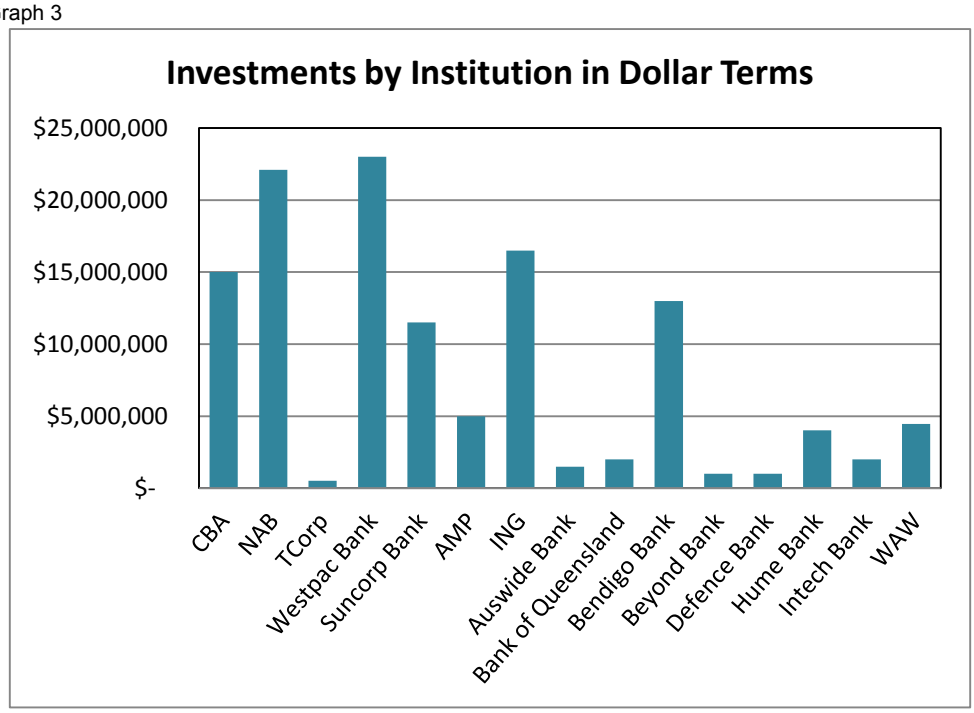
The profile of Council's investments held at 31 December 2017 is detailed below.

Table 1

FACE VALUE	Issuer/Security	S&P RATING	INVESTMENT DATE	YIELD %	PERIOD DAYS	MATURITY DATE	GREEN INVESTMENT
Top Tier Institutions							
$ 521,759	TCorp - Cash Fund	AA-		1.68%	At Call	N/A	No
$ 2,500,000	CBA	AA-		1.45%	At Call		No
$ 3,500,000	CBA	AA-	4/01/2017	2.74%	365	4/01/2018	No
$ 2,000,000	CBA	AA-	11/07/2017	2.62%	365	11/07/2018	No
$ 4,000,000	CBA	AA-	5/09/2017	2.62%	365	5/09/2018	No
$ 3,000,000	CBA	AA-	19/09/2017	2.62%	455	18/12/2018	No
$ 4,000,000	NAB	AA-	11/04/2017	2.65%	365	11/04/2018	No
$ 2,000,000	NAB	AA-	1/05/2017	2.65%	365	1/05/2018	No
$ 2,500,000	NAB	AA-	26/06/2017	2.62%	365	26/06/2018	No
$ 4,500,000	NAB	AA-	5/07/2017	2.62%	370	10/07/2018	No
$ 3,086,700	NAB	AA-	18/10/2017	2.59%	272	17/07/2018	No
$ 3,000,000	NAB	AA-	25/10/2017	2.59%	272	24/07/2018	No
$ 3,000,000	NAB	AA-	2/11/2017	2.59%	285	14/08/2018	No
$ 3,500,000	Westpac	AA-	14/11/2017	2.63%	365	14/11/2018	No
$ 4,000,000	Westpac	AA-	23/11/2017	2.67%	365	23/11/2018	No
$ 4,000,000	Westpac	AA-	29/08/2017	2.62%	455	27/11/2018	No
$ 2,000,000	Westpac	AA-	12/12/2017	2.70%	364	11/12/2018	No
$ 3,000,000	Westpac	AA-	13/12/2017	2.70%	363	11/12/2018	No
$ 3,500,000	Westpac	AA-	28/11/2017	2.66%	410	12/01/2019	No
$ 3,000,000	Westpac	AA-	7/11/2017	2.79%	455	5/02/2019	No
Second Tier Institutions							
$ 4,000,000	Suncorp Bank	A+	1/06/2017	2.60%	243	30/01/2018	Yes
$ 3,000,000	Suncorp Bank	A+	9/06/2017	2.60%	242	6/02/2018	Yes
$ 2,500,000	Suncorp Bank	A+	9/06/2017	2.60%	249	13/02/2018	Yes
$ 2,000,000	Suncorp Bank	A+	20/06/2017	2.65%	252	27/02/2018	Yes
Third Tier Institutions							
$ 1,000,000	AMP	A	1/05/2017	2.70%	274	30/01/2018	No
$ 3,000,000	AMP	A	27/07/2017	2.60%	365	27/07/2018	No
$ 1,000,000	AMP	A	5/09/2017	2.60%	364	4/09/2018	No
$ 1,000,000	ING	A-	9/06/2017	2.65%	382	26/06/2018	No
$ 1,000,000	ING	A-	9/06/2017	2.65%	389	3/07/2018	No
$ 3,000,000	ING	A-	10/08/2017	2.65%	425	9/10/2018	No
$ 2,000,000	ING	A-	31/07/2017	2.65%	456	30/10/2018	No
$ 3,000,000	ING	A-	10/08/2017	2.65%	460	13/11/2018	No
$ 2,500,000	ING	A-	21/12/2017	2.90%	719	10/12/2019	No
$ 4,000,000	ING	A-	19/12/2017	2.87%	728	17/12/2019	No
Other Institutions							
$ 3,000,000	Bendigo Bank	BBB+	12/01/2017	2.80%	362	9/01/2018	Yes
$ 1,000,000	Bendigo Bank	BBB+	8/02/2017	2.80%	363	6/02/2018	Yes
$ 2,000,000	Bendigo Bank	BBB+	6/02/2017	2.80%	365	6/02/2018	Yes
$ 1,000,000	Bendigo Bank	BBB+	30/11/2016	2.85%	460	5/03/2018	Yes
$ 1,000,000	Bendigo Bank	BBB+	1/05/2017	2.70%	365	1/05/2018	Yes
$ 5,000,000	Bendigo Bank	BBB+	9/05/2017	2.70%	365	9/05/2018	Yes
$ 2,000,000	Bank of Queensland	BBB+	17/01/2017	2.75%	364	16/01/2018	Yes
$ 1,000,000	Beyond Bank	BBB	9/05/2017	2.75%	287	20/02/2018	Yes
$ 1,000,000	Defence Bank	BBB	8/02/2017	2.75%	363	6/02/2018	Yes
$ 2,000,000	Intech Bank	BBB	7/03/2017	2.85%	364	6/03/2018	Yes
$ 1,500,000	Auswide Bank	BBB-	18/04/2017	2.82%	363	16/04/2018	Yes
$ 627,470	Hume Bank	N/A	29/07/2017	2.60%	365	29/07/2018	Yes
$ 2,890,260	Hume Bank	N/A	2/08/2017	2.90%	365	2/08/2018	Yes
$ 500,000	Hume Bank	N/A	29/11/2017	2.60%	365	29/11/2018	Yes
$ 1,210,887	WAW	N/A	9/05/2017	2.80%	371	15/05/2018	Yes
$ 2,751,246	WAW	N/A	6/02/2017	3.00%	577	6/09/2018	Yes
$ 500,000	WAW	N/A	27/11/2017	2.80%	365	27/11/2018	Yes
$ 122,588,322							

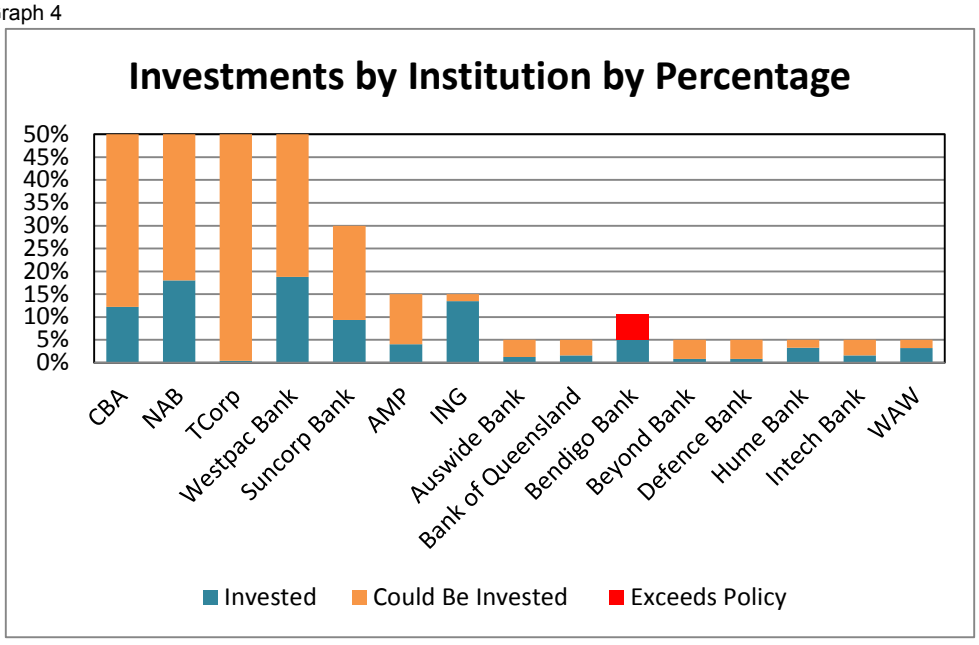
The amount invested with each financial institution is detailed by Graph 3 below.

Graph 3



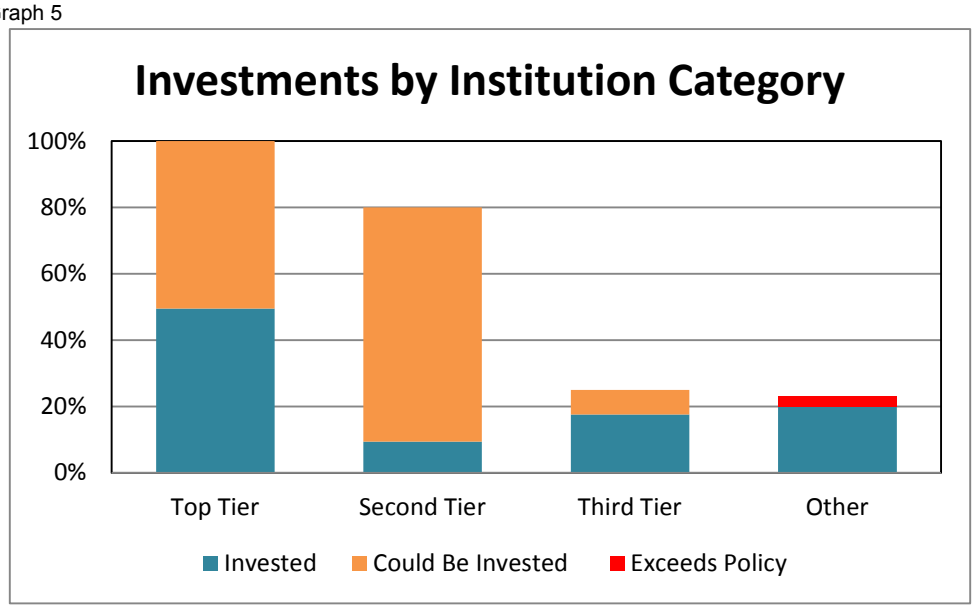
Graph 4 below compares investments with each financial institution to the limits included in AlburyCity's Investment Procedure. Due to the downgrade of Standard and Poor's rating of the Bendigo Bank in May 2017, AlburyCity is holding more term deposits with the Bendigo Bank than what is provided for by AlburyCity's Investment Procedure.

Graph 4



Graph 5 compares the balance of investments by financial institution category compared to the limits included in AlburyCity's Investment Procedure. AlburyCity is holding more term deposits with lower rated authorised deposit taking institutions than what is provided for by AlburyCity's Investment Procedure. This is primarily due to the downgrade of Standard and Poor's rating of the Bendigo Bank from A- to BBB+.

Graph 5



Graph 6 below identifies the percentage of investments held with financial institutions that do not invest in the fossil fuel industry. AlburyCity's Policy is to preference investments with financial institutions that do not support the fossil fuel industry, when the rate of interest is no less than other investments available at the time. At 31 December 2017 Council's non-fossil fuel investments equated to 33% of its investment portfolio.

Graph 6

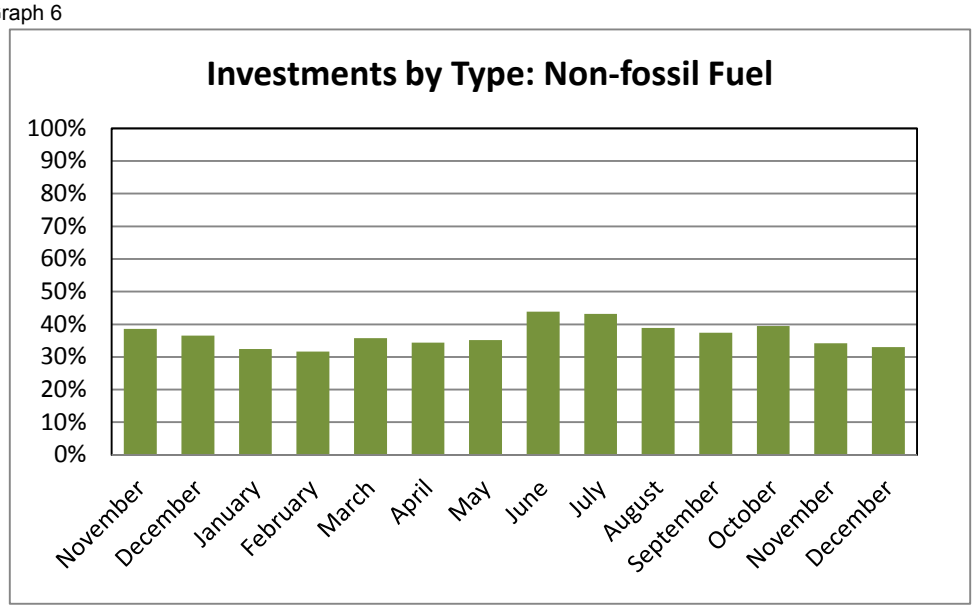


Table 2 below compares the year to date interest earned by fund compared to budget and the prior year.

Year: 2017-18		Period: December			
	Actual YTD Previous Year	Forecast Budget YTD 2017-18	Actual YTD 2017-18	Variance ( ) Indicates UNFavorable	
	$	$	$	$	%
General Fund	(578,484)	(579,108)	(629,259)	50,151	9%
Water Fund	(402,950)	(389,878)	(465,641)	75,763	19%
Sewer Fund	(460,535)	(473,563)	(563,474)	89,911	19%
Grand Total	(1,441,969)	(1,442,549)	(1,658,375)	215,826	15%

Overall interest earned on investments was better than the year to date budget, which was mainly due to the level of investment holdings.

Issues

Investments made during the month of December 2017 were made in accordance with the *Local Government Act 1993* and the *Local Government (General) Regulation 2005,* however AlburyCity's investment portfolio exceeds the investment credit risk parameters outlined in AlburyCity's Investment Procedure due to the lowering of the Bendigo Bank's long-term issuer credit rating by Standard and Poor's during May 2017. Council has previously determined to hold its existing term deposits with the Bendigo Bank until maturity.

Recommendation

That the Committee recommends to Council that Council receive and note the Investment Balances Report for the month of December 2017.

FAC8.3 Investment Balances - January 2018

DATE	8 February 2018	**FIL REFERENCE**	FIL17/01021
CONFIDENTIAL	No		
FURTHER ENQUIRIES	Frank Zaknich Executive	**PHONE**	6023 8755
AUTHOR	Justin Finlayson		

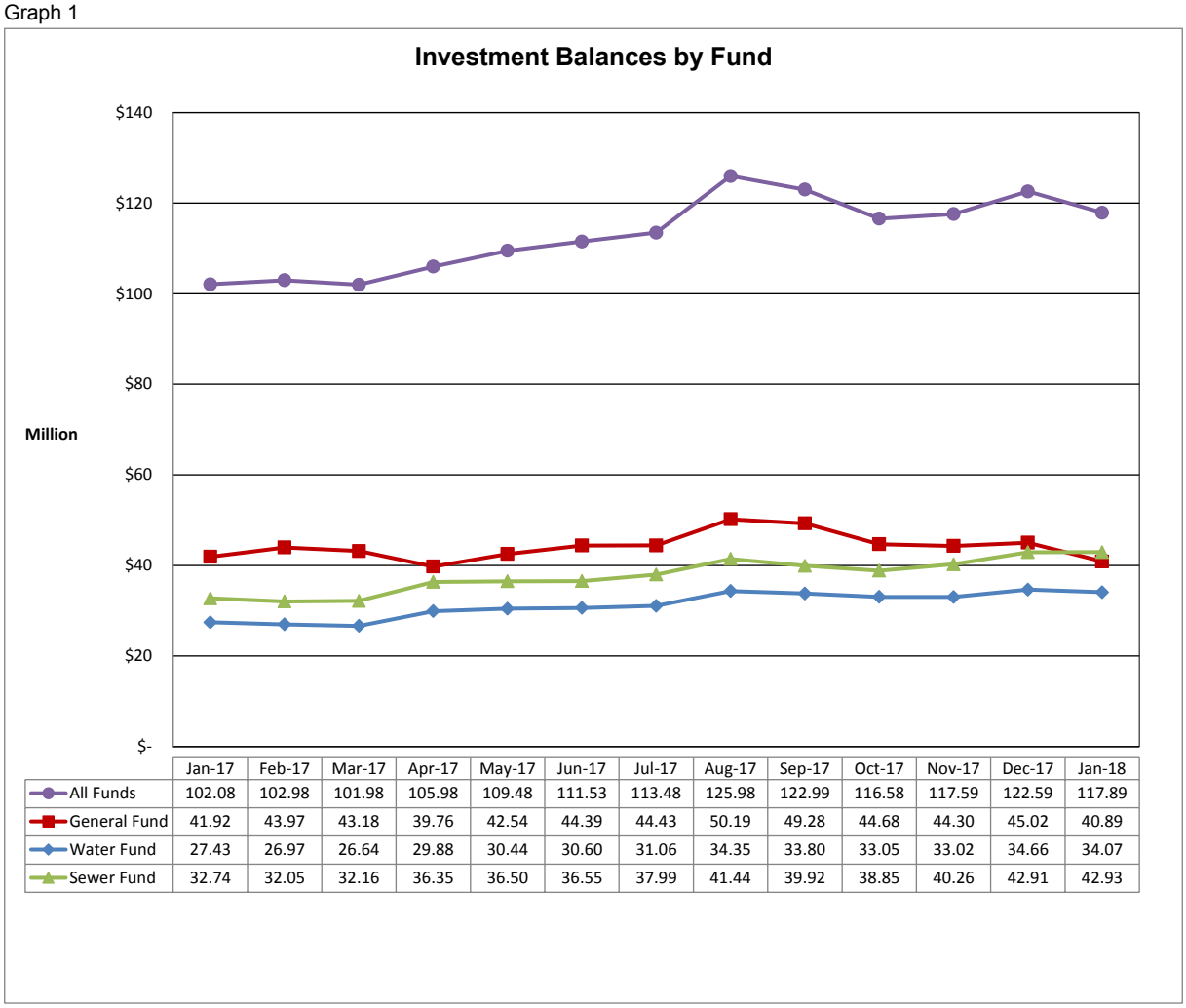
Purpose of Report

This report presents to Council details of all money invested as at 31 January 2018 as required by the *Local Government (General) Regulation 2005*.

Background

AlburyCity's investment portfolio decreased by $4.7 million to $117.9 million during the month ended 31 January 2018, which is mainly due to a reduced balance in General Fund.

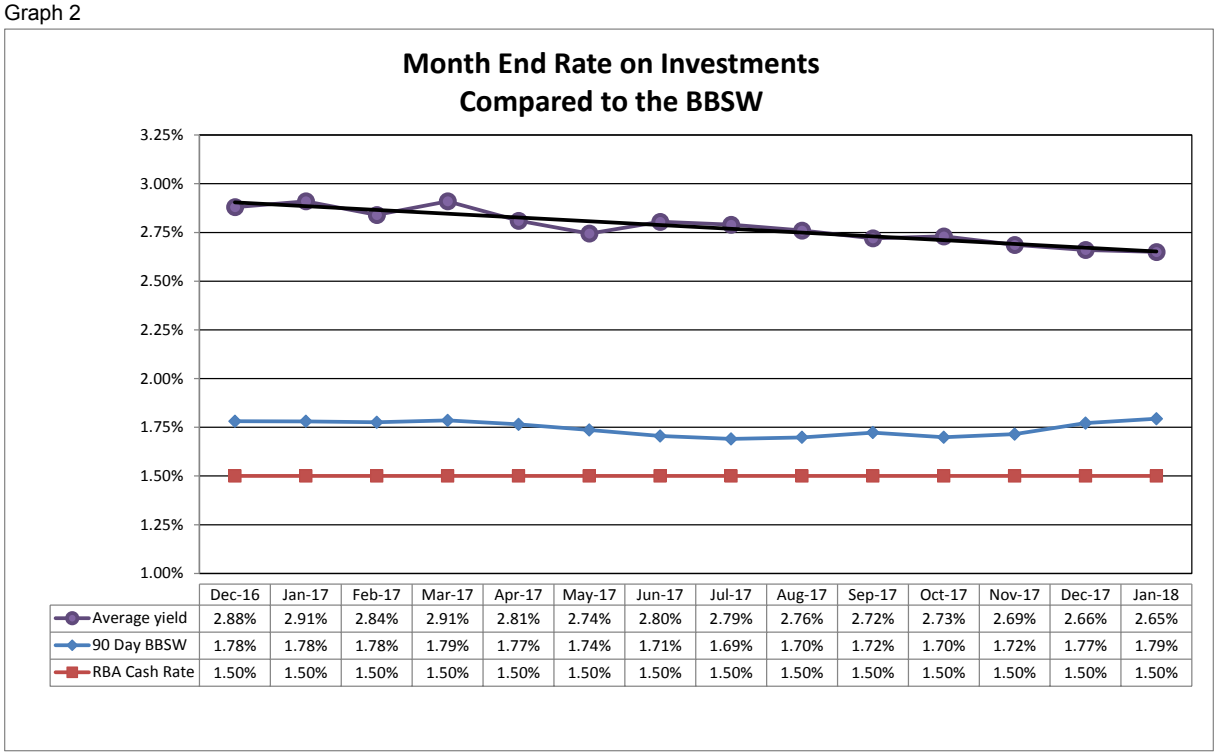
Graph 1



	Jan-17	Feb-17	Mar-17	Apr-17	May-17	Jun-17	Jul-17	Aug-17	Sep-17	Oct-17	Nov-17	Dec-17	Jan-18
All Funds	102.08	102.98	101.98	105.98	109.48	111.53	113.48	125.98	122.99	116.58	117.59	122.59	117.89
General Fund	41.92	43.97	43.18	39.76	42.54	44.39	44.43	50.19	49.28	44.68	44.30	45.02	40.89
Water Fund	27.43	26.97	26.64	29.88	30.44	30.60	31.06	34.35	33.80	33.05	33.02	34.66	34.07
Sewer Fund	32.74	32.05	32.16	36.35	36.50	36.55	37.99	41.44	39.92	38.85	40.26	42.91	42.93

The average yield of AlburyCity's investments held at 31 January 2018 was 2.65%, which was 0.01% lower than the prior month end. As a result of the Reserve Bank of Australia reducing the cash rate in August 2016 to a record low of 1.5%, the average yield of AlburyCity's investment portfolio has steadily declined as term deposits have matured.

Graph 2



	Dec-16	Jan-17	Feb-17	Mar-17	Apr-17	May-17	Jun-17	Jul-17	Aug-17	Sep-17	Oct-17	Nov-17	Dec-17	Jan-18
Average yield	2.88%	2.91%	2.84%	2.91%	2.81%	2.74%	2.80%	2.79%	2.76%	2.72%	2.73%	2.69%	2.66%	2.65%
90 Day BBSW	1.78%	1.78%	1.78%	1.79%	1.77%	1.74%	1.71%	1.69%	1.70%	1.72%	1.70%	1.72%	1.77%	1.79%
RBA Cash Rate	1.50%	1.50%	1.50%	1.50%	1.50%	1.50%	1.50%	1.50%	1.50%	1.50%	1.50%	1.50%	1.50%	1.50%

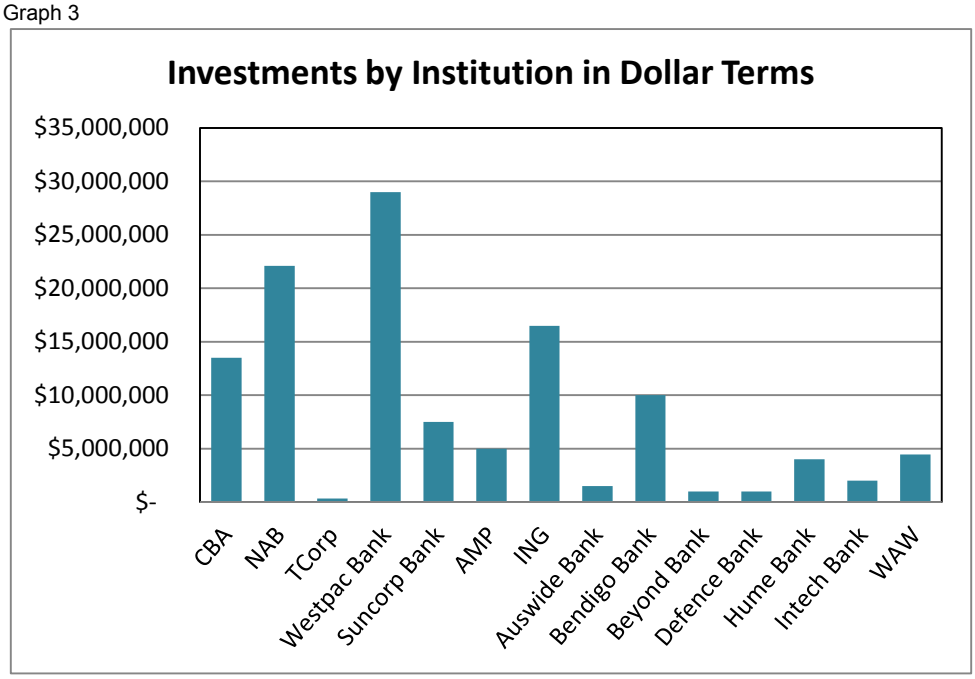
The profile of Council's investments held at 31 Januray 2018 is detailed below.

Table 1

FACE VALUE	Issuer/Security	S&P RATING	INVESTMENT DATE	YIELD %	PERIOD DAYS	MATURITY DATE	GREEN INVESTMENT
Top Tier Institutions							
$ 327,524	TCorp - Cash Fund	AA-		2.16%	At Call	N/A	No
$ 4,500,000	CBA	AA-		1.45%	At Call		No
$ 2,000,000	CBA	AA-	11/07/2017	2.62%	365	11/07/2018	No
$ 4,000,000	CBA	AA-	5/09/2017	2.62%	365	5/09/2018	No
$ 3,000,000	CBA	AA-	19/09/2017	2.62%	455	18/12/2018	No
$ 4,000,000	NAB	AA-	11/04/2017	2.65%	365	11/04/2018	No
$ 2,000,000	NAB	AA-	1/05/2017	2.65%	365	1/05/2018	No
$ 2,500,000	NAB	AA-	26/06/2017	2.62%	365	26/06/2018	No
$ 4,500,000	NAB	AA-	5/07/2017	2.62%	370	10/07/2018	No
$ 3,086,700	NAB	AA-	18/10/2017	2.59%	272	17/07/2018	No
$ 3,000,000	NAB	AA-	25/10/2017	2.59%	272	24/07/2018	No
$ 3,000,000	NAB	AA-	2/11/2017	2.59%	285	14/08/2018	No
$ 3,500,000	Westpac	AA-	14/11/2017	2.63%	365	14/11/2018	No
$ 4,000,000	Westpac	AA-	23/11/2017	2.67%	365	23/11/2018	No
$ 4,000,000	Westpac	AA-	29/08/2017	2.62%	455	27/11/2018	No
$ 2,000,000	Westpac	AA-	12/12/2017	2.70%	364	11/12/2018	No
$ 3,000,000	Westpac	AA-	13/12/2017	2.70%	363	11/12/2018	No
$ 2,000,000	Westpac	AA-	16/01/2018	2.68%	371	22/01/2019	No
$ 3,500,000	Westpac	AA-	28/11/2017	2.66%	410	12/01/2019	No
$ 3,000,000	Westpac	AA-	7/11/2017	2.79%	455	5/02/2019	No
$ 4,000,000	Westpac	AA-	30/01/2018	2.95%	728	28/01/2020	No
Second Tier Institutions							
$ 3,000,000	Suncorp Bank	A+	9/06/2017	2.60%	242	6/02/2018	Yes
$ 2,500,000	Suncorp Bank	A+	9/06/2017	2.60%	249	13/02/2018	Yes
$ 2,000,000	Suncorp Bank	A+	20/06/2017	2.65%	252	27/02/2018	Yes
Third Tier Institutions							
$ 3,000,000	AMP	A	27/07/2017	2.60%	365	27/07/2018	No
$ 1,000,000	AMP	A	5/09/2017	2.60%	364	4/09/2018	No
$ 1,000,000	AMP	A	30/01/2018	2.85%	272	29/10/2018	No
$ 1,000,000	ING	A-	9/06/2017	2.65%	382	26/06/2018	No
$ 1,000,000	ING	A-	9/06/2017	2.65%	389	3/07/2018	No
$ 3,000,000	ING	A-	10/08/2017	2.65%	425	9/10/2018	No
$ 2,000,000	ING	A-	31/07/2017	2.65%	456	30/10/2018	No
$ 3,000,000	ING	A-	10/08/2017	2.65%	460	13/11/2018	No
$ 2,500,000	ING	A-	21/12/2017	2.90%	719	10/12/2019	No
$ 4,000,000	ING	A-	19/12/2017	2.87%	728	17/12/2019	No
Other Institutions							
$ 1,000,000	Bendigo Bank	BBB+	8/02/2017	2.80%	363	6/02/2018	Yes
$ 2,000,000	Bendigo Bank	BBB+	6/02/2017	2.80%	365	6/02/2018	Yes
$ 1,000,000	Bendigo Bank	BBB+	30/11/2016	2.85%	460	5/03/2018	Yes
$ 1,000,000	Bendigo Bank	BBB+	1/05/2017	2.70%	365	1/05/2018	Yes
$ 5,000,000	Bendigo Bank	BBB+	9/05/2017	2.70%	365	9/05/2018	Yes
$ 1,000,000	Beyond Bank	BBB	9/05/2017	2.75%	287	20/02/2018	Yes
$ 1,000,000	Defence Bank	BBB	8/02/2017	2.75%	363	6/02/2018	Yes
$ 2,000,000	Intech Bank	BBB	7/03/2017	2.85%	364	6/03/2018	Yes
$ 1,500,000	Auswide Bank	BBB-	18/04/2017	2.82%	363	16/04/2018	Yes
$ 627,470	Hume Bank	N/A	29/07/2017	2.60%	365	29/07/2018	Yes
$ 2,890,260	Hume Bank	N/A	2/08/2017	2.90%	365	2/08/2018	Yes
$ 500,000	Hume Bank	N/A	29/11/2017	2.60%	365	29/11/2018	Yes
$ 1,210,887	WAW	N/A	9/05/2017	2.80%	371	15/05/2018	Yes
$ 2,751,246	WAW	N/A	6/02/2017	3.00%	577	6/09/2018	Yes
$ 500,000	WAW	N/A	27/11/2017	2.80%	365	27/11/2018	Yes
$ 117,894,087							

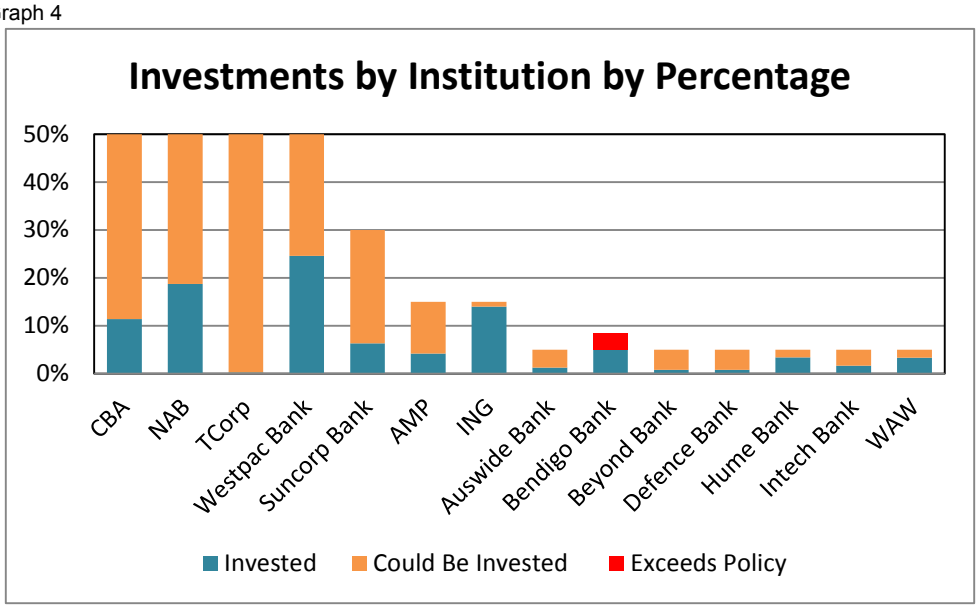
The amount invested with each financial institution is detailed by Graph 3 below.

Graph 3



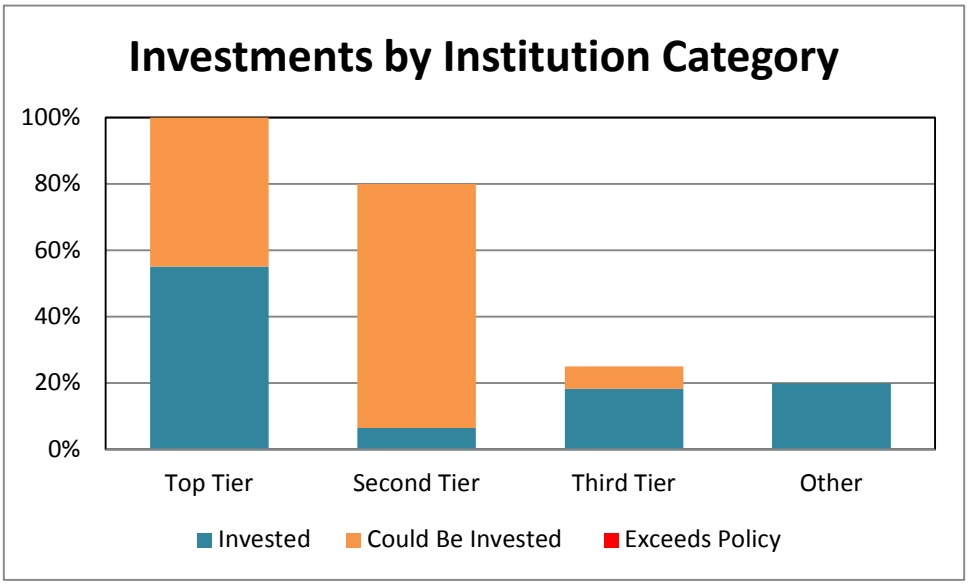
Graph 4 below compares investments with each financial institution to the limits included in AlburyCity's Investment Procedure. Due to the downgrade of Standard and Poor's rating of the Bendigo Bank in May 2017, AlburyCity is holding more term deposits with the Bendigo Bank than what is provided for by AlburyCity's Investment Procedure.

Graph 4



Graph 5 compares the balance of investments by financial institution category compared to the limits included in AlburyCity's Investment Procedure. AlburyCity is holding more term deposits with lower rated authorised deposit taking institutions than what is provided for by AlburyCity's Investment Procedure. This is primarily due to the downgrade of Standard and Poor's rating of the Bendigo Bank from A- to BBB+.

Graph 5



Graph 6 below identifies the percentage of investments held with financial institutions that do not invest in the fossil fuel industry. AlburyCity's Policy is to preference investments with financial institutions that do not support the fossil fuel industry, when the rate of interest is no less than other investments available at the time. At 31 January 2018 Council's non-fossil fuel investments equated to 27% of its investment portfolio. The decrease over the last quarter is mainly due to the reduction of holdings with the Bendigo Bank and the Suncorp Bank.

Graph 6

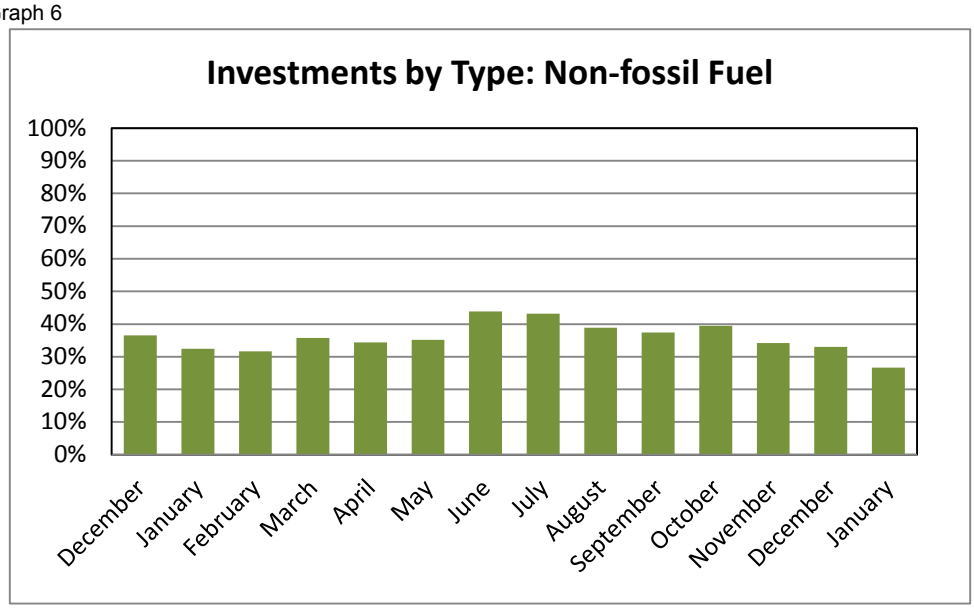


Table 2 below compares the year to date interest earned by fund compared to budget and the prior year.

Interest on Investments					
Year: 2017-18			Period: January		
	Actual YTD Previous Year	Forecast Budget YTD 2017-18	Actual YTD 2017-18	Variance ( ) Indicates UNFavorable	
	$	$	$	$	%
General Fund	(689,177)	(669,544)	(774,741)	105,197	16%
Water Fund	(469,708)	(454,870)	(542,394)	87,524	19%
Sewer Fund	(540,835)	(552,496)	(645,990)	93,494	17%
Grand Total	(1,699,721)	(1,676,910)	(1,963,125)	286,215	17%

Overall interest earned on investments was better than the year to date budget, which was mainly due to the level of investment holdings.

Issues

Investments made during the month of January 2018 were made in accordance with the *Local Government Act 1993* and the *Local Government (General) Regulation 2005,* however AlburyCity's investment portfolio exceeds the investment credit risk parameters outlined in AlburyCity's Investment Procedure due to the lowering of the Bendigo Bank's long-term issuer credit rating by Standard and Poor's during May 2017. Council has previously determined to hold its existing term deposits with the Bendigo Bank until maturity.

Recommendation

That the Committee recommends to Council that Council receive and note the Investment Balances Report for the month of January 2018.

FAC8.4 Corporate Health Indicators - December 2017

DATE	1 February 2018	**FIL REFERENCE**	FIL09/01658
CONFIDENTIAL	No		
FURTHER ENQUIRIES	Frank Zaknich Executive	**PHONE**	6023 8755
AUTHOR	Justin Finlayson		

Purpose of Report

The report presents a graphical snapshot of key organisational performance indicators for the quarter ended December 2017.

Variance Commentary

Financial Performance
Year to date operating expenses were 5% less than budgeted and operating income was in line with budget.

Cash Position
Cash and investments at the end of the quarter were $25 million more than the original budget, which is mainly due to an increase in restricted Water and Sewer Funds, the timing of capital works and the early receipt of Financial Assistance Grants.

Employee Payroll Costs to Budget
Year to date total employee costs (including overtime) were 7% less than budget.

Employee Overtime Costs to Budget
Year to date overtime costs were in line with budget.

Work Place Safety
There were 28 safety related incidents involving AlburyCity workers in the December quarter. There were three lost time injuries over the quarter. December concluded with a lost time injury frequency rate (LTIFR) of 9.9.

Staffing Levels
The December quarter Full Time Equivalent (FTE) movement reports an increase from the closing FTE reported at September. A number of reports have been presented to Manex during this reporting period resulting in the following new positions being approved:

- Planning and Environment Group - Building Surveyor and Planning and Environment Administrator;
- Community and Recreation Group - MAMA Curatorial Officer – Aboriginal and Torres Strait Islander Programs;
- Engineering Group – Engineering Designer and Senior Engineering Designer.

The full impact of these new positions has been offset by the MAMA Public Programs Officer and Clerical Officer being removed from the structure. The closing December FTE is 432.1. Overall, management continue to monitor the variations in FTE, with a stringent approval process in place for new positions.

The number of departures over the December quarter is marginally higher than AlburyCity's target. Of the 17 departures for the quarter, three were as a result of retirements, one termination, three end of temporary contracts and the remainder related to employees departing for a variety of personal reasons including relocation and career opportunities.

Works Program
The percentage of the Works Program that has been completed is 44%, which is 6% below target.

Development Application Processing
The processing time for Development Applications was higher than target in the December quarter and this is due to a high number of applications being received and delays in processing current applications due to community interest, reporting cycles, delays in receipt of information to enable final assessment and limited staff numbers affected by existing vacancies and leave. These applications included a number of complex and controversial residential and industrial developments.

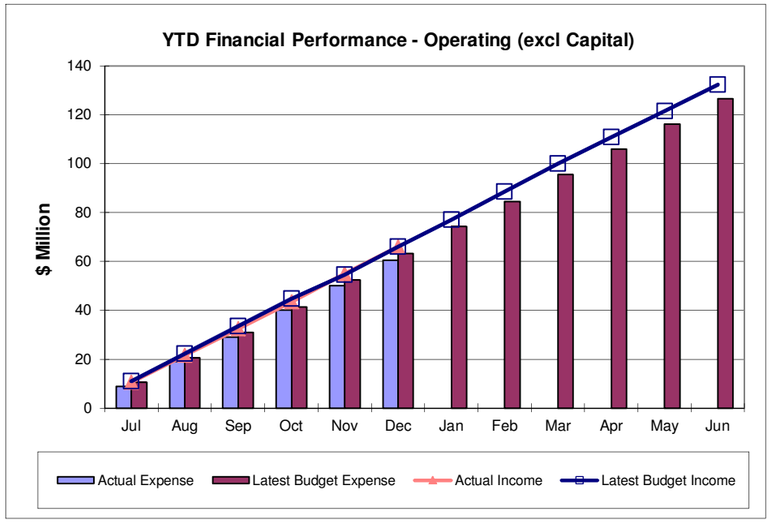
Delivery Program – Operational Plan Actions
At the end of the year Operational Plan Actions were 46% complete.

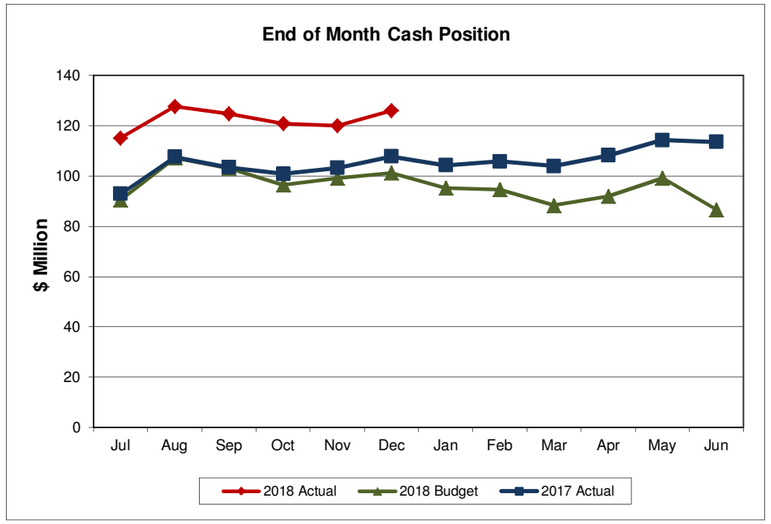
Recommendation
That the Committee recommends to Council that Council receive and note the December 2017 Corporate Health Indicators Report.

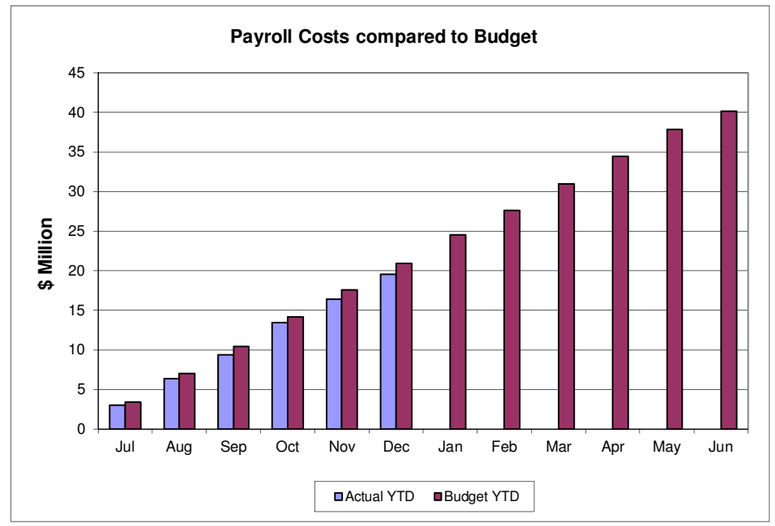
c. Attachments

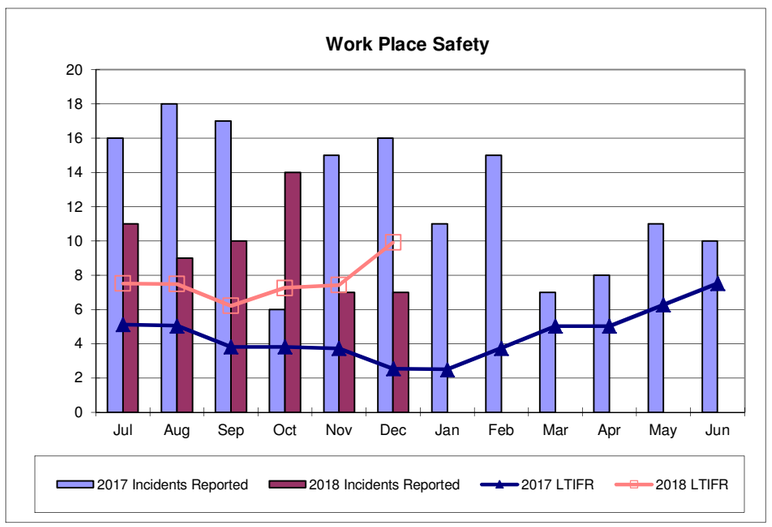
1. Corporate Health Indicator Graphs – December 2017

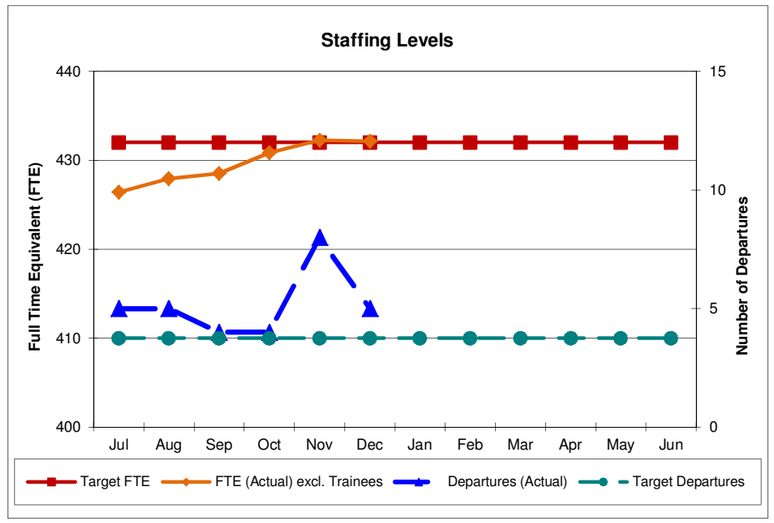
Council Monthly Health Indicator Reports
For Financial Year 2017-18

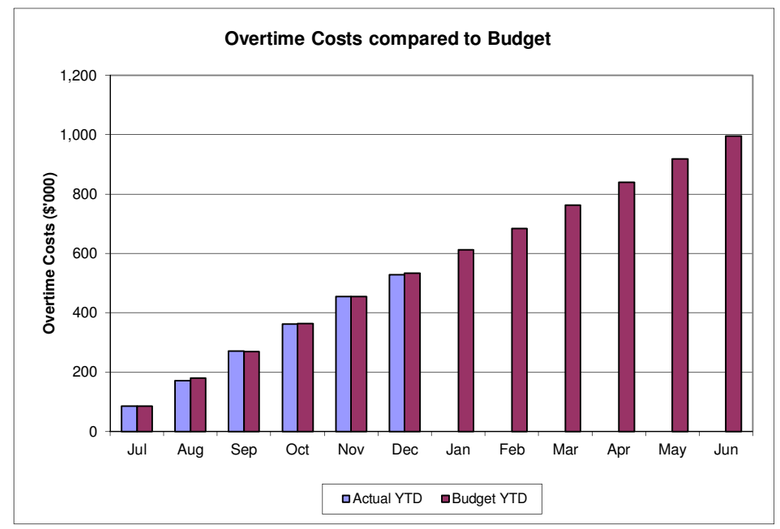


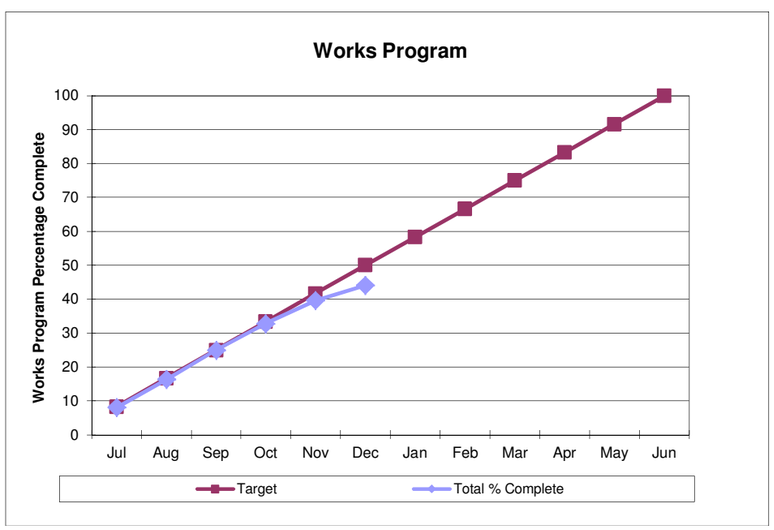


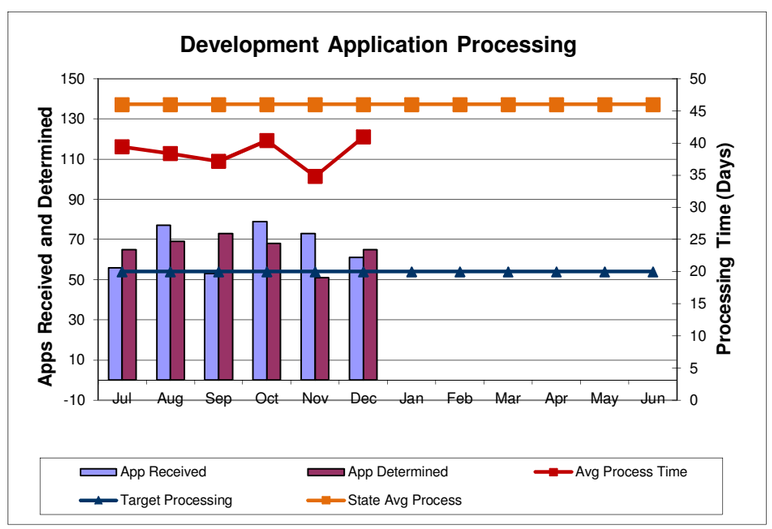


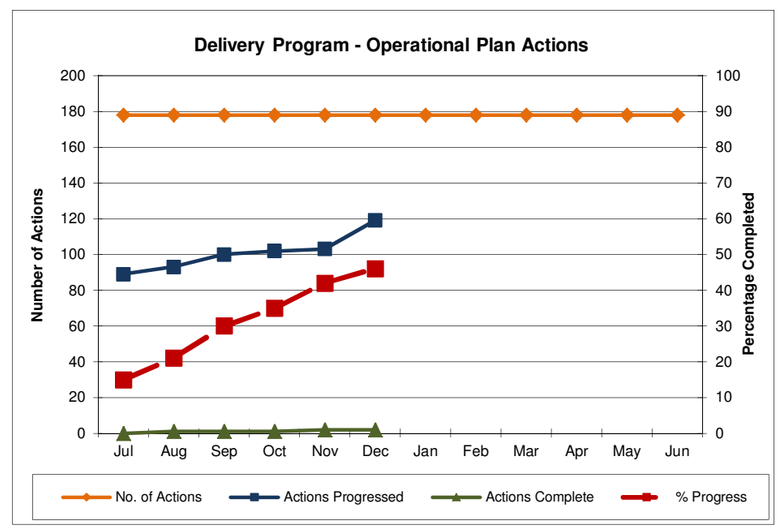












FAC8.5 Delivery Program Six Monthly Progress Report - December 2017

DATE	6 February 2018	**FIL REFERENCE**	FIL16/02955
CONFIDENTIAL	No		
FURTHER ENQUIRIES	Frank Zaknich Executive Services	**PHONE**	6023 8755
AUTHOR	Maria Barrett		

Background

The Council is required to report six monthly against its Delivery Program. The Delivery Program Six Monthly Progress Report – December 2017 is attached.

Recommendation

That the Committee recommends to Council that Council receive and note the Delivery Program Six Monthly Progress Report – December 2017.

- **Attachments**
  1. Delivery Program – Six Monthly Progress Report – December 2017.

2017-2018 AlburyCity Operational Plan — December 2017 — 46%

AlburyCity is committed to the delivery of the community aspirations in Albury 2030. These progress reports show how the outcomes of Albury 2030 are being addressed. To date, the percentage complete figures for all four Albury 2030 themes are generally on track for December 2017.

	Start Date	End Date	Performance	Responsible Officer

1 - A Growing Sustainable Economy — 51%

Director Engineering

Summary:

Council has adopted detail strategies and programs to facilitate the growth of our city. All programs support tourism, visitor experience, industry/business development and lifestyle offer. To complement this, Council continues to develop long term strategies around planning and infrastructure provisions.

1.1 - Increase Visitors to Albury and the Surrounding Region — 45%

Director Economic Development & Tourism

All projects on track. The Tourism S&E Review has been endorsed by Manex and implementation has commenced, accordingly implementation of Year 1 initiatives are expected to be completed by the end of financial year as originally planned.

STATUS	No Planned Activity		On Track		Needs Attention		Critical		Completed		TOTAL	
	○	0	5		0		0		0		Σ	5

T1.01.1.1 **Implementation of Destination Management Plan** — 3/07/2017 — 30/06/2018 — **49%** — **TLT**

The Director and Team Leader met with key staff of the Mantra Group to discuss destination marketing activities and opportunities for collaboration. Preparations for the 2018 Albury Gold Cup are underway. New city-wide banners have been designed and approved by Destination NSW (DNSW) and the Albury Racing Club. The first monthly meeting with Destination NSW and Albury Racing Club was held to discuss contract deliverables and marketing initiatives for the 2018 Event. Discussions for online ticket sales are well underway and will include single and corporate ticket sales. A letter of response to the NSW Governments half-term review of the Visitor Economy Action Plan to double overnight visitors' expenditure to NSW by 2020, was sent to the Department of Industry. A review of the Albury Wodonga Business Event and Conference Guide was finalised. The updated guide is available online at visitALBURYWODONGA.com. The Visitor Information Centre (VIC) Coordinator attended the bi-monthly North East Victoria VIC Managers meeting in Beechworth. Regional and collaboration projects were discussed. Staff undertook a familiarisation of the refurbished function rooms and the new outdoor food truck area at the SS&A Club. Met with the Albury Northside Chamber of Commerce Business Manager to discuss opportunities in applying for Destination NSW Regional Flagship – Incubator Event Funding, expressions of interest for which open in February 2018 for events to be held between July and December 2018.

1 - A Growing Sustainable Economy — 51%

1.1 - Increase Visitors to Albury and the Surrounding Region — 45%

T1.01.1.2 **Tourism S&E Review - Update on Action Plan Progress** 3/07/2017 30/06/2018 **32%** **TLT**

The Tourism Service and Efficiency Review Part 2 was endorsed by MANEX during September. Implementation of the Action Plan has commenced. A review of operation hours of the Albury VIC has been completed. Weekend operating hours have been reduced to maximise return on investment while ensuring compliance with current level 1 Accreditation. The Permanent Part Time Visitor Information Centre Officer position was filled mid-November. The Tourism Officer position has been successfully filled and employment will commence late January 2018. Tourist Attraction Signposting Assessment Committee (TASAC) signage applications were submitted for MAMA, Wonga Wetlands and Yindyamarra Sculpture Walk. These applications were presented and ratified at the TASAC committee meeting during November. TASAC is responsible for the white on brown tourism signage throughout NSW. A review of Bookeasy to analyse cost versus income is nearing completion. The review of Tourism Partner Program memberships at competitor destinations has commenced and will be considered in the review of the visitALBURYWODONGA Partnership Program to drive growth, revenue and engagement. Council resolved at its December meeting not to conduct a feasibility study to support the development of RV parking.

T1.01.2.1 **Implement the Wonga Wetlands Tourism Product Development Master Plan** 3/07/2017 30/06/2018 **50%** **DEDT**

Funding for $950,000 for Visitor Education and Experience Centre and additional funding for the Wagirra Trail extension has been incorporated into the Regional Growth Environment and Tourism Fund application. A determination on this application is expected in March 2018.

S1.01.5.1 **Wonga Wetlands utilisation** **GLWW**

There were 6,064 visitors to Wonga for the month, 6,024 were general public and 40 visitor groups, this is significantly above the corresponding month last year of 607. The total number of visitors for the year to date is 30,465. (Note, electronic counters have been installed at Wonga which give a truer representation of the actual visitor numbers, this method of tracking visitors is now used for reporting purposes and may give rise to variation when compared to last year's numbers).

Code	KPI	Target	Measure	Achieved	%
10151.1	Utilisation of the Wonga Wetlands Education / Interpretation Centre	800	visitors per month	6,064	100%

T1.01.7.1 **Event Strategy Implementation** 3/07/2017 30/06/2018 **50%** **ETL**

Outcome 1, Action 4 – In conjunction with Wodonga Council an Expression of Interest has been submitted to host the 2022 Special Olympics and a positive response has been received. Outcome 1, Action 3 - Further investigation and discussion was held regarding the national street rod event in 2021. Outcome 3, Action 5 - Continued work on Activities on Public Land and Streets Policy, specifically around use of riverside parks. Met with the North Albury Sports Club to discuss future master planning for Bunton Park and also the Albury Wodonga Equestrian Group regarding future development at the Equestrian Centre facility. Outcome 4, Action 1 - Sponsorship and facilitation services for Cork & Fork, Victorian State Softball championships and Albury Wodonga District Darts Open were carried out. A grant for NSW Seniors Festival activities was successful with $5610 in funding confirmed. Outcome 4, Action 2 - Conducted discussions with the Alvis car club regarding activities for its event in 2020. Outcome 7, Action 2 - Met with new management of Quality on Olive hotel to view refurbishment progress and also senior management of the SS&A Club to discuss improvements to function areas, development of an outdoor dining space and future event plans. Outcome 8, Action 3 - A new in-kind sponsorship agreement was reached with Myer Centrepoint with the provision of stage decorations for Carols 2017.

1 - A Growing Sustainable Economy — 51%

1.2 - Improve Visitor and Residents' Experiences — 46%

Director Economic Development & Tourism

All projects/activities on track year to date.

STATUS	No Planned Activity		On Track		Needs Attention		Critical		Completed		TOTAL	
	○	0	4		0		0		☑	0	Σ	4

C1.02.7.1 **Special Variation - AlburyCity Urban and Public Art Strategy implementation and Projects** — 3/07/2017 — 30/06/2018 — **41%** — **DCR**

Two NBN boxes have been wrapped in West Albury in conjunction with West Albury Primary School. A plan has been developed with Westside Community Center and the local residents to decorate an electricity box, an NBN box and a bus shelter on Jacaranda Street.

S1.02.8.1 **Tourism enquiries** — **TLT**

Advertising, Marketing and Media opportunities have included: Provided support to the Wagga Wagga Times for promotion of Albury experiences including the Wagirra Trail, Yindyamurra Sculpture Trail, MAMA and The Riverdeck. Participation in the ongoing MRT, PR and Media Outreach Programs. Continued the Google Ad Words campaign for visitALBURYWODONGA.com. Continued tweets for @VisitAW. New followers increased by 0.5% during December, taking total followers to 2,333. Facebook 'likes' increased by 1% during December, taking total number of likes to 2,440. As at the end of December we have 2,493 Instagram followers, an increase of 1% over the month. Tourism team staff have distributed 1,015 Official Visitor Guides (OVG's) to industry including partners, event organisers and accredited VICs across NSW and Victoria. The Albury Visitor Information Centre made $1,307.00 of direct bookings to partners' product while $1,663.00 of Bookeasy bookings were made during December 2017.

Code	KPI	Target	Measure	Achieved	%
10281.1	www.visitalburywodonga.com	10,000	unique visitors per month	16,938	100%
10281.2	Visitor enquiries - telephone/email	200	persons per month	170	85%
10281.3	Industry service requests	45	service requests per month	48	100%
10281.4	Walk-in visitors to Information Centre	1,500	Persons per month	1,526	100%

1 - A Growing Sustainable Economy — 51%

1.2 - Improve Visitor and Residents' Experiences — 46%

S1.02.1.1 **Events Program Implemented** — **ETL**

The year ended with a frenzy of events ranging from beer to cricket, from markets to Carols. The team delivered all events successfully and achieved valued recognition for the quality of events on offer. Despite ordinary weather, the inaugural Great Australian Beer Festival was a success with more than 3,000 people packing QEII Square. Organisers plan to bring the event back to Albury in 2018. The block buster event for December was the Border Bash and congratulations to everyone involved. Both Sydney Thunder and Melbourne Stars were delighted with the venue, the crowd and the wonderful family atmosphere generated by more than 6,800 people. Cricket Australia officials also complimented Albury on the presentation of the match. The December QEII Twilight Market was fully subscribed with almost 100 sites booked and a crowd in excess of 2,000 people. The Mayor's Christmas function was a successful and enjoyable celebration with over 300 staff in attendance. Positive feedback was received about the venue (St Ives Hotel), the food and the service, not to mention the colourful characters and wonderful performers in attendance. The selection panel for Albury Awards 2018 convened and nominated recipients for the four award categories to be presented on Australia Day at Noreuil Park. Carols by Candlelight was celebrated on December 20 and a great crowd packed QEII square for the 40th anniversary show in perfect weather.

Code	KPI	Target	Measure	Achieved	%
10211.2	Number of event patrons	12,000	number per month	19,100	100%
10211.1	Number of events hosted, facilitated or arranged by AlburyCity Events Team	6	events per month	5	83%

T1.02.1.1 **Bi-annual collation of event participation data (reported bi-annually)** 3/07/2017 30/06/2018 **50%** **ETL**

Data for the period July to December 2017 is now being collated to prepare the bi-annual report on event participation and resultant economic impact.

1.3 - Plan and Cater for Increased Population Growth — 48%

Director Planning & Environment

Development in the city remains high with continuing interest in development opportunities across all areas. Planning to support current and future development in the key growth centre of Thurgoona / Wirlinga is continuing and gaining momentum. This is especially important given the sensitivity of specific issues in these locations which is providing challenges for both the industry on ground and Councils resources across the board. A total of 62 Development Applications valued at $9.1M were approved in December. There were 55 Complying Development Certificates and Construction Certificates issued for construction valued at $26M including 38 new units as part of the St Vincent de Paul redevelopment in South Albury.

STATUS	No Planned Activity		On Track		Needs Attention		Critical		Completed		TOTAL	
	○	0	8		5		1		☑	0	Σ	14

1 - A Growing Sustainable Economy 51%

1.3 - Plan and Cater for Increased Population Growth 48%

S1.03.1.1 **Building Approvals - Development Application Assessment** **BSTL**

During December a total of 37 Development Applications were determined by the Building Surveying Team with an average of 26 days to determine each application . Of the 37 that were determined 13 of these applications met the Customer Service Charter target.

Code	KPI	Target	Measure	Achieved	%
10311.1	Building approvals	95	percent services charter compliance	35	37%
10311.2	Maximum outstanding number of development applications - Building Surveyors	25	per month	39	64%

S1.03.1.2 **Construction and Complying Development Certificates** **BSTL**

During December a total of three Complying Development Certificates and 24 Construction Certificates were determined with 100% of Complying Development Certificates and 58% of Construction Certificates meeting the Customer Service Charter targets. The total value of Complying Development Certificates and Construction Certificates issued during the month by Private Certifiers and Council was $26M and year to date $124.8M.

Code	KPI	Target	Measure	Achieved	%
10312.1	Construction certificates	95	% services charter compliance	58	61%
10312.2	Complying development certificates	95	% services charter compliance	100	100%

S1.03.1.3 **Building Certificates** **BSTL**

The Building Certificates continue to be issued in a timely manner following completion of a satisfactory inspection. The number of determined applications has been reasonably consistent with the previous months. There were 10 certificates issued in December.

Code	KPI	Target	Measure	Achieved	%
10313.1	Building certificates	95	% services charter compliance	100	100%

S1.03.1.4 **Plumbing assessment, inspection and approvals** **BSTL**

During December a total of 39 Plumbing Applications were determined by the Building Surveying Team. Of the 39 applications processed a total of 82% achieved the Customer Service Charter target. The majority were assessed with other related approvals and thereby negatively affecting the result. All plumbing inspections continue to be carried out within Council's Customer Service Charter timeframes.

Code	KPI	Target	Measure	Achieved	%
10314.1	Plumbing approvals	95	% services charter compliance	82	86%

1 - A Growing Sustainable Economy — 51%

1.3 - Plan and Cater for Increased Population Growth — 48%

S1.03.1.5 **Planning Approvals - Assessment, inspection and approval** — **TPTL**

The Town Planning Team determined 25 Development Applications in the month of December with an average turnaround time of 37 days and 76% of those being determined in accordance with the requirements of the Customer Service Charter. The Team is continuing to work through a backlog of applications which is compounded by reduced staff numbers. This is having a significant impact on the Team's workload and ability to achieve Customer Service targets.

Code	KPI	Target	Measure	Achieved	%
10315.1	Development Applications Town Planning	95	% service charter compliance	76	80%
10315.2	Average processing time	21	days	37	57%
10315.3	Maximum outstanding number of Development Applications - Planners	40	per month	71	56%

S1.03.1.6 **Planning Certificates** — **AC**

136 Planning Certificates were issued for the month of December, comparatively 131 certificates were issued during the same period in December 2016. Significant legislative changes occurred regarding Biodiversity Certified Land early in December. This caused a delay in the delivery of 149 Certificates for approximately1 week, whilst Council Officers researched the required content for the Certificates. For the first time since the implementation for On-line Certificates the target amount was not met.

Code	KPI	Target	Measure	Achieved	%
10316.1	Planning certificates	95	% service charter compliance	90	95%

S1.03.1.7 **Planning enquiries - website** — **AC**

The Development Application Tracking site had 1,607 sessions from 686 users with a total of 15,561 page views. New visitors made up 25.9% with 74.1% being return users.

Code	KPI	Target	Measure	Achieved	%
10317.2	DA Tracking - web pages	1,000	per month	1,607	100%

T1.03.1.1 **Albury and Lavington CBD Master Plan Reviews** — No activity this month — 1/02/2018 — 30/06/2018 — **TPTL**

S1.03.2.2 **Glenmorus Gardens - Return on Investment** — **GLCB**

Income of the business is unfavourable to budget by $50k (10%) YTD, which is partly due to a decrease in YTD services.

Expenses are favourable to budget by $2k (0.5%) YTD. The net position of the business is unfavourable to budget by $48 k YTD.

Code	KPI	Target	Measure	Achieved	%
10324.1	Glenmorus Gardens - Return on Investment	100	% budget or greater than	-313	0%

1 - A Growing Sustainable Economy — 51%

1.3 - Plan and Cater for Increased Population Growth — 48%

S1.03.2.1 **Environmental Planning Assessment (Development Applications & Review of Environmental Factors)** — **GLNE**

In the reporting month 6 new Development Applications, Construction Certificates and/or Linen Plan requests were reviewed by the Environmental Planner, and 6 have been carried over from the previous month. 63% of these were closed with the remainder requiring additional information or investigation. Five Review of Environmental Factors (REFs) were received in the reporting period with four completed and the other requiring additional information.

Code	KPI	Target	Measure	Achieved	%
KPI_2122	Percentage of development applications assessed by Environmental Planner	85	% service charter compliance	63	74%
KPI_2123	Percentage of REFs assessed by Environmental Planner	85	% service charter compliance	80	94%

S1.03.2.3 **Glenmorus Gardens - Total Services** — **GLCB**

Total services conducted at Glenmorus Gardens during December was 26. This reflected the same number of services for the month when compared with the corresponding period last year. The December services were made up of 10 burials, five cremations, nine ash placements and two chapel services. Taking into account all chapel services, burials, cremations and ash placements, the total services year to date total 178. This represents 17 less services (9.5%) when compared with the corresponding period last year.

Code	KPI	Target	Measure	Achieved	%
10323.1	Glenmorus Gardens - Total Services	35	per month	26	74%

T1.03.2.1 **Review of Albury DCP - Chapter 10** — 3/07/2017 — 30/06/2018 — **10%** — **TPTL**

Project Plan and Community Engagement Plan have been created for this project. This project is now being progressed with the new Strategic Planner having commenced in October. A Request for Quotation is being finalised to be released in the new year.

C1.03.2.2 **Cemeteries and Crematoria funded projects** — 3/07/2017 — 30/06/2018 — **45%** — **GLCB**

The report regarding the Pioneer Cemetery Fencing tender was considered at the Council meeting on 18 December 2017. Council endorsed the recommendation and awarded the project to Colemans Group who have been contracted to supply and install approximately 1,100 linear metres of fencing with five access gates at the Pioneer Cemetery. Demolition of the existing wire fence is scheduled to commence in early January 2018 and the new fence installed by mid-February 2018.The Cemeteries retrofitting of beams project involves attaching existing individual concrete or granite blocks to the newly installed concrete beams at Glenmorus Gardens and Waugh Road Cemetery. Following the December Christmas break, this project will recommence in mid-January 2018.

C1.03.2.3 **Thurgoona Wirlinga Precinct major water infrastructure** — 3/07/2017 — 30/06/2018 — **30%** — **GLWW**

The detailed design has been completed and quotes to construct Stage 1 though Chisholm Park are being negotiated with the contractor, stage 2 and 3 alignments cannot be finalised until Development Applications (DA) have been approved by Council.

		Start Date	End Date	Performance	Responsible Officer
1 - A Growing Sustainable Economy				**51%**	
1.3 - Plan and Cater for Increased Population Growth				**48%**	
C1.03.2.1	**Thurgoona Wirlinga Precinct major sewer infrastructure**	3/07/2017	30/06/2018	**40%**	**GLWW**
	The Thurgoona Park North augmented major pump station and sewer main designs have been finalised. Quotes for the construction works are currently being negotiated and construction is expected to begin in early 2018.				
1.4 - Albury has a secure and well managed water supply				**44%**	

Director Engineering

Council has a suite of initiatives within the 2017/18 operational plan to ensure Albury has a well managed water supply. This includes water and sewer augmentation projects , asset replacement programs and major upgrades to cater for a growing community. The predominant activities during December include Table Top water augmentation design , watermain renewal/replacement program and the annual sewer relining program.

STATUS	No Planned Activity		On Track		Needs Attention		Critical		Completed		TOTAL	
	○	0	4		0		2		☑	0	Σ	6

C1.04.3.3	**Watermain replacement / renewal program**	3/07/2017	30/06/2018	**43%**	**GLS**
	A total of 19 projects were identified in this category at the commencement of the year. Seven projects in this category have been completed with a further five projects underway. The project completed during the period was the replacement of a watermain in Boronia Street.				
C1.04.3.4	**Table Top North - water supply augmentation**	3/07/2017	30/06/2018	**75%**	**GLWW**
	Construction of the pipeline is on schedule with installation now complete in Wagga Road and project completion programmed for March.				
C1.04.3.1	**Water and Sewer Augmentation Program**	3/07/2017	30/06/2018	**26%**	**GLS**
	A total of 92 projects were identified in this category at the commencement of the year with one since removed taking the total to 91. Seven projects in the category are complete with a further 59 projects currently underway. Some projects currently underway include electrical switchboard surge protection upgrades, Wagga Road and Gerogery Road watermain installations and the upgrade of Sewer Pump Station 29 at Mungabareena.				
C1.04.3.6	**Waterview Wastewater Treatment Plant - Stage 2 Augmentation**	3/07/2017	30/06/2018	**23%**	**GLWW**
	A Request For Quotation (RFQ) is currently being drafted to engage a suitable consultant to undertake an options study, it is intended to release the RFQ in early 2018.				
C1.04.3.5	**Main Sewer Pump Station (SPS1) upgrade**	3/07/2017	30/06/2018	**40%**	**GLWW**
	Project scoping meetings are occurring with preliminary design and pipeline alignments being finalised. Engagement with the community and other stakeholders has also commenced.				

1 - A Growing Sustainable Economy — 51%

1.4 - Albury has a secure and well managed water supply — 44%

C1.04.3.2	**Annual sewer main rehabilitation program**	3/07/2017	30/06/2018	**60%**	**GLWW**
	Works are well progressed with dilapidated sewer mains being rehabilitated in Central Albury, North Albury and Lavington.				

1.5 - Promote Albury for Industry and Business — 59%

Director Economic Development & Tourism

All projects/initiatives on track as planned. Evocities Key Performance Indicators require minor adjustments to reflect available data analytics.

STATUS	No Planned Activity		On Track		Needs Attention		Critical		Completed		TOTAL	
	○	0		11		0		0	☑	0	Σ	11

S1.05.1.1 **Evocities Implementation** — **EDO**

December saw a return to digital advertising only, after four months of mass media advertising for the Evocities campaign. The withdrawal from above the line activity resulted in a 24%-31% drop to website visitation. December has traditionally been the quietest month of jobs loaded and web visits. There was a drop in sessions to the Evojobs site which was expected, however there were 34,195 sessions which still represented a 100% increase in comparison to December 2016. Importantly Albury job views (as a percentage of total site visitation) was considerably higher than average, achieving nearly a third of all Evojobs visitors for the month. There were 40 enquiries lodged via Evocentral which represented a 60% increase on same month in 2016.

Code	KPI	Target	Measure	Achieved	%
10511.2	Website sessions www.evocities.com.au	6,000	Visitors per month	6,546	100%
KPI_2270	Number of jobs loaded to evojobs.com.au	70	Number per month	109	100%
KPI_2271	Albury job views vs total monthly job views - evojobs.com.au	14	Percentage per month	29	100%

T1.05.1.1	**Implementation of the Economic Development Strategy**	3/07/2017	30/06/2018	**50%**	**EDTL**
	Work continues on finalisation of the Regional Economic Development Strategy and the Smart Cities Community Framework. Both documents are expected to be finalised in early 2018. The investAlbury business attraction and marketing tactical activities continue to be rolled out. Ettamogah Rail Hub have been successful in progressing to the next stage of the Fixing Country Rail funding application. Economic Development staff will provide assistance in application preparation. The Regional Cultural Fund application for PumpHouse Creative and QEII Square upgrades were successful in moving to the next round of assessment. Business Case information will be prepared by the Economic Development team over the coming months.				

1 - A Growing Sustainable Economy

51%

1.5 - Promote Albury for Industry and Business

59%

O1.05.1.2 **Support implementation of Evocities Marketing and Communications under MOU**

3/07/2017 | 30/06/2018 | **50%** | **EDO**

Mass media advertising for Evocities (billboards, radio advertising and sponsorship) ended in November and overall results are down as a result of this. The campaign acquittal process will be complete by the end of January 2018. There is an increased push towards digital advertising however it is to be expected that results will not be able to match those achieved during the period when mass marketing was at its height as a result of NSW Government support. Preparations are underway for the development of a series of new year themed, fresh start, new career/businesses targeted press releases which will be sent to national media outlets. A scoping document was drafted to commission a research paper investigating 2016 census data trends across the Evocities. Final testing of the new Evocities CRM to be delivered by Insightly is underway and is expected to go live from early 2018.

C1.05.1.1 **Ettamogah Sewerage Augmentation (NEXUS)**

3/07/2017 | 30/06/2018 | **45%** | **GLWW**

The detailed design is under final review prior to it being put out for open tender during January 2018.

C1.05.1.2 **NEXUS Precinct Infrastructure Project - Stage 1 subdivision**

3/07/2017 | 29/12/2017 | **75%** | **EDTL**

Roads and kerbing were completed this month with pressure testing for the finalised water reticulation also taking place. The telecommunications pit and pipe infrastructure was completed and NBN were advised as required to activate their commencement of backhaul works. Power distribution and internal and external sewer works are ongoing with a completion date scheduled for the end of the financial year.

O1.05.2.1 **Implementation of Retail Sector Development Strategy**

3/07/2017 | 30/06/2018 | **50%** | **EDTL**

The busy Christmas retail period was supported by activation in QEII via a number of major events including the Beer Festival, Twilight Markets and Carols. The Chamber of Commerce continues plans for the roll out of the Activate! Albury marketing campaign in the first quarter of next year. Support has been provided to a number of expanding businesses at the East Albury Bulky Goods Precinct (Total Tools and Bunnings) via investAlbury Insight. Advice is pending on the outcome of the Growing Local Economies Fund Expression of Interest for Stage 2 revitalisation works on Wagga Road, Lavington.

S1.05.6.1 **Economic Development enquiries** **EDO**

Visitation to the investAlbury website is down in comparison with last month, however session time remained consistent with November at 1 minute 31 seconds per session. The decrease can be attributed to a halt in digital marketing for investAlbury with a decreased industry focus on business investment leading up to Christmas . This is also reflected in a downturn in the number of enquires received by the Economic Development team over the month. In early 2018 we will work with contracted marketing providers and the AlburyCity communications team to devise strategies for increasing visitation to the investAlbury website and engagement through social media channels.

Code	KPI	Target	Measure	Achieved	%
10561.1	Return phone call	24	hours	24	100%
10561.2	Detailed response	5	working days	5	100%
10561.3	Customer service requests	40	service requests per month	21	53%
KPI_2073	Visits to the Invest Albury website per month	2,000	per month	1,058	53%

1 - A Growing Sustainable Economy

51%

1.5 - Promote Albury for Industry and Business

59%

		Start Date	End Date	Performance	Responsible Officer
O1.05.6.1	**Implementation of Economic Development Marketing Strategy**	3/07/2017	30/06/2018	50%	EDTL

Digital advertising has been 'paused' over December and January as a result of an industry decline in investment activity normally experienced over the Christmas and holiday period. The 'Expand your Thinking' Direct Mail piece has been received from the printer and a list of Top 200 manufacturing and logistics companies has been formulated in readiness for its release in February next year. 'Think Albury' branded flash drives have been received and can now be utilised for brand promotion. A brand toolkit brief has been drafted for quotation next year.

C1.05.6.1	**Australia Park / Turks Head building works**	1/08/2017	31/01/2018	75%	EDTL

Final changes were provided to consultants Charles Sturt University in relation to the preparation of a Conservation Management Plan for the site. The final plan is expected early January 2018, following which a closed consultation process can be undertaken with prospective lessees who previously submitted an EOI. The Conservation Management Plan will inform the degree of works which can be undertaken to modify the site. The proponent for the Australia Park Building has commenced fit out work on site and AlburyCity are making plans to undertake electrical , plumbing and air conditioning works as required.

O1.05.5.1	**Economic Development S&E Review - Update of Action Plan progress**	3/07/2017	30/06/2018	92%	EDTL

Action Plan progress items include update of the Top 100 Albury businesses list, roll out of the Economic Development Tactical Marketing Plan, progress of land sales at Airside North Industrial Estate with only two blocks now remaining available for sale, and facilitation support provided to NBN to ensure continued roll out of technology across the city.

O1.05.5.2	**Implementation of the Creative Economy Strategy**	3/07/2017	1/02/2018	41%	DCR

Elements of the strategy have been used to seek funding through the Regional Cultural Infrastructure Fund including QEII Master Plan and the development of a Creators Space. These projects have successfully progressed to the second round with final applications due in April. Twilight Markets in December have continued to activate the QEII space.

1.6 - Integrated transport network for Albury

42%

Director Engineering

The integration and effectiveness of all forms of transport throughout the city is an important component of our Community Plan. Initiatives progressed during December include the review of the draft Albury Transport Model and infrastructure projects at the Albury Airport . Passenger numbers and return on investment at the Albury Airport remain strong .

STATUS	No Planned Activity		On Track		Needs Attention		Critical		Completed		TOTAL	
	○	0	5		0		1		☑	0	Σ	6

1 - A Growing Sustainable Economy — 51%

1.6 - Integrated transport network for Albury — 42%

T1.06.1.1 **Albury Integrated Transport Strategy** 3/07/2017 30/06/2018 **10%** **GLS**

Currently there is a joint project being undertaken between Roads and Maritime Services and AlburyCity to deliver a Transport Model and future transport initiatives for the city. The project is now running behind schedule with a meeting between all stakeholders undertaken in October to assist in finalising the project. The Transport Model project is now anticipated to be completed in the first quarter of 2018. The Transport Model outcomes will inform the Integrated Transport Strategy development and therefore its commencement has been delayed until completion of the model.

C1.06.1.1 **Traffic Improvements Program** 3/07/2017 30/06/2018 **73%** **GLS**

A total of five projects were identified in this category at the commencement of the year. Two projects in this category are completed with a further project underway . The project currently underway is the development of the Albury Transport Study .

S1.06.4.2 **Airport - Return on Investment** **GLCB**

The financial performance (income) of the Airport YTD is $73k (2%) favourable to budget. The favourable variance is predominantly due to better than expected carpark income YTD. Owing to the additional passenger traffic through the Airport Terminal, improved income has also been received from Cafe sales YTD, which is $40k (10%) favourable to budget.. Total Airport expenses are $57K (2%) unfavourable to budget YTD. Net result of the Airport YTD is $15k (2%) favourable to budget.

Code	KPI	Target	Measure	Achieved	%
10662.1	Airport - Return on Investment	100	% of budget or greater than	102	100%

S1.06.4.1 **Airport - Passenger Numbers** **GLCB**

Passenger numbers stand at 21,367 passengers for December 2017 which is on par with the corresponding period last year. YTD passenger numbers show an overall increase of 2.4% or an increase of 3234 passengers YTD when compared to the same period last year YTD .

Code	KPI	Target	Measure	Achieved	%
10661.1	Airport - Total Passenger Numbers	21,500	number per month	21,367	99%

T1.06.4.1 **Airport Development Strategy** 3/07/2017 30/06/2018 **50%** **GLCB**

The Airport Group has been appointed to undertake the development of the 15 year Albury Airport Master Plan project. This period of the Albury Airport master plan project included the completion of the stakeholder engagement, the current situation analysis and the production of the draft passenger forecasts. The drafting of the master plan is ongoing, the development of the implementation plans has been started and concept plans have been drafted for review. Next steps include finalising the draft ANEF report and car park study, review of the security and emergency procedures, completion of concept drawings (following ACC feedback) and completion of the commercial development review.

1 - A Growing Sustainable Economy 51%

1.6 - Integrated transport network for Albury 42%

C1.06.4.1 **Airport funded projects** 3/07/2017 30/06/2018 **60%** **GLCB**

Airport Terminal Upgrade – On 24 April 2017, Council awarded the tender to construct the project to Southern Cross Developers. Stage one work on the arrival hall end of the terminal commenced in June. The Delivery Plan requires completion of stage one by March 2018, followed by stage 2 occurring between April and May 2018. The terminal upgrade project is running to schedule with recent activity including completion of structural steel works including fitting of the main roof structure . The building fit out has commenced with partitions and linings, wall sheeting and plasterboard works under way during December. Mechanicals, electrical and hydraulics works have also commenced.

1.7 - Increased usage of bicycle and pedestrian networks 30%

Director Engineering

Provision of bicycle paths and pedestrian trails are important in an active and progressive city. Projects included in the Pedestrian Access and Mobility Plan have been finalised with the Roads and Maritime Services during July and August . Physical works are scheduled for early 2018.

STATUS	No Planned Activity		On Track		Needs Attention		Critical		Completed		TOTAL	
	○	0	🙂	0	😐	1	☹	0	☑	0	Σ	1

T1.07.1.1 **Implement the Pedestrian Access and Mobility Plan** 3/07/2017 30/06/2018 **30%** **GLS**

Projects included for delivery under the Pedestrian Access and Mobility Plan for 2017/2018 are the installation of refuge and kerb ramp in Logan Road, kerb ramps at the intersection of Keene and Cadell Streets and kerb ramps at Schubach and Mount Streets intersection. There is no planned action in this program until the first quarter of 2018.

1.8 - Albury's infrastructure and assets are well managed and maintained 57%

Director Engineering

Council has established extensive asset renewal and maintenance programs to maximise the value and serviceability of all asset types. During December progress was achieved in the landscape major maintenance projects, the design program and all service and efficiency reviews have been progressed .

STATUS	No Planned Activity		On Track		Needs Attention		Critical		Completed		TOTAL	
	○	0	🙂	16	😐	2	☹	1	☑	0	Σ	19

1 - A Growing Sustainable Economy — 51%

1.8 - Albury's infrastructure and assets are well managed and maintained — 57%

S1.08.1.1 **Waterview Laboratory Return on Investment** — **GLWW**

The laboratory received 221 samples for the month and conducted 1,695 tests in house, a further 305 tests were subcontracted. There was a routine laboratory management system audit carried out by the National Association of Testing Authorities (NATA) during December, there were six minor non-conformances which will be addressed in the coming months. The net year to date financial result is $90,070 above forecast.

Code	KPI	Target	Measure	Achieved	%
10841.1	Waterview Laboratory Return on Investment	100	% of budget or greater than	100	100%

S1.08.1.2 **Albury Waste Management Centre - Return on Investment** — **GLCB**

Landfill income, YTD is behind budget, being $175K (2%) unfavourable as at 31 December 2017. This unfavourable income result is primarily due to lower than expected landfill tonnages received from external customers YTD. Expenditure YTD is $35K favourable to budget as at 31 December 2017. From an overall operating result position, YTD the business is $140K (4%) unfavourable variance to budget.

Code	KPI	Target	Measure	Achieved	%
10842.1	Albury Waste Management Centre - Return on Investment	100	% of budget or greater than	96	96%

T1.08.1.1 **Stores Management S&E Review** — 3/07/2017 — 30/06/2018 — **43%** — **TLFS**

As the result of a number of significant changes from a procurement perspective across the organisation, the Stores review is currently looking at the feasibility of the Stores being responsible for a wider range of Engineering related goods and services. Work continues on benchmarking, reviewing servicing levels, understanding the implications of a reduced service, outsourcing options and the benefits of developing strategic relationships with other Councils. Once this process is completed , work will begin on analysis of data and finalising the key recommendations. Completion of this process is expected to be completed by the end of February.

T1.08.1.2 **Service and Efficiency Review - Concrete construction and maintenance** — 3/07/2017 — 30/06/2018 — **25%** — **GLS**

Part 1 of the review has been finalised and endorsed by MANEX. Investigation and development of Part 2 of the review has commenced. This project is behind schedule and is now programmed for completion in March 2018.

T1.08.1.3 **Street and Drain Cleaning S&E Review** — 3/07/2017 — 30/06/2018 — **90%** — **GLS**

Part 1 of the Streets and Drains Service and Efficiency Review has been endorsed by Manex with Part 2 developed and ready for presentation to the Steering Group and then Manex for endorsement. This is running behind schedule and is now planned for completion in January.

T1.08.1.4 **Service and Efficiency Review - Trade Waste Services** — 3/07/2017 — 30/06/2018 — **93%** — **GLWW**

Part 2 has been completed by the steering committee and is currently under final review prior to the document being provided to Manex.

1 - A Growing Sustainable Economy

51%

1.8 - Albury's infrastructure and assets are well managed and maintained

57%

		Start Date	End Date	Performance	Responsible Officer
O1.08.1.1	**AlburyCity Flood Risk Management Plan Implementation**	3/07/2017	30/06/2018	50%	GLS

In October 2016 Council was successful in obtaining grant funding under the Floodplain Management Grant Program. This was to undertake a feasibility study on increasing the height of the South Albury Levee to meet current protection requirements as recommended by the Floodplain Risk Mangement Study and Plan. The study project was advertised in the first half of 2017 and subsequently awarded to WaterTech in May 2017. The project commenced in June 2017 and is progressing well. Work has also been undertaken on the development of administrative planning processes to assist in the notification of flood affectation of land and in the assessment of developments within flood prone areas. A brief is also currently being developed to engage appropriately qualified consultants to develop a drainage strategy for the Thurgoona/Wirlinga growth area, this is expected to be advertised in January 2018.

C1.08.1.3	**Design Program**	3/07/2017	30/06/2018	68%	GLS

A total of 45 projects were identified in this category at the commencement of the year, with a further three projects added since taking the total to 48. 22 projects in this category have been completed with a further 17 projects underway. Some designs completed during the period include Twin Crescent Drainage, Kerr Road Construction and Annette Court Cul de sac.

C1.08.1.9	**Plant Replacement Program**	3/07/2017	30/06/2018	55%	TLFS

The 2017/2018 Fleet Replacement Program remains on track with three deliveries for the month including a material handler, a mower and a forklift. Orders which have been approved and are now pending delivery include a maintenance truck, a trailer, concrete screed and a tractor. The process of compiling the specification for the new Landfill compactor remains in progress with quotation requests expected to be issued in February.

C1.08.1.2	**Road and Drain Construction Program**	3/07/2017	30/06/2018	52%	GLS

A total of nine projects were identified in this category at the commencement of the year. Three projects in this category have been completed with a further one project currently underway.

C1.08.1.5	**Road and Drain Rehabilitation Program**	3/07/2017	30/06/2018	33%	GLS

A total of 14 projects were identified in this category at the commencement of the year, with a further project added since taking the total to 15. Two projects in this category are complete with a further three projects underway. Some projects currently underway include the rehabilitation of sections of Percy Street and Table Top Road.

C1.08.1.6	**Road Resealing Program**	3/07/2017	30/06/2018	83%	GLS

A total of 26 projects were identified in this category at the commencement of the year. 18 streets in the program have now been sealed. Some of the streets sealed during the period include North Street and Waugh Road.

C1.08.1.7	**Road and Drain Maintenance Program**	3/07/2017	30/06/2018	47%	GLS

A total of seven projects were identified in this category at the commencement of the year. Six projects in this category were currently underway during the period and are ongoing.

		Start Date	End Date	Performance	Responsible Officer
1 - A Growing Sustainable Economy				**51%**	
1.8 - Albury's infrastructure and assets are well managed and maintained				**57%**	
C1.08.1.1	**Building Construction and Maintenance Program**	3/07/2017	30/06/2018	**56%**	**GLS**
	A total of 105 projects were identified in this category at the commencement of the year with a further project added since taking the total to 106. 32 projects in this category have been completed with a further 29 projects underway. Some projects completed during the period include the upgrade of fire hydrants in the AlburyCity Administration building and the retrofitting of infrastructure into AlburyCity lifts at various sites to enable National Broadband Network compatibility .				
C1.08.1.8	**Landscape Construction and Maintenance Program**	3/07/2017	30/06/2018	**41%**	**GLS**
	A total of 60 projects were identified in this category at the commencement of the year with a further three projects added since taking the total to 63. Eight project in this category have been completed with a further 38 projects currently underway or ongoing. Some projects currently underway include the Lavington Sports Ground Redevelopment and Jelbart Park Master Plan.				
C1.08.1.4	**Kerr Road reconstruction**	3/07/2017	30/06/2018	**50%**	**GLS**
	Kerr Road Stage 3 construction was completed in October 2017. Stage 4 design is complete and is planned to be advertised for construction in January 2018.				
C1.08.1.10	**Major Maintenance Projects**	3/07/2017	30/06/2018	**65%**	**PRTL**
	Materials have been ordered for the fence replacement projects at Black Range Park and Bonnie Doon Park. Bollards have been installed at Corry 's Wood Parkland, Hickory Court Park area, Broad Street Community Garden and Norris Park Easement. Cricket Albury Wodonga completed the cricket wicket replacement at Norris Park Oval. Pathway is complete at the Athletics Track. The irrigation upgrade and fencing at the Logan Road Leash Free area is complete. Tree Planting program is complete for this season. Remnant vegetation program continues.				
C1.08.1.11	**Parks and Recreation Design Projects**	3/07/2017	30/06/2018	**45%**	**PRTL**
	Refinement of the QEII Square master plan concept plan (eastern side) has been presented to the Cultural Precinct Working Group. Further discussion to occur with individual users. The design of the secondary building at Urana Road Oval has been presented to all the user groups and will be presented to Manex in the near future . There has been no progress on the Corry's Wood Parkland Master Plan however entrance fencing has been installed to restrict vehicular traffic. A meeting was held with Albury Wodonga Equestrian Centre and a scope of works for the master plan has been distributed to the working group for comment. Have A Say process is scheduled for early 2018. The Albury Thunder Rugby League Football Club has requested the commencement of the Greenfield Park master plan. The Club sourced quotes and the successful consultant was notified in December. JC King Park Netball facility, Skate Strategy and Albury Wodonga Table Tennis extensions projects will feed into the master planing process. Detail design work associated with Monument Hill has not commenced however included into the engineering design program . No progression on sportsfield lighting designs or Jelbart Park drainage/carpark designs. The sportsfield renovation designs are complete. First draft outdoor basketball court and beach volleyball court has been received and currently being reviewed with user groups.				
T1.08.2.1	**Mechanical and Electrical Services S&E Review**	3/07/2017	30/06/2018	**98%**	**GLWW**
	Part 2 has been completed by the steering committee and is currently under final review prior to the document being provided to Manex.				

2 - An Enhanced Natural Environment

36%

Summary:

Director Planning & Environment

Albury City recognises the importance and significance of the natural environment to our City and more importantly our broader community and region. There are a raft of activities and projects undertaken and underway to support this focus and commitment. These occur across the broader functions and services of waste minimisation, energy conservation and management as well as protection and improvement to natural areas and assets. Initiatives related to the natural environment include energy conservation projects , biodiversity reforms and community awareness projects. These support and promote an organisational and community wide approach to improving and enhancing our natural environment.

2.1 - Albury has improved environmental outcomes

39%

Director Planning & Environment

Albury is committed to and achieving success in improved environmental outcomes across the City and organisation. These outcomes are not overnight or simple solutions and generally involve long term planning and commitment. This includes achievements through the HalveWaste program which is supported by continued investment and coordinated capital infrastructure at the Waste Management Centre. Another area is the energy management framework which includes the development of the energy performance monitoring system. This project will identify our achievements to date but more importantly provide support and encouragement for further progress and development in managing our energy consumption and greenhouse gas generation.

STATUS	No Planned Activity		On Track		Needs Attention		Critical		Completed		TOTAL	
	○	1	🙂	10	😐	0	☹	0	☑	0	Σ	11

S2.01.1.1 **Tree Management** **PRTL**

The Parks and Recreation team continues to proactively manage tree assets and through this aims to reduce the number of reactive customer requests. CRM numbers were higher than targeted however TPOs were well under target which is desirable .

Code	KPI	Target	Measure	Achieved	%
10271.1	Number of Tree Preservation Orders processed	21	per month	10	100%
10271.2	Number of Customer Requests processed	83	per month	133	62%

T2.01.1.1 **Review and implementation of the Biodiversity Strategy** 3/07/2017 30/06/2018 **8%** **GLNE**

The review of the Biodiversity Strategy is yet to commence. The delay is related to the consideration of the regulatory impact of the new state Biodiversity Conservation Act and to initiate a process with City of Wodonga to develop a regional Biodiversity Strategy under the Two Cities One Community framework .

T2.01.1.2 **Review Soil and Erosion Control Guidelines** 3/07/2017 30/06/2018 **5%** **GLNE**

In the reporting month a Request for Quotation was re-issued seeking professional services to review the Soil and Water Management Policy and its referenced technical guidelines. Responses are due early 8 February 2018.

2 - An Enhanced Natural Environment — 36%

2.1 - Albury has improved environmental outcomes — 39%

		Start Date	End Date	Performance	Responsible Officer
T2.01.1.3	**Develop and implement Environmental Management Procedures for Council Works**	30/09/2017	30/03/2018	90%	GLNE

A Draft Environmental Management Procedure has been developed by the Natural Environment Group. This procedure outlines the legislative framework to manage environmental risk associated with Council (and its contractors) works. It also includes a procedure to consider aboriginal and cultural heritage and legislative requirements therein. The procedure was endorsed by Manex in December and planning for internal training will commence in the new year prior to its implementation.

T2.01.2.1	**Investigation into viability of high voltage infrastructure**	3/07/2017	30/06/2018	25%	GLNE

A request for Expressions of Interest for professional services to explore a business case for high voltage tariffs closed in October. Tenders were reviewed and AlburyCity elected not to pursue this project at this point in time.

O2.01.2.1	**Implementation of Energy Savings Action Plan**	3/07/2017	30/06/2018	50%	GLNE

December was a quiet month for the Energy Savings Action Plan. The transfer to high voltage tariff consultancy was pulled, and a decision was made on who will undertake the work at the airport to review the electrical configuration and the potential for photovoltaics and energy battery storage. The Energy Performance Monitoring Program continued to take significant steps toward being deployed with training organised for key staff in the new year .

S2.01.3.1 **Albury Waste Management Centre - Total Waste Buried** — GLCB

During December 7502 tonnes of waste was buried at the Albury Waste Management Centre. This was 6.7% above the monthly tonnage target of 7,000 tonnes of waste buried. Waste buried at the facility YTD is 41,825 tonnes, which is 20 tonne over the same period last year. Waste received at the Albury Waste Management Centre YTD has increased by 42.10% in comparison to the same period last year. This increase is primarily due to an increase in clean soil received from Albury and Wodonga projects. 64.7% of waste received at the Albury Waste Management Centre YTD has been diverted and processed for recycling .

Code	KPI	Target	Measure	Achieved	%
20141.1	Total Waste Buried per Month	7,000	tonnes per month	7,502	93%

T2.01.4.1	**Implement Halve Waste Campaign**	3/07/2017	30/06/2018	45%	GLCB

The community thank you message commenced screening at the Albury Regent Theatre on 14 December and will run for a six week period. No education sessions were conducted in the month of December with schools gearing down for the end of school year. The kerbside organics contamination rate for December achieved 0.64% which is 0.28% lower than the same period last year and the lowest contamination rate since October 2016.

2 - An Enhanced Natural Environment

36%

2.1 - Albury has improved environmental outcomes

39%

		Start Date	End Date	Performance	Responsible Officer
T2.01.4.2	**Implement 3 Bin Kerbside Collection Contract**	3/07/2017	30/06/2018	30%	GLCB

The interim service has been successfully operating since April 2015. A key requirement under the kerbside collection contract is for Cleanaway to establish an organics processing facility within the region. A Development Application was submitted to Federation Council to establish a facility near Howlong and the application was approved by the Joint Regional Planning Panel on 09 September 2017. Federation Council resolved at their meeting held on 26 September 2017 however, not to support Cleanaway using land adjacent to the Howlong Landfill site. AlburyCity met with participating Councils and Cleanaway on 17 October in order to discuss options. As a result, and including further discussions with the EPA on 5 December 2017, AlburyCity has received confirmation from the EPA, agreeing to the continuation of the Cleanaway organics shredding and decontamination activity at the AWMC. This now allows Cleanaway a way forward in their undertaking to seek interest, through an EOI process, for the processing of the raw product from a third party. AlburyCity's Legal Council will now work towards having a draft Deed of Variation of the Head Contract ready to exchange between the parties in January 2018.

		Start Date	End Date	Performance	Responsible Officer
C2.01.4.1	**Albury Waste Management Centre funded projects**	3/07/2017	30/06/2018	65%	GLCB

The push pit and associated civil infrastructure is now complete. The installation of the weighbridge component of this project will be fully functional when the associated Mandalay computer hardware becomes operational in early January 2018. The AWMC Leachate to sewer project aims at reducing the amount of generated leachate at the landfill by diverting the excess leachate to the sewer system. A Leachate to Sewer consulting contract has been awarded to specialist consultants, KBR who have recommended a treatment trial be conducted to confirm the effectiveness of the process to treat the actual leachate from the AWMC , along with recommending the infrastructure required for the treatment plant.

		Start Date	End Date	Performance	Responsible Officer
T2.01.5.1	**Review of Environmental Zones**	3/07/2017	30/06/2018	30%	TPTL

Further revision of proposed amendments to the Environmental Zones has been undertaken following meetings and feedback from the Office of Environment and Heritage. A draft report is currently with Office of Environment and Heritage for their consideration prior to further advancing this project which was placed on hold pending the NSW Biodiversity Legislation Review.

2.2 - Albury is prepared for changing environmental conditions

20%

Director Engineering

Management plans have been prepared for key natural areas, including changes to environmental conditions. Activities progressed in December include the consultation activities for the development of a management plan for Mungabareena Reserve.

STATUS	No Planned Activity		On Track		Needs Attention		Critical		Completed		TOTAL	
	○	0	2		0		0		0		Σ	2

			Start Date	End Date	Responsible Officer
T2.02.1.1	**Bungambrawatha Creek Outfall Restoration**	No activity this month	1/01/2018	30/06/2018	GLS

		Start Date	End Date	Performance	Responsible Officer
2 - An Enhanced Natural Environment				**36%**	
2.2 - Albury is prepared for changing environmental conditions				**20%**	
C2.02.1.1	**SVR Padman Park Management Plan - Weed Control and Revegetation**	3/07/2017	30/06/2018	**20%**	**GLC**
	No work completed during December 2017. The Padman Park Management Plan Project RFQ is planned for January 2018. A consultant has been engaged to undertake an archaeological assessment of the exact location of the police hut.				
C2.02.1.2	**SVR Mungabareena Management Plan**	3/07/2017	30/06/2018	**20%**	**GLC**
	The Mungabareena Aboriginal Place Steering Group meeting was held and 34 attendees resolved to set dates for the completion of the Due Diligence report and two days of site surveying- 12 & 13 December. Community consultation will begin in January 2018 with Have a Say and a site day for the Aboriginal community on 6 February to identify cultural values. The Vegetation Management Plan is currently being revised. Some signange and bollarding is being proposed to be installed early in 2018 subject to Land Council consent conditions.				
2.3 - An increased awareness in sustainability and environmental issues				**34%**	

Director Planning & Environment

No awareness activities were undertaken in December. Good feedback was received regarding the Sustainable Living Festival and appreciation from a variety of sectors across our community.

STATUS	No Planned Activity		On Track		Needs Attention		Critical		Completed		TOTAL	
	○	0	2		0		0		☑	0	Σ	2

T2.03.1.1	**Community Awareness Program**	3/07/2017	30/06/2018	**65%**	**GLNE**
	No scheduled events in December. However a debrief session with City of Wodonga on the 2017 Sustainable Living Festival re-affirmed each Council's commitment to continue holding this festival annually.				
T2.03.1.2	**Community Awareness Program on Sustainable Water Practices**	1/12/2017	30/06/2018	**3%**	**GLNE**
	Planning work has commenced with Engineering to identify and prioritise tasks over the next six months. Water messaging is to be raised at the next meeting of the Sustainability Advisory Committee.				

3 - A Caring Community

44%

Summary:

Director Community & Recreation

The Caring Community theme continues to make progress. Childcare service targets are on track. Safety projects in progress include Citizenship awards delivered to Albury Primary and Secondary School students to reward positive behaviour. CCTV was officially launched on19 December and five training sessions occurred with the Police Local Area Command. Urban art projects continued on sites targeted by graffiti and vinyl wrapping of NBN cabinet boxes. AlburyCity and Wodonga Council Officers continue to work on the joint Aquatics Tender. A report on the proposed tender for the new amenities construction as part of the Lavington Sports Ground Redevelopment was presented to Council in December. MAMA visitation through December was 9,594 with183 from education, 349 from public programs and 97 from community and corporate hire (including stakeholder). In addition, four new in-house curated exhibitions opening across Albury LibraryMuseum, Lavington Library and Retro Lane Cafe. Noreuil Park Foreshore designs are now complete with specifications to be finalised. Oddies Creek Park vegetation removal has been carried out and trees have been planted along the stream bank to assist with controlling vehicle movement.

3.1 - Albury offers access to a diverse range of educational opportunities

41%

Director Community & Recreation

Targets for childcare services are on track. In December an average of 15 children attended the Before School Care Program on a daily basis. An average of 147 children attended the After School Care programs on a daily basis. Highlights for the Learning and Outreach Team for December include the opening of Bricktopia, a children 's lego exhibition for the Summer Holidays, a visit to Murray High School to deliver the World War One pop up exhibition and Aids Day: remember Me, celebrations held in QEII square . MAMA ran Term 3 & 4 Courses during December with a total of 18 courses resulting in 1,028 individual visits. The Year 12 Art Show Opening brought 150 visitors to MAMA and saw local High School Students from Albury and Wodonga have their art displayed . In addition, MAMA held the Archibald Lawn party which had 324 people attending.

STATUS	No Planned Activity		On Track		Needs Attention		Critical		Completed		TOTAL	
	○	0	6		0		0		☑	0	Σ	6

S3.01.1.2 **Banjora Children's Centre Program** GLC

The occupancy/utilisation rate for December has seen an average of 40 children attending Banjora per day. The proposed target is 40 children per day. Banjora currently has 63 families enrolled at the service equating to 79 children requiring care. There are 22 children on the waiting list.

Code	KPI	Target	Measure	Achieved	%
30112.1	Banjora Children's Centre - Number of children attending	40	per day	40	100%

S3.01.1.1 **Family Day Care - Provision of quality family based childcare, incorporating playgroup and support for carers** GLC

During December, Family Day Care averaged an Equivalent Full-Time children's (EFT) position of 128 with the target being 132. Family Day Care has 40 registered educators. There are currently 276 families enrolled with the service which equates to 380 children requiring care and education on a daily basis.

Code	KPI	Target	Measure	Achieved	%
30111.1	Family Day Care - Equivalent full time places utilised	132	per week	128	97%

3 - A Caring Community — 44%

3.1 - Albury offers access to a diverse range of educational opportunities — 41%

S3.01.1.3 **Out of School Hours Program - Provision of quality after school care as well as vacation care programs for primary school aged children** — GLC

In December an average of 15 children attended the Before School Care Program on a daily basis. The utilisation target is set at 15 children attending daily. An average of 147 children attended the After School Care programs on a daily basis. The utilisation target is set at 155 children attending daily. The Vacation Care programs operated for one week in December, an average of 163 children attended the Vacation Care Program on a daily basis. The utilisation target is set at 135 children attending daily.

Code	KPI	Target	Measure	Achieved	%
30113.1	Out of school hours program - Number of children attending	155	per day	147	95%
30113.2	Vacation care utilisation - Number of children attending	135	per day	163	100%
KPI_2111	Before School Program	15	per day	15	100%

T3.01.1.1 **Education Programs across Children's Services** — 3/07/2017 — 30/06/2018 — **41%** — GLC

The OOSH programs have finalised bookings for 2018 for After School Care. With a change to the cancellation policy there have been minimal changes made to existing bookings. Vacation Care operated for one week during December. St Pats OOSH had 110 children booked in for the first day. North Albury and Albury OOSH have experienced low enrolments. This has been due to children becoming too old for the junior programs. This element will be required investigated in the OOSH S&E review to ensure numbers are evenly dispersed across the OOSH programs. The three OOSH programs hosted children's Christmas parties during December. Albury OOSH had 11 Grade 6 children cease care at the end of term. North Albury OOSH held an excursion to Nail Can Hill where the children looked for and identified wildflowers, native grasses and plants. North Albury OOSH has continued planning for their relocation in January 2018 whilst the roof is replaced on the OOSH building. NSW licencing contacted the service in late December and approved the temporary arrangements that were proposed. St Pats OOSH worked with the ASPECT School to finalise a MOU for 2018. The MOU has both services sharing their respective facilities. Family Day Care staff lodged all required policies with Victorian Licencing Standards as part of the service approval process. Family Day Care hosted a morning tea to present long service awards to existing educators. A planning day was held before the Christmas break. The focus of the day was to review the Quality Improvement Plan, identify risks to the business and carry out a risk assessment as well as brainstorm the preschool vacation care concept. The Banjora team were busy finalising bookings for 2018. As part of this process children having been spending time in their new room as part of a transition program. the preschool children went on an excursion to Borella House where they had morning tea and sang Christmas carols for the residents. All staff from the Children's Services team attended the annual Professional Development session which was held on the morning of the Mayors Function. The presenter was Phil Butler who discussed 'Understanding Change.' The Educational Leaders did not meet in December. All services continued to work on their Quality Improvement Plans (QIP). The QIP is an essential regulatory document that each service is required to have. The workplace health safety and risk areas that have been carried out at each of the services are as follows: Four fire drills were conducted in December at North Albury OOSH.128 internal/external checks were carried out across all programs, 18 checks were conducted on first aid kits across all programs, two incidents at St Pats OOSH were recorded into IRIS. No Chemwatch Inventory was conducted. Two serious incidents were recorded at St Pats.

3 - A Caring Community — 44%

3.1 - Albury offers access to a diverse range of educational opportunities — 41%

S3.01.2.1 **Learning and Outreach Programs and Education Participation** **ALMP**

Weekly children's programs Tiny Tots, Storytime, Kidsmake, and Code Club wrapped up for the year with Storytime culminating with Santa's visits at the LibraryMuseum and Lavington Library. A Learning and Outreach educator visited Murray High School to deliver the World War One Pop-up exhibition and education program to a group of senior students. The Learning and Outreach Team provided their regular drop in activity for children at the Twilight Market. AIDS Day: Remember Me HIV celebrations were held in QEII Square, with a successful evening that included speeches, music, a performance by Dragology as well as visitors enjoying the Retro Lane Cafe food and viewing the AIDS Quilts on display at the LibraryMuseum. The Learning and Outreach Team opened their children's exhibition Bricktopia for the Summer Holidays that includes numerous interactive lego constructions for children and families as well as displays by the Albury Wodonga Lego User Group.

Code	KPI	Target	Measure	Achieved	%
30181.1	Number of public programs initiated by the Learning and Outreach Team	50	per month	43	86%
30181.2	Number of school students booked in for tours	60	per month	20	33%

S3.01.2.2 **MAMA Programs and Education Participation** **DM**

MAMA Term 3 & 4 courses ran during this the December quarter with a total of 18 courses resulting in 1,028 individual visits. The Nguram-gang schools program was finalised with schools dropping works off at MAMA and the exhibition on display in the Brindley Family Galleries from 14 September to 26 November. MAMA continued its commitment to nurturing local artists with the YR 12 Art Show. MAMA's Curator and Education Officer visited nine schools and selected works by graduating students from Albury High School, Catholic College Wodonga, Corowa High School, James Fallon High School, Murray High School, Scots School Albury, Victory Lutheran College, Wodonga Senior Secondary College and Xavier High School. MAMA held an Archibald Lawn Party to opened the Archibald off with a BANG! We had a massive 324 people through the Gallery space during the opening event. Meet the Artist: Lorraine Connelly-Northey. The Year 12 Art Show Opening brought 150 visitors to MAMA including many young artists whose work featured in the show. This exhibition was a great collaboration between MAMA and the LibraryMuseum. MAMA worked with two community groups on significant projects: Albury Wodonga Step Out Against Violence and World AIDS Day events in November. School Holiday program attendees were recorded in the September Quarter for the holiday period that ran into early October 2017.

Code	KPI	Target	Measure	Achieved	%
KPI_2103	Number of school students visiting MAMA	100	per month	306	100%
KPI_2104	Number of course attendees	80	students per term	73	91%
KPI_2105	School holiday program attendees	40	attendees per holiday	0	0%

3 - A Caring Community 44%

3.2 - Albury's key community safety indicators continuously improve 45%

Director Community & Recreation

Citizenship awards were delivered to Albury primary and secondary school students to reward positive behaviour at the schools end of year ceremonies. CCTV was launched on 19 December and five training sessions have occurred with the Police Local Area Command. The training sessions included the delivery of an operational user guide for the Albury Police. Urban art projects continued on sites targeted by graffiti and vinyl wrapping of NBN cabinet boxes was also ongoing. The NSW Roads and Maritime Services provided confirmation of funding for the Local Government Road Safety Program. The program is progressing well and is currently tracking in line with the project plan.

STATUS	No Planned Activity		On Track		Needs Attention		Critical		Completed		TOTAL	
	○	0	4		0		0		0		Σ	4

T3.02.1.1	**Implement actions within the Crime Prevention Plan**	3/07/2017	30/06/2018	**41%**	**GLC**
	Citizenship awards were delivered to all schools to reward positive behaviour at end of year ceremonies.				
T3.02.1.2	**Development of CCTV policies and procedures**	3/07/2017	30/06/2018	**40%**	**GLC**
	The delivery of an operational user guide for the Albury Police was presented across five workshops.				
C3.02.1.1	**CCTV Implementation in Dean Street / Volt Lane Carpark**	3/07/2017	30/06/2018	**90%**	**DCR**
	CCTV launched on 19 December 2017. Five training sessions have occurred with the Local Area Command. Volt Lane CCTV has been successfully operating since December.				
T3.02.3.1	**Implement Road Safety Strategy**	3/07/2017	30/06/2018	**50%**	**GLS**
	Roads and Maritime Services has provided confirmation of funding from the Local Government Road Safety Program. The program for the 2017/2018 year includes the following initiatives: Arrive Home Safely, Drinking? Ditch the Keys!, Look out before you step out - pedestrian safety, On the Road 65 Plus and Helping learner drivers become safer drivers. The program is progressing well and is currently tracking in line with the project plan.				

3.3 - The health and wellbeing of the Albury community improves 33%

Director Community & Recreation

Promotional material for the 'Keep Track of Your Best Mate' project has been used for two events in December. The partnership with the RSPCA has proven to be beneficial. The Placemaking Working Group continues to meet on a regular basis. A total of 14 footpath projects have been identified for 2017/2018. Three projects in this category are complete with a further two projects currently under way.

STATUS	No Planned Activity		On Track		Needs Attention		Critical		Completed		TOTAL	
	○	2	2		1		1		0		Σ	6

		Start Date	End Date	Performance	Responsible Officer
3 - A Caring Community				**44%**	
3.3 - The health and wellbeing of the Albury community improves				**33%**	
C3.03.4.1	**Footpaths and Bicycle Paths Program**	3/07/2017	30/06/2018	**25%**	**GLS**

A total of 13 projects were identified in this category at the commencement of the year with a further project added since taking the total to 14. Three projects in this category are complete with a further two projects currently under way, The project completed during the period was a footpath in Urana Road between Lyne and Carstens Streets. The majority of projects are programmed for completion in the second half of the year.

S3.03.5.1 **Community Education and Information Programs** **GLNE**

A food handling seminar was not held in December.

Code	KPI	Target	Measure	Achieved	%
30362.1	Food Handling Seminars and Community Presentations	1	per quarter	0	0%

T3.03.5.1	**Develop & implement a Community Awareness Program for Responsible Pet Ownership**	3/07/2017	30/06/2018	**60%**	**GLNE**

Promotional material for the 'Keep Track of Your Best Mate' project has been developed and has been used for the two events held thus far under this project. These events have been well attended and the partnership with the RSPCA has proven to be beneficial in overcoming financial issues with managing desexing costs .

T3.03.5.2	**Develop and Implement a Placemaking Strategy**	2/10/2017	30/06/2018	**15%**	**TPTL**

The Placemaking Working Group continues to meet on a regular basis to identify, discuss and progress projects. The progression of a Placemaking Strategy is a key role for the new Strategic Planner who commenced in October. This has resulted in several discussions with key staff to begin this project .

S3.03.6.1 **Compliance and Environmental Health - Customer Requests and Investigations** **GLNE**

Demands on the Natural Environment Group to manage customer enquiries and complaints remain at high levels, and this is juggled with regulatory requirements of the inspection and monitoring program. The process to resolve these cases generally requires detailed investigation that extends the time and resources required.

Code	KPI	Target	Measure	Achieved	%
30361.1	Environmental Health	95	% service charter compliance	52	55%
30361.2	Regulatory Compliance	95	% service charter compliance	90	95%
30361.3	Companion Animals & Stock	35	% animals returned to owner	27	77%

T3.03.6.1	**Develop the AlburyCity Social Plan**	No activity this month	1/12/2017	30/06/2018	**GLC**

Not due to commence until 2018

3 - A Caring Community 44%

3.4 - Albury offers a diverse and accessible range of facilities and activities for all ages 46%

Director Community & Recreation

AlburyCity and Wodonga Council Officers continue to work on the documentation for the joint Aquatics Tender. Botanic Garden tours are on target. The Albury and Lavington Swim Centres held many end of year school break ups and other functions. The Albury Basketball Association held its Junior Grand Final Gala Day on Sunday 3 December. All sporting competitions finished for the year in early December and the Lauren Jackson Sports Centre closed mid December with lighting and backboard replacement works completed. The Youth team launched its Friday Night Gigs with the event attended by 200 youth as well as a pop up Lightbox exhibition at the Library Museum Lane Gallery . Detailed design work continues for JC King Park which are scheduled to be completed in January 2018. Noreuil Park Foreshore designs are now complete with specifications to be finalised. This year's vegetation removal works in Oddies Creek are complete and trees have been planted along the stream bank to assist with controlling vehicles. Perimeter fencing at the Albury Botanic Gardens are complete. Work on the Draft Tennis Strategy continues and a directions paper has been received for the Draft Skate Park Strategy . The Albury Access Committee and the Wodonga Access Committee held a joint meeting on the International Day of Disability on 1 December 2017.

STATUS	No Planned Activity		On Track		Needs Attention		Critical		Completed		TOTAL	
	○	0	🙂	13	😐	0	☹	0	☑	0	Σ	13

S3.04.3.1 **Increase usage of Lauren Jackson Sports Centre** **TLLF**

S3.04.3.2 **MAMA Corporate Hire** **DM**

MAMA corporate hire from October to December 2017 included five sponsor bookings (ANZ, La Trobe University (2), Blacklocks Prestige, Crowe Horwath) and total of 26 corporate and community hire bookings averaging 8.6 per month.

Code	KPI	Target	Measure	Achieved	%
KPI_2106	Number of Corporate / Community bookings	2	bookings per month	9	100%
KPI_2107	Sponsor Engagement Bookings	2	bookings per quarter	5	100%

T3.04.3.2 **Management of Albury Aquatic Centres** 3/07/2017 30/06/2018 **48%** **TLLF**

Many end of year school break-ups and other functions were held at the Albury and Lavington Swim Centres this month, whilst staff at both facilities have been preparing for the busy Christmas holiday period. AlburyCity and City of Wodonga officers continue to work on developing the documentation for the joint aquatics management tender. A contract meeting was held this month between AlburyCity staff and Directors of Albury Aquatic Management .

T3.04.3.3 **Management of Alexandra Park Athletics Complex** 3/07/2017 30/06/2018 **48%** **TLLF**

The Albury and Lavington Jindera Little Athletics Clubs held their final weekly competitions early this month prior to having a break for the Christmas holidays.

		Start Date	End Date	Performance	Responsible Officer
3 - A Caring Community				**44%**	
3.4 - Albury offers a diverse and accessible range of facilities and activities for all ages				**46%**	
T3.04.3.1	**Management of Lauren Jackson Sports Centre**	3/07/2017	30/06/2018	**48%**	**TLLF**
	All sporting competitions finished up for the year in early December with the Albury Basketball Association holding its Junior Grand Final Gala day on Sunday 3 December. A meeting of all Sports Centre staff took place during the month where results of the Sports Centre community and participant surveys were presented and discussed. The Sports Centre closed for the year in early December, staff then completed the end of year major clean up of the facility prior to contractors moving in to replace the backboards and structures and for the installation of new LED sports court, foyer and change room lighting.				
T3.04.3.4	**Parks and Recreation Strategies**	3/07/2017	30/06/2018	**50%**	**PRTL**
	The Griffth Street reconstruction community engagement is finalised with construction due to commence in early January. The draft Tennis Strategy continues with meetings with Albury Tennis Association representatives held in December. A directions paper has been received for the draft Skate Park Strategy and comments relayed to the consultant in December. Background information is being gathered for the signage strategy with the Albury Botanic Gardens and leash free areas the priority. There has been no further progression of the Rugby League strategy or the review of Managing the Growth of Football (soccer) strategy. No progress has occurred on documenting bushfire management on AlburyCity land, Roadside Vegetation Plan or Urban Forest Strategy. The Liveable Cities Grant project (open space for older people) is complete with AlburyCity staff attending a CSU presentation.				
C3.04.3.1	**Lavington Sports Ground Sports precinct - Redevelopment Project**	3/07/2017	30/06/2018	**48%**	**TLLF**
	A report on the proposed tender for the new amenities construction as part of the Lavington Sports Ground Redevelopment was presented to Council in December. Following the Council resolution further work on the building design will need to be completed before re-tendering this component of the re-development project. The majority of earthworks have been completed on the new sports fields with preliminary sub surface works and turf wicket pitch preparations now commenced.				
C3.04.3.2	**Open Space Construction Projects**	3/07/2017	30/06/2018	**50%**	**PRTL**
	West Albury Parkland and Gordon Street projects (Social Housing Grant) are awaiting finalising of grant agreements prior to commencing works. Alexandra Park Murrayfield resurfacing works have been delayed. This year's works will involve the installation of tanks, pumps and possibly ring main associated with the irrigation system. No work has progressed on the National Foresters Grove project, Nail Can Hill track rationalisation, Albury High School outdoor court (waiting for agreement with Department of Education) or Ian Barker Field (Alexandra Park) reconstruction. Completed projects are Fairway Gardens Park, West Albury Preschool retaining wall, Alexandra Park Off Leash Park works (except water connection), Logan Road Off Leash Park (irrigation, mural & improved side fencing) are complete.				
T3.04.5.1	**Community Development Programs for Young People**	3/07/2017	30/06/2018	**50%**	**ALMP**
	December highlight for the Youth team was the launch of the Friday Night Gigs exhibition, a pop up lightbox exhibition on the LibraryMuseum Lane Gallery windows and projected externally into Retro Lane. This ambitious project was launched at a Friday Night Gig on15 December, with the event attended by approximately 200 youth and officially opened by Deputy Mayor Cr Amanda Cohn. This project supported and mentored three emerging photographers and gave them a platform to showcase their work in an unique way as well as promoting and celebrating Retro Lane's Friday Night Gigs.				

3 - A Caring Community — 44%

3.4 - Albury offers a diverse and accessible range of facilities and activities for all ages — 46%

T3.04.6.1 **Murray River Experience Projects** 3/07/2017 30/06/2018 **42%** **PRTL**

Noreuil Park Foreshore designs are now complete with specification to be finalised. An internal process continues to put together Have A Say for the Apex Park Master Plan. This year's vegetation removal works in Oddies Creek is now complete. Trees have been planted along the streambank to assist with controlling vehicles . The perimeter fence at the Albury Botanic Gardens is complete with the main gates refurbishment still underway. Other design work continues on Australia Park car parking and Wood Fired Oven Project. A grant application through Stronger Country Communities has been submitted for elements of the Noreuil Park project. A grant application, through Regional Growth Environment & Tourism Fund, for a number of Murray River Experience projects has also been submitted.

S3.04.1.1 **Botanic Gardens Usage** **PRTL**

Weddings less than expected this month however events and tours are on target

Code	KPI	Target	Measure	Achieved	%
30412.1	Weddings held at Botanic Gardens	5	per month	1	20%
30412.2	Tours and Event Participation	0	per month	320	100%

T3.04.1.1 **Implement the Disability Inclusion Action Plan** 3/07/2017 30/06/2018 **30%** **GLC**

Carly Findlay, Appearance Activist addressed members of the Albury Access Committee and the Wodonga Access Committee on Friday 1 December as part of the International Day of People with Disability event. The event was attended by staff from AlburyCity and City of Wodonga as well as members of each Access Committee and community members.

C3.04.1.1 **Community Fund Projects - Implementation** 3/07/2017 30/06/2018 **50%** **PRTL**

There are seven 2017/18 Community Fund recipients. JC King Park Sports Pavilion development consent has been obtained and work continues on detail designs . Albury Wodonga Table Tennis Association has development consent for the extension with construction due to commence in the new year. Thurgoona Community Centre BBQ area - BBQ has been ordered and electrical works underway. Albury Hockey drainage is delayed until March 2018 due to use of the area by Murray United while the Thurgoona Men's Shed group is working on designs for their project. The Albury Tennis Club is working through their project plan. Browns Lagoon Reflection area is complete.

C3.04.1.2 **Parks and Recreation Building Projects** 3/07/2017 30/06/2018 **45%** **PRTL**

Detail design work continues for JC King Park which is scheduled to be completed in January 2018. The concept design phase is complete for Thurgoona Oval change rooms and Urana Road Oval secondary change room buildings with user group sign off and Assets Team review. The two projects are scheduled to be presented to MANEX in the new year. The Lake Hume Tourist Park public toilet location is being reviewed as part of a wider Master Plan that also includes Apex Park and the Resort Boat Ramp area. The Noreuil Park Foreshore shelter is in detailed design phase and scheduled to be installed in February 2018. There has been no progress on the Melrose Park, Greenfield Park or Jelbart Park building projects.

	Start Date	End Date	Performance	Responsible Officer
3 - A Caring Community			**44%**	
3.5 - Improved health, employment and education for the Aboriginal community in Albury			**34%**	

Director Community & Recreation

Lorraine Connelly-Northey's major installation "On Country" continued at MAMA. In late 2017 Albury LibraryMuseum hosted a 16 week Wiradjuri Language course run by Ruth Davys and Pettina Love, aimed at general community members. A second course is likely to be held in 2018.. Work commenced with HR to ensure the recruitment and advertising of the Aboriginal Community Development Officer's position is ready for the first round of advertising in January 2018

STATUS	No Planned Activity		On Track		Needs Attention		Critical		Completed		TOTAL	
	○	0	3		0		0		0		Σ	3

T3.05.2.2	**Community Development Programs for Aboriginal People**	3/07/2017	30/06/2018	**41%**	**GLC**
	The Aboriginal Community Development Officer position is currently vacant and work continues with HR to recruit for this position in the new year. Continuing to take registrations for the Walking on Sacred Ground Cultural Camps.				

T3.05.2.1	**Develop Aboriginal Policies (Aboriginal Protocol and Reconciliation Action Plan)**	3/07/2017	30/06/2018	**10%**	**GLC**
	No further work occurred in December. The Aboriginal Community Development Officer has resigned to take up the CEO role of the Albury Aboriginal Local Lands Council.				

T3.05.6.1	**Ensure Aboriginal Culture is valued, collected, interpreted and promoted**	3/07/2017	30/06/2018	**50%**	**DM**
	Lorraine Connelly-Northey's major installation 'On Country' continued at MAMA to 3 December. Lorraine gave three significant artist talks during this time including to MAMA's Volunteers, the general public, and the Landcare conference. Significant works in MAMA collection by local and national Aboriginal artists are included in the new hang of the Joss Collection Galleries 'Land and Title'. Works by Yorta Yorta artist Phil Murray and celebrated artist Gloria Petyarre are on display through 2018. In late 2017 Albury LibraryMuseum hosted a16 week Wiradjuri Language course run by Ruth Davys and Pettina Love, aimed at general community members. A second course is likely to be held in 2018.				

3.6 - The improved settlement of people from diverse cultures	**50%**

Director Community & Recreation

The Community Development Officer and Cultural Development Officer met with members of the Bhutanese Australian Community Support Group Albury Wodonga. Senior staff attended the Riverina Murray Regional Settlement Forum held in Albury by Multicultural NSW.

STATUS	No Planned Activity		On Track		Needs Attention		Critical		Completed		TOTAL	
	○	0	1		0		0		0		Σ	1

3 - A Caring Community — 44%

3.6 - The improved settlement of people from diverse cultures — 50%

T3.06.2.1 **Community Development Programs for people from diverse cultures** 3/07/2017 30/06/2018 **50%** **GLC**

The Community Development Officer and Cultural Development Officer met with members of the Bhutanese Australian Community Support Group Albury Wodonga to discuss funding and grant opportunities within the community that may be available to the group to seek funding through to better assist them to become established in the community. A follow up meeting will take place early in 2018 prior to the Community and Cultural grants closing to assist the group with their application should they choose to make one.

3.7 - Increased participation in a diverse range of art and cultural activities in Albury — 49%

Director Community & Recreation

MAMA visitation through December was 9,594. MAMA's touring exhibition 'No Human Being Is Illegal (in all our glory)' opened at Western Plains Cultural Centre on 9 December. Four new in-house curated exhibitions opened across Albury LibraryMuseum, Lavington Library and Retro Lane Cafe. A total of 16 of events were held at the AEC across December these included school graduations, dance concerts and theatre events, with a total of 9,215 visitors in attendance. The box office had internal ticket sales of 7,842. The AEC has finalised an updated draft business plan for the 2017-2021 period. December is usually a quieter month for Lavington Library and the Library Museum. The Library Museum had approx 400 visitors per day during this period. Community and Cultural Grants are currently open and will close in mid February.

STATUS	No Planned Activity		On Track		Needs Attention		Critical		Completed		TOTAL	
	○	0		12		1		0	☑	0	Σ	13

S3.07.1.1 **MAMA Attendance** **DM**

Total visitation to MAMA through December was 9,594 with 183 from education, 349 from public programs and 97 from community and corporate hire (including stakeholder).

Code	KPI	Target	Measure	Achieved	%
KPI_2108	MAMA monthly attendance figures	4,000	per month	9,594	100%

S3.07.2.2 **Albury Libraries attendances and loans** **ALMP**

December is traditionally a quieter month for Lavington Library and the LibraryMuseum in the lead up to Christmas. Lavington library closed between Christmas and New Year whilst the LibraryMuseum opened during this period with reduced hours , with approximately 400 visitors per day during this holiday period.

Code	KPI	Target	Measure	Achieved	%
30751.1	LibraryMuseum attendances	16,000	per month	14,193	89%
KPI_2109	LibraryMuseum and Lavington Library loans	26,000	per month	24,928	96%
KPI_2272	Lavington Library attendances	8,000	per month	6,219	78%

3 - A Caring Community — 44%

3.7 - Increased participation in a diverse range of art and cultural activities in Albury — 49%

S3.07.2.1 **Cultural programs initiated by the Cultural Development Team** — **CDC**

On Track. Focus has turned to the development of a highly competitive application to the Regional Cultural Fund for the PumpHouse Creative Enterprise - due 3 April. There has been ongoing consultation with the creative sector including Flying Fruit Fly Circus and local freelance artists.

Code	KPI	Target	Measure	Achieved	%
30721.1	Wood fired oven community bakes and private functions	5	per month	5	100%
30721.2	Number of exhibitions/programs in alternative spaces (public art installations, festivals, performances, concerts)	3	per month	3	100%

C3.07.2.2 **MAMA Operations** — 3/07/2017 — 30/06/2018 — **50%** — **DM**

December saw the launch of MAMA's summer season with the YR 12 Art Show opening on 7 December and the Archibald Prize on 15 December. The Year 12 Art Show celebrates the achievements of graduating art students in the Albury region. This year, the exhibition expanded to include Corowa and across the border to include Wodonga schools. For the students involved, the exhibition is a chance to revisit their work outside the classroom and curriculum environment. For many it was the first time that their work is displayed publicly as an object of value, rather than the result of an assessment task. MAMA's Curator and Education Officer travelled to nine schools and selected works from graduating students from Albury High School, Catholic College Wodonga, Corowa High School, James Fallon High School , Murray High School, Scots School Albury, Victory Lutheran College, Wodonga Senior Secondary College and Xavier High School. The Archibald Prize, touring from the Art Gallery of New South Wales, opened with a lawn party in QEII presented in collaboration with Canvas. Over 300 guests enjoyed a free viewing of the exhibition , croquet presented by the Albury Croquet Club and speeches by prize winner Mitch Cairns and presenting sponsor ANZ represented by Simon Malia. Prestigious and controversial, the Archibald Prize is Australia's foremost portraiture prize. It's a who's who of Australian culture, from politicians to media figures, sporting heroes to artists. Held by the Art Gallery of New South Wales, the Archibald Prize is awarded to the best painting of a notable Australian. The Prize has been held annually since 1921, and now in its 96th year is worth $100,000 to the winning artist. As on open competition, the Prize attracts entries from across Australia. Exhibitions continuing through December include 'Land and Title' and Grant Stevens 'The Sun Set'. Education highlights included - MAMA Term 4 Courses. Students celebrated with an end of term viewing of their works in the MAMA Foyer. MAMA celebrated graduating high school art students at the opening of the YR 12 Art Show. Public Program highlights included - The Archibald Lawn Party, MAMA opened the Archibald off with a BANG! Meet the Artist: Lorraine Connelly-Northey. MAMA's year-long support for the World AIDS Day organising committee culminated with the hanging of the AIDS Quilt in the MAMA Foyer and support for the event in QEII held on 8 December. Corporate Hire - MAMA was abuzz with the lead up to Archibald with six bookings for December. MAMA hosted the MoMAMA Christmas Party with 51 in attendance and were treated to a floor talk by the Archibald winner Mitch Cairns. MoMAMA also held a committee meeting with 13 in attendance. The Art Foundation held their final meeting for the year in the boardroom with seven attending. The boardroom facilitated MAMA interviews for the Public Programs officer over two separate days with a total of 10 attendees, including AlburyCity staff. ShopMAMA had record sales in December with $33,904 in sales, 50.3% above budget. These sales are a 46.5% increase on December last year and an overall increase of 45.6% on the same time last year. Of our top 10 selling brands, three were Local Artists. In addition to the amazing sales the Visitor Experience team processed $14,500 (1276 tickets) in Archibald sales and $4,600 in program sales which includes Art Courses and Art Camps.

C3.07.3.1 **Replacement of HVAC system** — 1/01/2018 — 30/03/2018 — **AECTL**

3 - A Caring Community — 44%

3.7 - Increased participation in a diverse range of art and cultural activities in Albury — 49%

C3.07.3.2 **Stage replacement and asbestos removal** 1/01/2018 30/03/2018 **AECTL**

C3.07.3.3 **Sound, lighting and audiovisual upgrade** 2/10/2017 30/03/2018 **80%** **AECTL**

The project plan has been developed and has identified the equipment to be upgraded/replaced in the current financial year as per the allocation in the 4 Year Delivery Program. The majority of equipment has been ordered and delivered. Installation will commence in January.

C3.07.3.4 **Upgrade sound system convention wing** 2/10/2017 30/03/2018 **12%** **AECTL**

The project plan has been completed identifying the description and equipment required to complete the project. The RFQ is being drafted but will not be issued to market until such time as we have finalised the investigations into the potential expansion of the Convention Wing.

S3.07.4.1 **A variety of conferences, functions and Performing Arts events attracted to the City** **AECTL**

There were a number of similar events held predominantly in the theatre in December while the Convention Wing held a range of events as well. Theatre events included four school presentations and Charles Sturt University Graduations, as well as two end-of-year dance school concerts and Christmas concert – Teddy 'Tis the Season. The Convention Wing was brought in to use for the Great Australian Beer Festival due to wet weather, Charles Sturt University's Learning & Teaching Symposium Dinner and Made By Me Market. Two events were held in the theatrette with the AEC 2018 Season Launch and stand-up comic Ben McCarthy. A number of smaller meetings were also conducted in the Convention Wing.

Code	KPI	Target	Measure	Achieved	%
30731.1	Attendees at the Theatre Season performances	0	per month	0	100%
30731.2	Number of attendees at the Albury Entertainment Centre	5,500	per month	9,215	100%

T3.07.4.1 **Community and Cultural grants program update** 3/07/2017 30/06/2018 **50%** **DCR**

Community and Cultural Grants are open in December and will close in mid February 2018

S3.07.5.1 **Cultural Information Service** **ALMP**

The new public access print management and PC booking system is due for Stage One installation in February 2018. Computer and wifi usage is down slightly compared with last year due to the Christmas period and a range of technical issues at Lavington Library.

Code	KPI	Target	Measure	Achieved	%
KPI_1794	Number of Albury Libraries technology sessions	6,000	per month	4,721	79%
KPI_2110	Number of general enquiries, internet visitors and technical assistance within Albury libraries	3,000	per month	3,650	100%

		Start Date	End Date	Performance	Responsible Officer
3 - A Caring Community				**44%**	
3.7 - Increased participation in a diverse range of art and cultural activities in Albury				**49%**	
C3.07.5.1	**Library Book Stock Annual Acquisition Fund**	3/07/2017	30/06/2018	**48%**	**ALMP**

The Library collections team is investigating implementing a genre approach to the non-fiction collection, similar to a bookstore model.

S3.07.6.2 **LibraryMuseum Exhibition Programming** **ALMP**

December was a busy month with 4 new in-house curated exhibitions opening across Albury LibraryMuseum, Lavington Library and Retro Lane Cafe. These include: Bricktopia, a Lego based family interactive exhibition, The Year 12 Art Show, featuring work by graduating visual arts students in the Albury Wodonga region and presented in collaboration with MAMA, Friday Night Gigs, a pop-up light based photography installation celebrating the work of emerging photographers and Abikhair's Emporium, showcasing items from the AlburyCity Abikhair Collection at Lavington Library.

Code	KPI	Target	Measure	Achieved	%
30762.1	Number of exhibitions at the LibraryMuseum and Lavington Library	2	per month	4	100%
30762.2	Number of in-house curated exhibitions	1	per quarter	4	100%

S3.07.6.3 **MAMA Collections Management** **DM**

During the period October to November 2017 there were 244 collection works on display in the Joss Galleries, the ANZ /Zauner foyer and on tour. The Joss Galleries had their first major rehang since MAMA's opening in 2015. Two works for the MAMA collection, Max Dupain's 'Sunbaker' and Owen Leong's 'Milkteeth' were borrowed by Bathurst Regional Art Gallery for the exhibition The Unflinching Gaze. 280 people attended the opening in Bathurst. The Unflinching Gaze: photo media & the male figure was an exhibition at the Bathurst Regional Art Gallery (BRAG) that looked at how the male figure has been represented since 1856 through photography and digital media. The exhibition included over 200 historic and contemporary works by some 64 international and Australian artists. The exhibition had a strong outreach to the LGBTQI* community both in Bathurst and in Sydney and was exclusive to Bathurst. It was curated by BRAG's outgoing Director, Richard Perram OAM and was a partnership project with the Leslie-Lohman Museum of Gay & Lesbian Art in New York. Total Visitation was 3,653. Four of MAMA's Drysdale works toured to Gosford Regional Gallery which is hosting a major exhibition featuring the original works of iconic Australian artist Russel Drysdale. The exhibition, titled 'Bouddi', after the name of Drysdale's farm in Killcare features 53 works inspired by the artist's time spent living on the Central Coast. Total Visitation 5,699. Touring - MAMA's touring exhibition 'No Human Being Is Ilegal (in all our glory)' opened at Western Plains Cultural Centre on 9 December. 'No Human Being Is Ilegal (in all our glory)' is an epic life-sized portrait project, initially commissioned for the 19th Biennale of Sydney (2014) and developed further for the opening of MAMA in 2015. The 20 photographic portraits have evolved into intriguing collage works through the collaborative creativity of teams of public participants over the course of many months. Conceived and organised by artist Deborah Kelly, the work continues to unfold throughout its tour of regional galleries and museums around Australia. The MAMA touring exhibition, Home /On Country by Sarah Rhodes was returned to the artist. During its tour from 2013 to 2017 it visited galleries in Moree, Liverpool, Jervis Bay, Hurstville, Nathalia and Lane Cove. Total Visitation 37,312. No acquisitions were finalised during this quarter.

Code	KPI	Target	Measure	Achieved	%
30763.1	Number of collection items acquired	2	per quarter	0	0%
KPI_2102	Number of items on public view	20	per quarter	244	100%

3 - A Caring Community 44%

3.7 - Increased participation in a diverse range of art and cultural activities in Albury 49%

S3.07.6.1 **Museum Collections Management** **ALMP**

A 'slide night' for former employees of the Borg-Warner / BTR / Geely / DSI transmission factory at Lavington was held in conjunction with the exhibition Accelerate: Transport and Innovation at the LibraryMuseum. The evening allowed those with a connection to the site to share memories, help put names to faces in unidentified collection images, and discuss possible future donations to the Museum and Social History Collection. 200 people attended with the information obtained informing future exhibition and collection development. Media interested was generated in an item recently offered for donation to the Uiver Collection. The plaster statuette is a cast replica of a bronze statue by Paul Montford, which was presented to the Mayor of Amsterdam in 1935 by Albury's then Mayor, Alfred Waugh. It will be formally considered by the Museum, Social History & Archives Acquisitions & De-Accessions Committee in February, following which the team will present a report on conservation and repair feasibility and options to MANEX.

Code	KPI	Target	Measure	Achieved	%
KPI_1792	Number of items catalogued onto the database	60	per month	62	100%

4 - A Leading Community

46%

Summary:

General Manager

AlburyCity continues its strong focus on community engagement through a range of mediums with increases in subscribers and social media profiles. The service and efficiency reviews are progressing. The long term regional and strategic focus ensures the organisation remains a regional leader.

4.1 - The community is consulted on all major changes that will affect them

48%

General Manager

An additional 33 subscribers were added to News from AlburyCity during December. The use of social media is exceeding all expectations. Changes to content on the AlburyCity website has improved the type of information and self-service opportunities for our community. Micromex Research will conduct the Community Satisfaction Survey from 12 February 2018.

STATUS	No Planned Activity		On Track		Needs Attention		Critical		Completed		TOTAL	
	○	0	9		0		0		0		Σ	9

T4.01.1.1 **Community Engagement Activities** 3/07/2017 30/06/2018 **50%** **CP**

Engagement undertaken by AlburyCity in December 2017 included the public notification of development applications for a proposed Brain and Mind Centre at Mercy Health and the demolition of an existing dwelling at 202 Alexandra Street East Albury. There was one Have a Say item for December being the Community Centre and Facilities survey. Community consultation for feedback on the Attendance and Absence of Children Policy concluded on 4 December 2017.

S4.01.2.1 **Online Communication - Website sessions** **CGL**

Although some increases in traffic to most sites, sessions are still falling short of KPI targets. The AEC however had a huge increase in traffic to the site during December due largely to Border Bash with more than 6000 page views. MAMA website also experienced a big jump in traffic, mostly through email and referrals with strong interest in the Archibald Regional Tour exhibition and the Year 12 Art Show. Additional training and support will be offered to all microsite owners and content authors from January in a bid to improve website performance across all sites.

Code	KPI	Target	Measure	Achieved	%
KPI_2078	AlburyCity	43,000	per month	36,159	84%
KPI_2079	Albury Airport	8,000	per month	6,698	84%
KPI_2080	Albury Entertainment Centre	12,000	per month	8,652	72%
KPI_2081	MAMA	9,000	per month	6,438	72%
KPI_2082	Lauren Jackson Sports Centre	2,000	per month	582	29%
KPI_2083	Invest Albury	2,000	per month	1,058	53%

4 - A Leading Community 46%

4.1 - The community is consulted on all major changes that will affect them 48%

S4.01.2.2 **Online Communication - News from AlburyCity** **CGL**

An additional 33 subscribers were added to the News From AlburyCity databases during December bringing the total to 3,141. The Cultural Services What's On, AEC What's On and vAW What's Happening all had a small number of people unsubscribe. Open rates and click through rates remain in line with industry benchmarks , however more needs to be done to improve the performance of email campaigns.

Code	KPI	Target	Measure	Achieved	%
KPI_2084	New subscribers	20	per month	33	100%

O4.01.2.1 **Community Satisfaction Survey** 1/09/2017 13/04/2018 **50%** **CP**

Micromex Research were chosen as the preferred consultants to conduct the 2018 Community Satisfaction Survey (CSS). The CSS is a telephone survey and will commence on 12 February 2018. Number collection (for those without landlines) will occur between 1 and 10 February, the remaining numbers will be random landline calls to Albury homes. The question set has been finalised and all required notifications completed.

S4.01.3.1 **Digital Marketing** **CGL**

During the quarter a total of 34 campaigns featured across a range of platforms including Facebook, Twitter, display, search and InStream (YouTube video). The investment across all campaigns was $18K and total paid reach was over 4.6M. The return on investment for cost per paid reach was $0.003 well below the benchmark of 10 cents. The cost per paid lead increased slightly last quarter to 21 cents, mostly due to the Carols Auditions and VAW InStream ads with over 86,000 clicks through to related website. Again the results are well below the target of less than $1 per lead. Some of the top performing campaigns included Border Bash , vAW Business and Events, vAW September School Holidays and MAMA Archibald Regional Tour. During 2018 a greater emphasis will be placed on actual conversion to ensure that the investment in digital advertising is continuing to return a positive result for AlburyCity .

Code	KPI	Target	Measure	Achieved	%
40133.1	ROI measures (cents paid per reach)	10	cost	0	100%
KPI_2077	ROI measures (<$1 per paid lead)	1	cost	0	100%

S4.01.3.2 **Online Communication - Social Media** **CGL**

AlburyCity's social media analytics are increasing month on month, particularly new followers and reach beyond our targets. Figures for the last quarter of 2017 indicated a significant increase in reach (over 1.2M) and a 106% increase in followers from our target amount. Engagement is slightly down on target, with twitter profiles bringing this figure down, however, measured on followers our engagement rate is sitting around 71%.

Code	KPI	Target	Measure	Achieved	%
KPI_2074	New followers across all social media profiles	500	per quarter	1,031	100%
KPI_2075	Reach across all Facebook profiles	600,000	per quarter	1,205,942	100%
KPI_2076	Engagement rate across all social media profiles	3	per quarter	2	96%

4 - A Leading Community 46%

4.1 - The community is consulted on all major changes that will affect them 48%

T4.01.3.1 **Communications and Marketing Activity Report** 3/07/2017 30/06/2018 **50%** **CGL**

132 marketing and communications tasks were completed during the month of December. Tasks included all scheduled weekly and monthly advertising, News from AlburyCity e-newsletters, promotion of the Border Bash Cricket, QEII Markets, exhibitions at MAMA including the Archibald Regional Tour, work on the 2018 Theatre Season collateral, Carols by Candlelight, drinking Ditch the Keys campaign and tenant tip vouchers pilot, and end of month digital and social reporting.

T4.01.3.2 **Website maintenance and development** 3/07/2017 30/06/2018 **40%** **CGL**

Work continues on the implementation of the recommendations from the Information Architecture (IA) review. A new site map and proposed changes to the IA have been circulated to the website improvement working party for review and feedback and will be discussed at the February meeting. A report will be presented to MANEX in early 2018 suggesting a range of recommendations for improvement.

T4.01.3.3 **Media Management Report** 3/07/2017 30/06/2018 **50%** **CGL**

There were 173 online news stories referencing AlburyCity during December, reaching an audience of 14.2M people. The sentiment was 16% positive, 28% negative and the balance neutral. Stories which received the most coverage including the installation of CCTV cameras, Englehardt Street exclusion zone, traffic issues in Thurgoona, Beer Festival and Carols by Candlelight.

4.2 - Regional issues are addressed through an integrated approach 50%

General Manager

Regional forums are an excellent avenue to address collective concerns in an integrated manner. AlburyCity continues to have good representation at these forums.

STATUS	No Planned Activity		On Track		Needs Attention		Critical		Completed		TOTAL	
	○	0	1		0		0		☑	0	Σ	1

T4.02.1.1 **Update on regional forums** 3/07/2017 30/06/2018 **50%** **GMEA**

Mayor and GM attended the inaugural meeting of the Tourism Councils Advocacy Alliance and special RAMROC meeting to consider the matter of JO 's. The Mayor attended meetings with the Minister for Sport, Procurement Australia, RAMROC/REROC and the Albury Sports Football Club. The Mayor, along with the City of Wodonga Mayor presented the 2C1C initiative to Federal MP's. The GM attended the ARTSTATE Conference and meetings with the GM Greater Hume, Head of Campus, LaTrobe University and the Executive Director of the Flying Fruit Fly Circus.

4 - A Leading Community 46%

4.3 - The Albury community provides resources and opportunities to develop future leaders 22%

General Manager

Preparations were undertaken to attract a new influx of trainees in January and a trainee network event was held. The review of procedures to improve support for employees has commenced, but the reward and recognition and recruitment and selection procedures are yet to commence.

STATUS	No Planned Activity		On Track		Needs Attention		Critical		Completed		TOTAL	
	○	0	1	0	0	0	0	0	Σ	1		

OP4.03.3.1 **Reward and Recognition Framework Procedures** 3/07/2017 31/10/2017 **20%** **HRTL**

Due to key organisational priorities, an extensive review of these documents has not commenced. A review of Human Resources priorities will be undertaken in February to ensure resources are dedicated to progressing this project.

4.4 - Albury plans and leads with good governance 47%

General Manager

AlburyCity has an ongoing commitment to planning and leading with good governance. Effective and efficient group management, assessment of risks, strategic planning , management of leave balances, financial management, continuous improvement and a high level of customer service demonstrate good governance practice.

STATUS	No Planned Activity		On Track		Needs Attention		Critical		Completed		TOTAL	
	○	3	26	2	0	2	Σ	33				

S4.04.1.2 **Regulatory Inspections** **GLNE**

The Natural Environment Group continues to balance the demands of customer requests and the ongoing regulatory inspection and monitoring program requirements . There is an ongoing increase in demand for customer requests across many issues that are making it increasingly difficult to meet desired targets. The Team is responding very positively.

Code	KPI	Target	Measure	Achieved	%
10562.1	Compliance (Noise, dumping, soil erosion control and on-site sewer, development control)	40	inspections per month	151	100%
10562.2	Public Health (food, hair, beauty, skin penetration & water quality monitoring)	75	inspections per month	42	56%

4 - A Leading Community — 46%

4.4 - Albury plans and leads with good governance — 47%

S4.04.1.1 **Legislated Services** — **GLNE**

A new Parking Management Procedure has been implemented by the Natural Environment Group. This has resulted in an increase of the number of patrols undertaken when compared to the previous six months. Steps are being explored to incorporate the monitoring of street and outdoor activities in these patrols, with a view to incorporate this in the future.

Code	KPI	Target	Measure	Achieved	%
10563.1	Patrols (parking and street activities)	300	scheduled patrols per month	273	91%

S4.04.1.3 **Swimming Pool Inspections** — **BSTL**

The Building Surveying Team conducted nine inspections in connection with our swimming pool inspection program during December. Seven individual pools were inspected over the month with five pools achieving a first time pass.

Code	KPI	Target	Measure	Achieved	%
10322.2	Pools inspected	20	per month	9	45%

O4.04.1.1 **AlburyCity Annual Report** — 4/09/2017 — 1/12/2017 — **100%** — **CP**

This project is complete.

S4.05.6.1 **Human Resources - Lost time indicators** — **RMTL**

There were two LTIs in December, which is the first time in over two years there has been more than one LTI in any month. These incidents have resulted in the LTIFR increasing to 9.9. 25 hours were recorded as lost time in December, but this figure does not include all injury related lost time for the month (because pay sheets were completed in advance for the year end pay runs). There were no medical treatment injuries involving workers during December with MTIFR falling to 26.0, the lowest result on record (since June 2011).

Code	KPI	Target	Measure	Achieved	%
40561.1	Lost time injury frequency rate	0	No of lost time injuries Council incurred per million person hours worked	10	90%
40561.2	Lost time Hours	0	per month	25	75%
40561.4	Days since last lost time injury	32	days	6	19%
40561.3	Medical treatment injury frequency rate	0	Number of medical treatment injuries Council incurred per million hours worked	26	74%

4 - A Leading Community

46%

4.4 - Albury plans and leads with good governance

47%

		Start Date	End Date	Performance	Responsible Officer
T4.04.2.2	**Engineering Group Risk Management Action Plan**	3/07/2017	30/06/2018	50%	DE
	Identified risks are managed in accordance with the respective treatment plans. Areas of focus include asset management, Service and Efficiency Reviews , procurement and project management.				
T4.04.2.1	**Economic Development & Tourism Group Risk Management Action Plan**	3/07/2017	30/06/2018	50%	DEDT
	A comprehensive review of the Group Risk Management Plan has been undertaken in line with refinements made to the Corporate Risk Management Plan . Implementation of the plan is ongoing and on-track.				
T4.04.2.3	**Executive Group Risk Management Action Plan**	3/07/2017	30/06/2018	50%	HRGL
	The Executive Services Risk Management Plan for 17/18 has been developed taking into account key issues identified in the Corporate Risk Plan as well as items within the 17/18 Operational Plan. Regular reviews of the plan have been undertaken and any necessary updates identified in the document.				
T4.04.2.6	**Planning and Environment Group Risk Management Action Plan**	3/07/2017	30/06/2018	75%	DPE
	The Risk Management Action Plan for Planning and Environment is undergoing a final review to ensure any new risks are managed appropriately and where necessary any actions are assigned for completion to manage these risks.				
T4.04.2.4	**Zero Harm Campaign**	3/07/2017	29/09/2017	10%	RMTL
	A project plan for this project is under development to confirm key objectives and timeframes for this organisation-wide program. Team Leader attended a Health and Wellbeing Summit in November to further planning ideas and project objectives .				
T4.04.2.5	**Community & Recreation Group Risk Management Action Plan**	3/07/2017	30/06/2018	25%	DCR
	The Community & Recreation Group Risk management action plan has been finalised.				

S4.04.3.1 **Customer Request Management (CRM) System - Actions completed** CSTL

An overall average of 87% of requests were closed within target timeframes for the month of December 2017. An outcome of the Customer Service - Service and Efficiency Review is a review of the CRM system and this will commence in the near future. This is with a view to providing more accurate data and recording of enquiries to help teams better manage their demand and response to customer requests.

Code	KPI	Target	Measure	Achieved	%
40531.2	Community and Recreation	80	% complete	82	100%
40531.4	Economic Development and Tourism	80	% complete	100	100%
40531.5	Executive	80	% complete	91	100%
40531.6	Planning and Environment	80	% complete	67	84%
40531.7	Engineering	80	% complete	75	94%
40531.9	AlburyCity total	80	% complete	81	100%

4 - A Leading Community — 46%

4.4 - Albury plans and leads with good governance — 47%

S4.04.3.2 **Due TRIM actions completed** — **IMGL**

Four of the five Directorates completed over 93% of their actions on time. Overall AlburyCity achieved an average of 96.3% with Executive having the highest average 'completed on time' rate of 98.3% for the month of December

Code	KPI	Target	Measure	Achieved	%
40533.1	Community and Recreation	100	% signed off in 10 working days	94	94%
40533.2	Economic Development and Tourism	100	% signed off in 10 working days	88	88%
40533.5	Engineering	100	% signed off in 10 working days	93	93%
40533.3	Executive	100	% signed off in 10 working days	98	98%
40533.4	Planning and Environment	100	% signed off in 10 working days	93	93%
40533.6	AlburyCity total	100	% signed off in 10 working days	96	96%

S4.04.3.3 **IT Help Desk service** — **IMGL**

During December there were 277 calls opened and 240 calls closed. 267 of those calls opened were from end users and another 10 were by automated systems that were operating outside normal parameters. Out of the 277 calls opened there were 154 calls closed on the first call which represents a first call resolution rate of 56.7%.

Code	KPI	Target	Measure	Achieved	%
KPI_1678	Help Desk Activity	10	<% variation between open and closed	15	65%

T4.04.3.1 **Customer Service Activity Report** — 3/07/2017 — 30/06/2018 — **55%** — **CSTL**

The Customer Service Team has again been busy responding and managing continued customer enquiries and requests. After the busy month of November, December has continued with similar traffic up until the 22 December with an influx of electronic lodgements in the last week. The Team did struggle to keep up with the workload, due to a staff availability and other issues such as a staff member resignation, Authority receipting issues and staff being on leave.

T4.04.3.2 **Develop and implement the AlburyCity Customer Service Strategy** — 3/07/2017 — 30/06/2018 — **20%** — **CSTL**

The Customer Service Strategy was a key outcome of the Customer Service-Service and Efficiency Review. The Strategy will be developed over the coming months with initial focus on the development of a formal project plan and consultation with key work groups. This will be presented to Manex in March 2018.

T4.04.4.2 **Annual Governance Survey of Councillor Support Services** — No activity this month — 1/03/2018 — 30/06/2018 — **GMEA**

		Start Date	End Date	Performance	Responsible Officer
4 - A Leading Community				**46%**	
4.4 - Albury plans and leads with good governance				**47%**	
T4.04.4.1	**Comparative Data Trend Report**	4/12/2017	30/03/2018	**5%**	**CP**
	Planning has commenced for the development of the Evocities Comparative data report. This report is based on the release of the Local Government comparative data figures from the Office of Local Government - the latest being 2015-2016 - and allows comparison between all Evocity councils. The report will be completed in February 2018.				
T4.04.5.1	**Develop and implement the Knowledge Based System**	3/07/2017	30/12/2017	**25%**	**CSTL**
	The Customer Service - Service and Efficiency Review report has been reviewed by the new Team Leader and a plan of action to implement this key recommendation is currently being developed and will be instigated in the future.				
T4.04.5.2	**Oracle to SQL Conversion**	1/08/2017	28/10/2017	**80%**	**IMGL**
	User testing has been completed and passed. A show stopper issue was identified with the integration from Authority to ICON DA Tracking Portal and ICON Online Certificates not working in the new SQL environment. In response the go-live has been delayed until February 2018 whilst we bring forward the Civica MasterView and Civica Online Certificate projects which are to replace the ICON components and was originally scheduled to commence in February 2018. Instead we will be going live in February 2018 with the new Civica DA Tracking Portal and Civica Online Certificates at the same time as the Oracle to SQL migration .				
O4.04.5.1	**Backscan and register paper records**	3/07/2017	30/06/2018	**50%**	**IMGL**
	During December the Team created 21 fully electronic Building Application files and converted another 5 from their paper format to electronic. This gives a total of 7,377 fully electronic BA files with another historical 12,203 paper BA files.				
C4.04.5.1	**Thin client desktop computers**	2/10/2017	1/02/2018	**10%**	**IMGL**
	The first thin client machines were rolled out to Lavington Library in December, However, the performance did not meet expectations. As a result the roll-out of thin clients is being rescheduled to start instead in February following completion of the new microwave network. Thin client machines have also been rolled out to the Airport which has been upgraded to the new microwave network.				
C4.04.5.2	**Uninterruptible Power Supply (UPS) Replacement**	1/09/2017	1/11/2017		**IMGL**
	Put on hold until March 2018 due to replacement of dependant infrastructure. The scope for the dependant infrastructure should be known following the Business Continuity workshop results in March. This will still be delivered in the 2017/18 financial year.				
C4.04.5.3	**Council Chambers AV Refurbishment**	1/10/2017	1/03/2018	**12%**	**IMGL**
	A proposed scope of works has been collated following a survey and workshop with Councillors. One Local Government Procurement approved vendor has been selected and they are preparing a quote based on the scope of works. It should be possible to recycle a large part of the audio and microphone system which will result in significant project savings. The works may now take place in March to allow for equipment to be ordered and supplied. The works are being structured in such a way so there will be no interruption to the Council meeting cycle.				

		Start Date	End Date	Performance	Responsible Officer
4 - A Leading Community				**46%**	
4.4 - Albury plans and leads with good governance				**47%**	
C4.04.5.4	**Microwave Replacement**	3/07/2017	1/10/2017	**50%**	**IMGL**
	During December the following sites had new microwave and radio infrastructure installed, Lavington Library, Albury Entertainment Centre, Banjora, St Johns Hill, Eastern Hill, Glenmorous Gardens, Thurgoona Collections store and the Visitor Information Centre. The project is well under way with the Airport now running live on the new infrastructure. The hardware installation is progressing well and on target to complete end of February 2018.				
T4.04.6.4	**Strategic Planning Program Management**	3/07/2017	30/06/2018	**50%**	**TPTL**
	The Strategic Planning Team has continued to work hard to maintain momentum on a variety of projects whilst awaiting the arrival of the new Strategic Planner who commenced in October. The Planning Proposal to implement the recommendations of the Rural Lands Strategy was reported to Council in September and endorsed subject to the associated Bushfire Risk Management Plan being agreed with NSW Rural Fire Service, with endorsement by the NSW Rural Fire Service occurring in late November. A report on the Willowbank Planning Proposal has been completed and was considered by the Planning and Development Committee and Council in November, resulting in Council resolving to progress with the Planning Proposal and seek gazettal. The changes to incorporate the Flood Risk Management Plan recommendations into Albury Development Control Plan 2010 are being considered in light of submissions received which has required further consultation with consultants WMAwater. The Planning Proposal for Turks Head Museum completed exhibition in September and was gazetted in November. Staff input has continued on various proposals and policies put forward on exhibition by the NSW Department of Planning and Environment. The new Biodiversity Conservation Act and associated legislation (including SEPP Vegetation) commenced in August and Council staff have been in discussions with Office of Environment and Heritage to better appreciate and understand the implications of the new system on current activities and regulations in the Albury LEP 2010.				
T4.04.6.2	**Executive Support Activity Report**	3/07/2017	30/06/2018	**50%**	**GMEA**
	The Executive support team coordinated travel arrangements and for the LGNSW Conference and associated meetings for the GM, Mayor and Councillors attending the Conference. Coordinated meetings with Greater Hume, Head of Campus, LaTrobe University, Flying Fruit Fly Circus and North Albury Sports Football Club. Coordinated the meeting / joint presentation to Federal MP's for 2C1C advocacy. Updated the Manex Terms of Reference, prepared GM presentation to the Children's Services Professional Development session. Worked on creating actions resulting from CM's in doc assembler to replace CRM's. Agendas were prepared and minutes taken for the Health and Safety Committee Meeting and the Procurement and Contract Management Meeting. The AlburyCity website was updated as per the recommendations of the November FAC to discontinue the Saturday Morning Interview Process. Coordinated correspondence resulting from the December CM report - appointments to the Audit, Risk and Improvement Committee, and nomination for the MDA, Region One Chair position.				
T4.04.6.1	**Corporate Planner Activity Report**	3/07/2017	30/06/2018	**50%**	**CP**
	Corporate Planning activity for December included ongoing work on the Two Cities One Community collaboration with Wodonga Council. This included the draft Council Report, the draft Action Plan and the development of an implementation plan template for the delivery of the Action Plan items. Additional activity included the development and facilitation of a workshop for Strategic Leaders concentrating on Council priorities, and the creation of two presentations: one being an overview of AlburyCity and the other focusing on the Local Government Performance Excellence program. A training program and associated worksheets have been developed for upcoming Performance Planning training in the New Year. The consultant for delivery of the Community Satisfaction survey has been determined (Micromex Research), and the question set finalised.				

4 - A Leading Community

46%

4.4 - Albury plans and leads with good governance

47%

			Start Date	End Date	Performance	Responsible Officer
T4.04.6.3	**Financial Services Activity Report**		3/07/2017	30/06/2018	**50%**	**CFO**
	The preparation and audit of AlburyCity's 2016/17 year end financial statements is complete. A Financial Services - Service and Efficiency Review Project has commenced. The Tender for AlburyCity's banking services has been finalised and determined by Council. Planning for the preparation of AlburyCity's 2018/19 Budget has commenced.					
T4.04.6.5	**Audit Committee Charter**		3/07/2017	29/09/2018	**100%**	**HRGL**
	This project is complete.					
O4.04.6.3	**Governance Framework**		3/07/2017	29/12/2017	**10%**	**PIO**
	Initial research has been undertaken as part of the development of this framework. Further information is expected from the audit by Centium. The results of this audit is expected to be received late December and presented to the Audit Committee in February. Delivery of the Governance Framework will be extended to consider any recommendations from the audit.					
T4.04.6.6	**Parks and Recreation Policy Review**	No activity this month	1/01/2018	30/06/2018		**PRTL**
O4.04.6.1	**Workplace Wellness**		3/07/2017	30/06/2018	**43%**	**RMTL**
	The next Health & Wellbeing event will be health checks planned for February 2018. Expressions of Interest will be sent to providers in January. Further work has been undertaken on the draft Workplace Wellbeing Framework. Project Plan and Stakeholder Engagement Plan have been completed and approved.					
O4.04.6.2	**Delegations Database**		3/07/2017	30/03/2018	**10%**	**PIO**
	The build of the delegations database commenced in the 2016/17 financial year with the construction of the organisational structure within the database commenced. The review of the organisational structure by the external consultant is expected by end March 2018. Any adopted changes are likely to significantly impact upon the build of the delegations database, therefore this project is on hold until the outcome of any recommendations of this review are known.					
OP4.04.6.1	**Internal Reporting - Public Interest Disclosure Policy and Procedure**		3/07/2017	29/12/2017	**50%**	**PIO**
	An initial draft has been developed having consideration for the template provided by the NSW Ombudsman. A further supporting document to be developed to assist with the administration of PIDs, along with templates to be used through each stage of the process					

FAC9DELEGATES REPORTS FOR NOTING

FAC9.0 Nil

FAC10NOTICE OF URGENT BUSINESS

FAC10.0 Nil

FAC11CONFIDENTIAL MATTERS

FAC11.0 Nil