GLEN EIRA CITY COUNCIL ANNUAL REPORT 2016–2017

City of GLEN EIRA

GLEN EIRA CITY COUNCIL

Bentleigh | Bentleigh East | Brighton East | Carnegie | Caulfield | Elsternwick
Gardenvale | Glen Huntly | McKinnon | Murrumbeena | Ormond | St Kilda East

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THE CITY OF GLEN EIRA

STATEMENT OF PURPOSE

GLEN EIRA CITY COUNCIL WORKS WITH AND FOR THE COMMUNITY:

— to provide quality facilities, services, safeguards and supports;

— towards goals that are beyond the capacity of individuals, but achievable when working together;

— according to overall community values, needs and priorities;

— in a caring, accountable and professional manner; and

— to provide value-for-money for present and future generations.

COUNCIL FUNCTIONS

The functions of Council include:

— Advocating and promoting proposals which are in the best interest of the local community.

— Planning for and providing services and facilities for the local community.

— Providing and maintaining community infrastructure in the municipal district
See *Sustainable Community Assets and Infrastructure* page 63.

— Undertaking strategic and land use planning for the municipal district
See *Town Planning and Development* page 51.

— Raising revenue to enable Council to perform its functions.

— Making and enforcing local laws.

— Exercising, performing and discharging the duties, functions and powers of councils under the *Local Government Act 1989* and other *Acts*.
See *Role of Council* page 95.

— Providing any other function relating to the peace, order and good government of the municipal district See pages 18–19, 95.

GUIDING VALUES

COMMUNITY-FOCUSED, RESPONSIVE AND INCLUSIVE

Council works to develop an inclusive and caring community where everyone can feel they belong. Everyone is encouraged to participate in the decision-making, which leads to achieving the best possible health, safety and lifestyle options within the City.

ACCOUNTABLE AND RELEVANT LEADERSHIP

Council consults, listens and takes note of community views to determine its priorities and needs, and then acts through open, transparent processes that are financially and environmentally responsible and sustainable. Council constantly works to find innovative ways of providing services measured against recognised benchmarks to improve services and set better standards that will meet tomorrow's increasing demands.

COMMUNITY WELLBEING

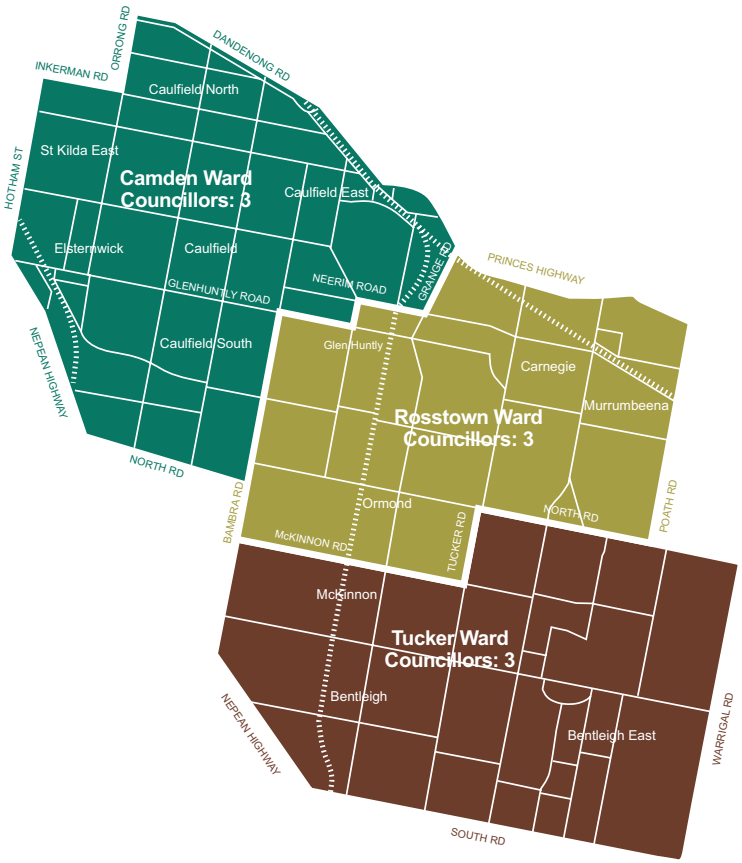
Council, with an increasingly diverse community, treats all people with respect and dignity, providing equal access for all to services and resources. Council operates to identify gaps and lift standards not currently being met by other community providers or levels of government, within the constraints of its limited resources.

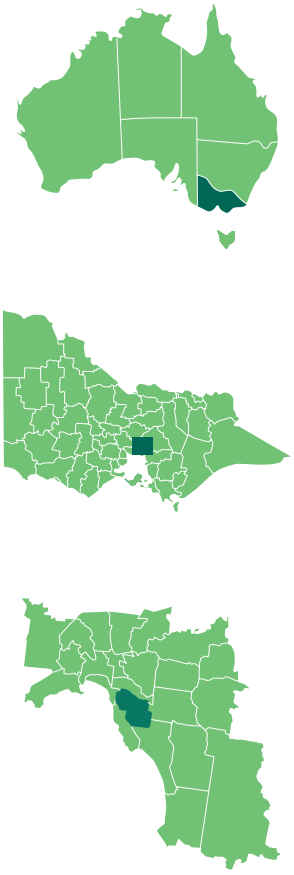
A CITY AND ITS PEOPLE

The City of Glen Eira is located in Melbourne's south-east suburbs, approximately 10 kilometres from Melbourne's central business district.

It was created in 1994 following the merger of the former City of Caulfield and the nearby suburbs of Bentleigh, Bentleigh East, McKinnon and parts of Ormond, which were in the former City of Moorabbin.

The City of Glen Eira is 39 square kilometres in area and includes the suburbs of Bentleigh, Bentleigh East, Carnegie, Caulfield, Caulfield East, Caulfield North, Caulfield South, Elsternwick, Gardenvale, Glen Huntly, McKinnon, Murrumbeena, Ormond and part of the suburbs of Brighton East and St Kilda East.





HISTORY AND HERITAGE

Glen Eira is named from two local landmarks — Glen Eira Road and Glen Eira Mansion. Glen Eira Road is one of the City's main thoroughfares, dating back to the mid-1800s when the then colonial government surveyed the area and made all Crown allotments available for sale. Pioneer pastoralist Henry Ricketson bought the Glen Eira townhouse on Kooyong Road in 1865 and remodelled it into an 18-room mansion. The house subsequently became the site of a hospital before being demolished in 1964. A number of other mansions built during this era have been preserved by the National Trust and are open to the public.

A CITY AND ITS PEOPLE

Glen Eira is home to 149,012* people across 54,731** households — representing more than 160 different cultural backgrounds — and is the centre of Melbourne's Jewish community.

* Source: Australian Bureau of Statistics, *Estimated Resident Population, 30 June 2017.*

**Source: Australian Bureau of Statistics, *Census of Population and Housing 2016.*

GLEN EIRA'S DIVERSE POPULATION*

— 36 per cent of residents were born overseas; more than one quarter of residents (28 per cent) were born in a non-English speaking country.

— Other than English, the most common languages spoken at home are Mandarin (5.5 per cent), Greek (3.9 per cent), Russian (3.4 per cent), Hebrew (2.2 per cent) and Hindi (1.3 per cent).

— 35.2 per cent of residents identify as Christian, with the most practised Christian religions being Catholicism, Anglican and Greek Orthodox.

— 31.6 per cent of residents nominated no religion in the *2016 Census*.

— 24.2 per cent of residents are non-Christian with the Melbourne average being 13.2 per cent.

— 16.8 per cent of residents identify their religion as Judaism.

— 6,204 residents (4.4 per cent of residents) have a disability requiring daily assistance with life tasks.

— 13,369 (11.6 per cent) residents are carers of the elderly and people with disabilities.

—20.1 per cent of the population are aged 60 years and over.

*Source: Australian Bureau of Statistics, *Census of Population and Housing 2016*.

GLEN EIRA'S POPULATION*	CITY OF GLEN EIRA		GREATER MELBOURNE
	Number	%	%
Males	68,140	48.4	49
Females	72,735	51.6	51
Aboriginal and Torres Strait Islander peoples	252	0.2	0.5
Australian citizens	112,175	79.6	79.6
Eligible voters (citizens aged 18+)	85,542	60.7	60.8

*Source: Australian Bureau of Statistics, *Census of Population and Housing 2016.*

GLEN EIRA'S AGE GROUPS*	CITY OF GLEN EIRA		GREATER MELBOURNE
	Number	%	%
Babies and preschoolers (0 to 4)	8,601	6.1	6.4
Primary schoolers (5 to 11)	12,387	8.8	8.5
Secondary schoolers (12 to 17)	9,428	6.7	6.7
Tertiary education and independence (18 to 24)	12,989	9.2	10
Young workforce (25 to 34)	22,029	15.6	16.3
Parents and homebuilders (35 to 49)	30,334	21.5	21.1
Older workers and pre-retirees (50 to 59)	16,861	12	11.9
Empty-nesters and retirees (60 to 69)	13,326	9.5	9.3
Seniors (70 to 84)	10,689	7.6	7.7
Elderly (85 and over)	4,240	3	2

*Source: Australian Bureau of Statistics, *Census of Population and Housing 2016*.

THE GLEN EIRA WORKFORCE*

More than 66,000 people living in the City of Glen Eira are employed or looking for work, of whom 59.4 per cent are working full-time; 34.1 per cent part-time; and 6.5 per cent did not state their hours of work or were unemployed and looking for work.

The three most common occupational groups among Glen Eira residents are:

— professionals (21,973 people or 33.3 per cent);

— clerical and administrative workers (10,023 people or 15.2 per cent); and

— managers (9,923 people or 15 per cent).

In combination, these three occupations account for 41,919 people in total or 63.5 per cent of the employed resident population.

In comparison, Greater Melbourne has 24.1 per cent of its population working as professionals; 15.3 per cent as clerical and administrative workers; and 12.5 per cent as managers.

*Source: Australian Bureau of Statistics, *Census of Population and Housing 2011*.

GLEN EIRA'S HOUSEHOLDS

Due to high housing diversity, Glen Eira houses a range of age groups and life stages. Compared to Melbourne, Glen Eira has a higher proportion of lone-person households, totalling 25 per cent (Melbourne average 22 per cent), and has fewer families with children (both couples and one parent families), totalling 40.9 per cent compared to Melbourne's 43.6 per cent.

The average household size in Glen Eira is 2.49 people*.

*Source: Australian Bureau of Statistics, *Census of Population and Housing 2016.*

OUR ORGANISATION

MAYOR AND CEO OVERVIEW

Welcome to Council's first online *Annual Report 2016–2017* in which we account for our performance, our achievements and setbacks, our approach to emerging challenges and our stewardship of public monies.

ACHIEVEMENT AGAINST OUR COMMUNITY PLAN

In 2016–17, Council achieved 83 out of the 103 actions in the *Glen Eira Community Plan 2013–2017*.

PUBLIC OPEN SPACE

Public open space continues to be a priority for Council. We acquired a property at 6 Aileen Avenue, Caulfield South, which we hope to convert to a pocket park following community consultation; we completed the redevelopment of the disused reservoir site in Glen Huntly — Booran Reserve — which provides residents with 1.6 hectares of fantastic open space and parkland; Hopetoun Gardens, Elsternwick underwent significant enhancement to its entrance to complement the planting of four mature palm trees. Landscaping works along the façade of the Gardens include a new entrance wall, new garden beds, seating, signage and new pavers along the Glenhuntly Road walkway.

We consulted the community on two landscape concepts for an area of Joyce Park in Ormond. The new open space will be created by the inclusion of the eastern bowling green — previously part of the Glen Eira McKinnon Bowls Club.

See *Booran Reserve — an open space for all* page 27.

See *Hopetoun Gardens makeover honours historic cannons* page 28.

DEVELOPMENT

Works to remove three of Victoria's worst level crossings — Centre Road, Bentleigh; McKinnon Road, McKinnon; and North Road, Ormond were completed in November 2016.

We were delighted that our advocacy for interim building height controls on commercially zoned land in the Bentleigh and Carnegie shopping strips was approved by the Minister for Planning in May.

We went through a comprehensive engagement process with the community to set the long-term vision for Bentleigh, Carnegie, Elsternwick, East Village and our other activity centres. This has been outlined in our newly created *Activity Centre Housing and Local Economy Strategy*. We continue to improve our service delivery with planning information requests; pre-application advice; extension of time requests; and search and copy requests all now available online.

See *Council advocates during major level crossing works* page 38.

GOVERNANCE

Glen Eira's 2016–2020 Council was officially sworn in at a Special Council Meeting on Tuesday 8 November 2016, following the October Council elections. Five new councillors were elected and four former councillors re-elected to represent the Glen Eira community for the next four years. We underwent an organisational restructure to ensure Council is sustainable for the future. The *Glen Eira Council and Community Plan 2017–2021* was adopted by Council, following extensive community consultation. Our engagement process was diverse and co-ordinated through a range on interactions, including face-to-face, online, hard copy, email and telephone.

See *Councillors* page 12.

See *Corporate governance* page 81.

See *Consultation key to Council and Community Plan success* page 33.

ADVOCACY

Our request for interim building height controls on commercially zoned land in the Bentleigh and Carnegie shopping strips was approved by Minister for Planning Hon. Richard Wynne. These height controls are binding on all planning permit applicants and Victorian Civil and Administrative Tribunal (VCAT). The approval of the interim height controls now enables Council and the community to create a shared vision for Bentleigh without the threat of inappropriately tall buildings being approved by VCAT.

We secured $1.5 million in State and Federal Government project funding. Projects funded include:

— Booran Reserve — $65,000;

— Brady Road Kindergarten and Bentleigh West Kindergarten early learning facility upgrades — $225,000;

— Duncan Mackinnon Reserve athletic track reconstruction — $100,000;

— Duncan Mackinnon Reserve netball courts — $90,000;

— King George Reserve Pavilion female facilities redevelopment — $90,000; and

— EE Gunn Reserve rehabilitation with warm season grasses — $653,000.

See *Council advocacy wins interim height decision* page 36.

SUSTAINABILITY

We continued to implement our solar program across Council-owned sites. Seven buildings were fitted with solar photovoltaic (PV) systems. Council now generates clean electricity in the order of 137,638 Kilowatt hours per year, the equivalent of the power used by approximately 28 average homes in Glen Eira. We are one of 13 metropolitan Melbourne councils participating in landmark contracts for the recycling of food waste and garden waste (organics) from kerbside bin collections. When the new facilities commissioned under the contracts start operating, they will complete a network across Melbourne capable of diverting more than half a million tonnes of food and garden waste away from landfills by 2019. We hope to be able to introduce food waste recycling services for the community in 2018.

See Glen Eira leading the way with solar page 31.

See Council takes action on food waste page 32.

COMMUNITY WELLBEING

As part of its *Community Grants Program*, Council provided $437,063 to 142 local not-for-profit community groups and organisations to encourage community strengthening and inclusion. We accommodated 264 teams playing community sport and delivered 92,222 hours of in-home support to more than 3,000 elderly, frail or disabled residents. There are no waiting lists for kindergarten, child care or home care within Glen Eira. *StoryTime* and *BabyTime* sessions held at Glen Eira Libraries and Learning Centres were attended by 61,869 children and parents. Glen Eira Sports and Aquatic Centre (GESAC) hosted 1.5 million visitors. Of the 15,500 members at GESAC, 52 per cent are female.

COMMUNITY FACILITIES AND ASSETS

We invested $35 million in community infrastructure and community facilities. We completed 96 per cent of the capital budget. The program comprised 76 per cent renewal and upgrade of existing assets, 19 per cent expansion and five per cent new. We opened Booran Reserve in Glen Huntly. We removed 6,690 square metres of graffiti from private property.

FINANCE AND RISK MANAGEMENT

Our operating result was a surplus of $29.43 million. This was favourable to budget by $12.21 million mainly due to:

— higher than anticipated revenue from parking infringements income $3.2 million;

— higher than budgeted open space fee income $2.31 million;

— higher than anticipated operating grants due to the early receipt of the 2017–18 payment from the Victorian Grants Commission $1.83 million;

— increased planning fee income of $1.0 million due to changes in the planning and subdivision fee regulations from October 2016;

— better than budget interest income of $504,000 and rates and charges $232,000;

— higher capital grants by $290,000 due to additional funding; and

— savings in employee costs $1.68 million and lower depreciation and amortisation $1.01 million.

Any surplus on operations is allocated to higher levels of capital investment. We continue to achieve above average capital investment, below average operating costs and the second lowest average rates and charges in Melbourne.

OUR STAFF MEMBERS

As well as being a service provider, we are also one of Glen Eira's largest employers. We continue to invest in development, leadership and wellbeing programs for our staff members. We introduced *Glen Eira Transforming Together* — an internal transformation program centred on adopting innovative ways of thinking, operating and delivering services. We undertook an organisation wide audit and qualitative baseline assessment of our values to ensure they align with our desired culture. Collectively, we decided on five new values — Collaboration, Respect, Service Excellence, Integrity, and Innovation. Forty nine staff members were recognised for the work they have contributed to the organisation above and beyond the normal expectations of their role. Staff turnover was 11.8 per cent. We would like to thank all managers and staff members for continuing to achieve Council's objectives and serve the Glen Eira community.

SETBACKS

The opening of Booran Reserve was delayed due to a combination of inclement weather (wettest Melbourne weather in a decade), works meeting the quality and OHS standards specified so that the Reserve was fit for purpose, and service authority works to activate power to the site.

Works carried out by the State Government's Level Crossing Removal Authority, to remove three of the worst level crossings — Centre Road Bentleigh; McKinnon Road McKinnon; and North Road, Ormond — had a significant impact on our local shopping strips, especially traders.

We have continued to advocate to the State Government for better use of the underutilised Crown Land at Caulfield Racecourse Reserve. Unfortunately progress has been slower than we would have liked, due to complexities in the legislative processes associated with the dissolution of the Trust and the establishment of a new governing body. We continue to hold the Government to account for ensuring that this valuable community asset is opened up for community use at the earliest opportunity.

See Booran Reserve — an open space for all page 27.

See Booran Reserve — where environmental and sustainable features shine page 30.

See Council continues advocacy for better use of Crown Land page 37.

See Council advocates during major level crossing works page 38.

KEY CHALLENGES

We considered what continuing role to play in the provision of disability services once the Commonwealth *National Disability Insurance Scheme* (*NDIS*) rolls out in Glen Eira in April 2018. The NDIS is a significant change to the disability services landscape and under the new provisions; it is not going to be feasible for Council to register directly as a provider under *NDIS*.

Many sports clubs in Glen Eira are at capacity and are requesting to increase the number of teams. Council was able to accommodate all additional requests by existing clubs by increasing sportsground maintenance. We cannot accommodate requests from new clubs or introduce new sports whilst the number of grounds remains the same. We receive approximately 15 extra requests per year for sportsground usage from new clubs.

FUTURE OUTLOOK

2017–18 is already shaping up to be a big year for Glen Eira City Council. Not only will we deliver the priorities outlined in our *Council and Community Plan 2017–2021*, we will also continue to work with and engage with the community through consultation to achieve the best outcomes for the Glen Eira community. Improving our service offering through digital transformation and gaining insight into customer experience, will continue to be a large focus of our internal transformation program.

CR MARY DELAHUNTY

MAYOR

REBECCA MCKENZIE

CHIEF EXECUTIVE OFFICER

COUNCILLORS

The City of Glen Eira is made up of three wards with three Councillors elected to represent each ward. The following Councillors were elected for a four-year term on Saturday 22 October 2016 and took their Oath of Office at a Special Council Meeting held on Tuesday 8 November 2016.

The Councillors elect a Mayor and Deputy Mayor annually.

The elected Councillors are:

CAMDEN WARD

Cr Mary Delahunty

Mayor 2017

Cr Delahunty was first elected to Glen Eira City Council in 2012. She is serving her second term as a Councillor and is Mayor of Glen Eira for 2017.

Cr Delahunty lives with her young family in Elsternwick. Cr Delahunty is an active member of many local sporting and community groups. She likes to keep fit at the gym and plays and umpires netball. She is a General Manager of an industry super fund and is an authority member of the Emergency Services Telecommunication Authority. Cr Delahunty is a 2015 Churchill Fellow.

Cr Delahunty believes the City of Glen Eira has a rich cultural history and a bright future. She is passionate about open space and community participation in government decisions.

Cr Delahunty wants to ensure that people feel connected and that Local Government is a strong, effective service provider.

Cr Delahunty has a Diploma Financial Services (Financial Planning), Masters of Applied Finance (Corporate Advisory) (Kaplan University)

Mobile: 0427 970 879

Email: mdelahunty@gleneira.vic.gov.au

Cr Joel Silver

Cr Silver lives in Elsternwick, having been a lifelong resident of Glen Eira and. For most of that time, his family have been traders on Glen Eira Road. Cr Silver was called to the Victorian Bar in May 2014 and practices predominately in commercial law (focusing on building and construction disputes). Cr Silver has used these skills in several community organisations including Peninsula Community Legal Centre in Bentleigh where he worked as a volunteer lawyer, and the Law Institute of Victoria where he served as Young Lawyers President. Outside his work, Cr Silver enjoys reading up on Australian history, walking his dog Gilly, and spending most (if not all) of his Council allowance on finding Glen Eira's best coffee shop.

Engaging with the community is Cr Silver's priority on Council and he encourages residents to be in touch with him, on any matter.

Cr Silver has a Bachelor of Laws (Honours) (The University of Melbourne), Graduate Diploma in Legal Practice (Leo Cussen Centre for Law)

Mobile: 0499 357 262

Email: jsilver@gleneira.vic.gov.au

Cr Dan Sztrajt

Cr Sztrajt and his young family live in Caulfield with where he has been a resident for more than 30 years.

Since the age of 16, Cr Sztrajt has been volunteering in Glen Eira across a wide range of roles. These include five years with a locally-based youth movement, seven years with the Jewish Community Council of Victoria and continuous involvement with countless charities and educational initiatives.

Cr Sztrajt is an Assistant Principal of one of Melbourne's top performing K–12 schools. He is passionate about education and youth empowerment. In addition to his leadership role, he teaches the VCE subject, Global Politics.

Cr Sztrajt believes that Glen Eira City Council has a pivotal role to play in the development and support of our grassroots community organisations, youth movements and sporting clubs. He takes pride in supporting those in our community who are committed to enacting positive change through their volunteerism.

Mobile: 0466 372 822

Email: dsztrajt@gleneira.vic.gov.au

ROSSTOWN WARD

Cr Margaret Esakoff

Cr Esakoff is a long-time resident of Glen Eira. She was educated in Rosstown Ward and has lived there almost all of her adult life. She is married with two children and three grandchildren.

Cr Esakoff has experience in business administration — having run a small business with her husband — as well as working in the publishing, advertising and radio/television industries.

Cr Esakoff is serving her fifth term on Council, and served as Mayor in 2005, 2007 and 2011, and Deputy Mayor in 2008 and 2010. She now devotes her time to Council apart from voluntary work and committee positions held in the local community, including vice-presidency of the Management Committee of Community Information Glen Eira and membership on the Ethics Committee for Calvary Health Care Bethlehem.

Cr Esakoff is committed to improving residents' quality of life, believes in strong community involvement and takes a keen interest in all community issues.

Phone/Fax: 9578 2877

Mobile: 0407 831 893

Email: mesakoff@gleneira.vic.gov.au

Cr Clare Davey

Her desire to play a larger role in her local community was one of the reasons why Glen Huntly resident, Clare Davey decided to run for Council.

One of the five new faces on the elected Council, Cr Davey has worked in Local Government as a traffic and transport engineer formore than five years.

Cr Davey grew up just across the border in Bayside and has spent six of the last eight years living in the City of Glen Eira.

When Cr Davey is not working as a traffic and transport engineer, she can be seen pounding the pavement — she loves running on the Rosstown Rail Trail or at Princes or Caulfield Parks and hopes to complete both her second and third half marathon this year.

Cr Davey enjoys running, visiting her local cafes and taking her three nieces to local parks, galleries and hiking.

Ensuring people can live the 20 minute city lifestyle is one of the issues Cr Davey is most passionate about.

During her first term on Council, Cr Davey has aimed to improve local shopping centres and make them easier for residents to access.

Cr Davey has a Bachelor of Environmental Engineering (Honours) (Monash University)

Master of Traffic (Monash University)

Mobile: 0466 469 776

Email: cdavey@gleneira.vic.gov.au

Cr Tony Athanasopoulos

Cr Athanasopoulos was born of two migrant parents from Greece and Italy. They both worked hard to give their three boys the life they envied, and always taught the importance of service. Cr Athanasopoulos now resides and runs a family business in Carnegie with the drive instilled by his parents. He has a partner Katherine who is also his business partner and they both share a position on the Chrisalis Foundation board, a not-for-profit foundation supporting young people with disabilities.

Cr Athanasopoulos imagines a world where people inspire others to achieve their best, and where we nurture one another to achieve excellence. Cr Athanasopoulos wishes to use his vision of the world to establish new foundations for the municipal district of Glen Eira.

Cr Athanasopoulos has attended Head Masters Academy and the TMG College — The Malka Group College

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Email: tathanasopoulos@gleneira.vic.gov.au

TUCKER WARD

Cr Jamie Hyams

A long-time resident of Glen Eira with a keen interest in sport and recreation, Cr Hyams is serving his fourth term on Council and was Mayor in 2012 and 2013 and Deputy Mayor in 2011. Formerly a solicitor and executive director of a community sporting body, he is now a senior policy analyst at a not-for-profit public affairs organisation.

Until 2011, Cr Hyams was President of the City of Moorabbin Historical Society, having served an eight-year term. He is on the Committee of Management of the Glen Eira Adult Learning Centre and has been a cricket club president, Bendigo Bank committee member, Neighbourhood Watch Area Secretary and Residents' Association Vice-President. Cr Hyams believes it is vital to remember that Council is there to serve the community.

BA, LLB, (Monash University)

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Email: jhyams@gleneira.vic.gov.au

Cr Jim Magee

Deputy Mayor 2017

Cr Magee emigrated from Belfast, Northern Ireland in 1970. He is married with two boys and has lived in Bentleigh East since 1988. Cr Magee's weekdays involve work and Council commitments and on weekends he is a keen bowler with the Coatesville Bowls Club. Cr Magee served as Mayor in 2015.

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Email: jmagee@gleneira.vic.gov.au

Cr Nina Taylor

Cr Taylor is trilingual, a lawyer and works for a not-for-profit organisation as part of a long-term commitment to meaningful community engagement.

Cr Taylor's charitable activities have included providing phone-line legal advice at the Women's Legal Service to members of the community experiencing domestic violence.

Cr Taylor also has extensive private industry experience involving the promotion of treatment options for chronic disease (diabetes) to medical and allied healthcare professionals working in rural and urban hospitals/clinics and community healthcare centres.

Cr Taylor is passionate about supporting healthy lifestyles in the community, including a broad range of sporting activities for people of all ages. In addition, Cr Taylor has management experience in the promotion of disability services and advocates for an inclusive and supportive community. As a qualified teacher, other priorities for Cr Taylor are equitable access to high quality education, preschool and child care. Cr Taylor's own commitments are to minimise carbon output involving a focus on public transport usage, energy efficiency and sustainable gardening practices.

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COUNCILLOR ATTENDANCE AT COUNCIL MEETINGS

COUNCILLOR	ORDINARY MEETINGS	SPECIAL MEETINGS	TERM OF OFFICE
Number of meetings attended by each Councillor and number of meetings held (shown in brackets)			
Cr Tony Athanasopoulos	10 (10)	3 (4)	22 October 2016–30 June 2017
Cr Clare Davey	9 (10)	4 (4)	22 October 2016–30 June 2017
Cr Mary Delahunty	15 (15)	4 (5)	1 July 2016–30 June 2017
Cr Margaret Esakoff	15 (15)	5 (5)	1 July 2016–30 June 2017
Cr Jamie Hyams	15 (15)	5 (5)	1 July 2016–30 June 2017
Cr Joel Silver	9 (10)	4 (4)	22 October 2016–30 June 2017
Cr Dan Sztrajt	8 (10)	4 (4)	22 October 2016–30 June 2017
Cr Jim Magee	13 (15)	5 (5)	1 July 2016–30 June 2017
Cr Nina Taylor	9 (10)	4 (4)	22 October 2016–30 June 2017
Cr Kelvin Ho	5 (5)	1 (1)	1 July 2016–22 October 2016
Cr Michael Lipshutz	5 (5)	1 (1)	1 July 2016–22 October 2016
Cr Oscar Lobo	4 (5)	0 (1)	1 July 2016–22 October 2016
Cr Neil Pilling	5 (5)	1 (1)	1 July 2016–22 October 2016
Cr Thomas Souness	5 (5)	1 (1)	1 July 2016–22 October 2016

ELECTION OF MAYOR AND DEPUTY MAYOR

Glen Eira's Mayor and Deputy Mayor are elected for a one-year term. Councillor Mary Delahunty was elected Mayor and Councillor Jim Magee was elected Deputy Mayor on 8 November 2016 at a Special Meeting of Council.

Although the Mayor has no more authority than other Councillors, the position is a significant one as a community leader and Council spokesperson. The Mayor also performs an important leadership, social and ceremonial function and is Chair of all Council Meetings.

COUNCILLORS' CODE OF CONDUCT

On 14 February 2017, Council adopted a revised *Code of Conduct*.

The purpose of the *Code* is to assist Councillors in meeting their responsibilities by setting standards of conduct to ensure the conduct of Councillors is legal, ethical and appropriate at all times.

The *Code* specifies that, as the performance of the Council and the wellbeing of the Glen Eira community are directly affected by the conduct of the City's elected representatives, the community is entitled to expect that:

— The business of the Council is conducted with efficiency, impartiality and integrity.

— Councillors obey the spirit and letter of the law in particular, the provisions of relevant statutes, regulations, local laws and instruments.

— Responsibility to the community is always to be given absolute priority over the private interests of Councillors.

All Councillors sign a written agreement to abide by the *Code of Conduct* when they take the oath of office at the start of their term and each time a review of the *Code of Conduct* is undertaken.

COUNCILLORS' REMUNERATION AND SUPPORT

Councils may set annual allowances for their Mayor and Councillors according to their predetermined category, based on criteria such as each council's individual size and revenue base. Following a review by the Minister, Glen Eira became a 'Category 3' Council in November 2008. Councillor allowances have been reviewed in accordance with the Act and the current allowances are $29,630 plus 9.5 per cent superannuation contribution for Councillors and $94,641 plus 9.5 per cent superannuation contribution for the Mayor. Allowances are fully taxable.

The Mayor and Councillors are supported by a secretariat, which processes requests and correspondence from members of the community, co-ordinates Council meetings and supports Mayoral and other civic functions.

All Councillors are provided with a mobile phone, a photocopier, printer and a desktop computer, tablet or iPad.

They can also make use of the Councillors' office facilities at Glen Eira Town Hall, which contains office equipment and a basic library, holding a range of Council and related publications. The Mayor also receives use of an office, computer and telephone at Town Hall. Use of facilities is governed by *Council's Civic Support and Expenses Policy*.

COUNCILLOR EXPENSES

In accordance with Section 75 of the *Local Government Act 1989*, Council is required to reimburse a Councillor for expenses incurred while performing their duties as a Councillor. Council is also required to adopt and maintain a policy in relation to the reimbursement of expenses for Councillors. The policy is to provide guidance for the types of reasonable expenses that must be reimbursed, in addition to the provision of resources and support available to the Mayor and Councillors to enable them to fulfil their duties.

Council also publishes in its *Annual Report* the details of the expenses, including reimbursement of expenses for each Councillor and member of a Council committee, paid by the Council.

The details of the expenses, including reimbursement of expenses for each Councillor and member of a Council committee paid by the Council for the 2016–17 year, are set out in the following table:

SCHEDULE OF COUNCILLOR ALLOWANCES AND EXPENSES, 1 JULY 2016–30 JUNE 2017

COUNCILLOR	COUNCILLOR ALLOWANCES	CONFERENCES, FUNCTIONS AND TRAINING	TRAVEL — LOCAL	COMMUNIC-ATION	FUNCTIONS EXTERNAL TO TOWN HALL	CARER EXPENSES	TOTAL EXPENSES
Cr Tony Athanasopoulos	$20,948	$158	-	$1,659	$45	-	$22,810
Cr Clare Davey	$20,948	-	-	$1,594	-	-	$22,542
Cr Mary Delahunty Mayor 2017	$76,697	-	-	$1,933	$109	$3,659	$82,398
Cr Margaret Esakoff	$30,733	-	$86	$894	$45	-	$31,758
Cr Jamie Hyams	$30,733	-	-	$952	$45	-	$31,730
Cr Joel Silver	$20,948	-	-	$2,555	-	-	$23,503
Cr Dan Sztrajt	$20,948	-	-	$1,606	-	-	$22,554
Cr Jim Magee Deputy Mayor 2017	$30,733	-	-	$2,236	-	-	$32,969
Cr Nina Taylor	$20,948	$458	-	$1,471	$45	-	$22,922
Cr Kelvin Ho	$9,785	-	-	$202	-	-	$9,987
Cr Michael Lipshutz	$9,785	-	-	$262	-	-	$10,047
Cr Oscar Lobo	$9,785	$70	$40	$700	-	-	$10,595
Cr Neil Pilling Mayor 2016	$31,256	-	$646	$116	$123	-	$32,141
Cr Thomas Sounness Deputy Mayor 2016	$9,785	$250	-	$172	-	-	$10,207
Category total	**$344,032**	**$936**	**$772**	**$16,352**	**$412**	**$3,659**	**$366,163**

Expenses

1. Conferences, seminars, training and development

Councillors are encouraged to attend conferences and seminars in order to enhance their personal skills and knowledge to better perform their role. This category covers registration fees associated with attendance by Councillors at local conferences, functions, seminars and one-off or short-term training courses. These are normally held by Local Government related organisations and other professional bodies and institutions, on areas and events which impact on the role of Councillors and the City of Glen Eira in general. Any conference, seminar, function or training event where the cost is likely to exceed $750 requires approval by Council resolution.

2. Transport costs

This category covers costs associated with assisting Councillors in meeting the transport costs incurred in attending meetings, functions and other commitments within and outside the municipality. This comprises use of taxi services, reimbursement for use of a private vehicle while conducting Council business, car parking fees, and the provision of car parking permits, as described in the *Councillor Civic Support and Expense Policy*.

3. Communication

This category covers communication costs associated with ensuring that Councillors are accessible and are able to communicate with constituents, stakeholders, other Councillors and Council officers while conducting Council business. This category comprises costs associated with use of mobile phones, home phones, desktop computers, tablets or iPads.

4. Functions external to Town Hall

In some cases, Councillors may attend community functions/events external to Town Hall. In doing so, Councillors may seek reimbursement for expenses incurred. These expenses comprise costs associated with the provision of meals and refreshments reasonable to the nature of Council business being conducted.

5. Carer expenses

The Council will reimburse reasonable expenses for child care and carers necessary for Councillors to carry out their duties, including attendance at Council meetings, briefing sessions, meetings with community groups, organisations and inspection of properties necessary in performing the duties of a Councillor.

COUNCILLOR MEMBERSHIP OF COMMITTEES

COUNCIL COMMITTEES

Council operates several committees that either make decisions under delegation from Council (special committees) or provide advice and make recommendations to Council on specific issues (advisory committees). Council is also represented on numerous external bodies that serve the Glen Eira community. Councillor membership on committees is reviewed regularly. In 2016–17, the following committees and representations were in place:

ADVISORY COMMITTEES

Arts and Culture Advisory Committee (new membership as of 7 February 2017)

Role: to provide recommendations to Council for Arts and Culture programs.

Current composition: Cr Margaret Esakoff, Cr Mary Delahunty and Cr Jamie Hyams

Number of meetings held during 2016–17: 2.

Audit Committee (new membership as of 15 November 2016)

Role: to report to Council and provide appropriate advice and recommendations on matters relevant to its *Charter* in order to facilitate decision-making by Council in relation to the discharge of its responsibilities.

Current composition: Cr Jim Magee (November 2016–June 2017), Cr Tony Athanasopoulos (November 2016–June 2017)

Independent representatives: David Gibbs (Chair), Dr Craig Nisbet and Lisa Woolmer.

Number of meetings held during 2016–17: 4.

CEO Employment Matters Committee (membership as of 7 February 2017)

Role: to make recommendations to the Glen Eira City Council on contractual matters, appointment, remuneration, conditions or extension of appointment relating to the CEO or person to act as the CEO. The Committee will also conduct performance reviews of the CEO.

Current composition: Cr Mary Delahunty, Cr Jim Magee, Cr Joel Silver

Number of meetings held during 2016–17: 2.

Citizen of the Year Advisory Committee (new membership as of 15 November 2016)

Role: to make recommendations to Council for recipients of the *Glen Eira Citizen of the Year, Young Citizen of the Year* and *Community Group of the Year*.

Current Composition: Cr Jamie Hyams, Cr Clare Davey, Cr Joel Silver

Independent representatives (appointed by Council on 10 October 2016): Nancy Duckmanton, Glen Eira's *Citizen of the Year* 2016 and Our Lady of the Sacred Heart College Bentleigh Principal Anne O'Loughlin.

Number of meetings held during 2016–17: 1.

Community Consultation Advisory Committee (new membership as of 7 February 2017)

Role: to make recommendations in relation to the way Council consults with residents, ratepayers and other stakeholders in the community, to ensure maximum participation, communication and value to the community.

Current composition: Cr Tony Athanasopoulos, Cr Dan Sztrajt, Cr Jamie Hyams

Independent representatives: Iris Levin, Elizabeth Orlov, Megan Dunckley, Ann Van Leerdam

Number of meetings held during 2016–17: 3.

Community Grants Advisory Committee (new membership as of 20 December 2016)

Role: to support and assist not-for-profit community-based groups to meet identified community priorities and to strengthen the Glen Eira community. The committee also makes recommendations to Council in relation to the suitability and distribution of community grant funding with respect to the applications and agreements.

Current composition: Cr Dan Sztrajt, Cr Tony Athanasopoulos, Cr Nina Taylor

Number of meetings held during 2016–17: 5.

Local Laws Advisory Committee

Role: to provide a forum for investigation and recommendations to Council concerning current and potential local laws and associated issues.

Current composition: Councillors to be appointed in 2018, when the next review of the Local Law occurs.

Number of meetings held during 2016–17: Nil.

Recreation and Leisure Advisory Committee (previously the Sport and Recreation Advisory Committee. New membership as of 7 February 2017)

Role: to provide advice and make recommendations to Council in relation to open space, recreation and leisure activities including review and consideration of current and future community needs for recreation and leisure facilities, open space and unstructured recreation. The committee will provide responses to strategic opportunities and review the policy and strategy.

Current composition: Cr Joel Silver, Cr Nina Taylor, Cr Jamie Hyams, Cr Tony Athanasopoulos

Number of meetings held during 2016–17: 1.

Strategic Transport Advisory Committee (previously Transport Advisory Committee. New membership as of 7 February 2017)

Role: to provide advice and make recommendations to Council in relation to strategic transport planning, including the development of an *Integrated Transport Strategy*, understanding of emerging transport initiatives, consideration of urban design initiatives, advice on significant State Government projects, advice on Council's advocacy and recommendations on policy issues where appropriate.

Current Composition: Cr Tony Athanasopoulos, Cr Clare Davey, Cr Jim Magee

Independent representatives: Marcus Burke, Cathy McNaughton, Jenna Fivelman and Joshua Stewart

Number of meetings held during 2016–17: 1.

Sustainability Advisory Committee (previously the Environment Advisory Committee. New membership as of 7 February 2017)

Role: to make recommendations to Council in relation to environmental sustainability including advocacy on behalf of the community on sustainability issues, response to strategic Council and/or sector issues and opportunities, and policy development.

Current composition: Cr Nina Taylor, Cr Clare Davey, Cr Mary Delahunty

Independent representatives: Julian Donlen (appointed by Council on 5 April 2016), Shane Genziuk (appointed by Council on 5 April 2016), Yann Decourt (appointed by Council on 5 April 2016), Phil Thompson (appointed by Council on 12 April 2015)

Number of meetings held during 2016–17: 1.

OTHER COMMITTEES WITH COUNCILLOR REPRESENTATIVES

Municipal Association of Victoria

Delegate: Cr Margaret Esakoff.

Substitute: Cr Nina Taylor

Metropolitan Transport Forum

Representative: Cr Tony Athanasopoulos

Substitute: Cr Joel Silver

Metropolitan Local Government Waste Forum

Delegate: Cr Joel Silver

Caulfield Racecourse Reserve Trustees

Trustees: Cr Margaret Esakoff, Cr Jamie Hyams and Cr Michael Lipshutz (appointed by the Governor in Council and with the recommendation of the Minister for Crown Lands).

Cr Margaret Esakoff, Cr Jamie Hyams and Cr Michael Lipshutz resigned as trustees in October 2017.

No Councillors were nominated to the Trust following the 2016 Local Government election pending advice from the Victorian Minister for Energy, Environment and Climate Change and Minister for Suburban Development regarding her intention to introduce revised Trust arrangements as an outcome of the 2016 *Bi-partisan working group report of the Caulfield Racecourse Reserve*.

THE EXECUTIVE

The CEO leads an Executive team which includes four Directors. The team plans, co-ordinates and monitors the progress of Council's goals and strategic direction and manages day-to-day business activities.

The Directors are accountable to the CEO for effective and efficient management of their portfolios and the collective delivery of Council's internal transformation program delivery and the *Glen Eira Council and Community Plan*.

CHIEF EXECUTIVE OFFICER

Rebecca McKenzie

Commenced position in February 2016

Rebecca is an accomplished leader with a successful career at executive level across three countries and three sectors. Before joining Glen Eira City Council, Rebecca's roles included CEO at Mitchell Shire Council in Melbourne's north and Director of Corporate Services for Yarra Ranges Council. During an eight-year stint abroad, Rebecca held director level roles in human resource management at Swindon Borough Council in the United Kingdom (UK) and at the National University of Ireland in Dublin. Her early career was spent in various roles with the Queensland State Government. Rebecca is also President of Local Government Professionals Victoria.

Rebecca has a Bachelor of Arts (Griffith University), Graduate Certificate in Business Administration (Griffith University), Master of Science (Sheffield Hallam University UK), Graduate (Australian Institute of Company Directors)

DIRECTOR INFRASTRUCTURE, ENVIRONMENT AND LEISURE

Samantha Krull

Commenced position in May 2016

Samantha commenced working in the Local Government sector in 2007 and has worked in both metropolitan and growth councils. She also has 15 years' experience in the private sector as a professional consulting structural engineer and project manager, in Australia, South Africa and Hong Kong.

Samantha has experience in leading multi-disciplinary teams to sustainably plan and deliver community infrastructure projects and programs in Local Government. In 2015, she received the Institute of Public Works Engineers *Victorian Sector Practitioner/Engineer of the Year Award*.

Samantha has a Bachelor of Science (Engineering) (Hons), Graduate Diploma in Engineering

DIRECTOR CORPORATE SERVICES

Peter Swabey

Commenced position in July 2016

Peter has more than 20 years' experience in senior finance and company secretarial roles across a range of industries including Local Government, banking and finance and legal services. Peter has extensive experience in financial management, treasury, payroll, accounting system implementations and external financial reporting requirements. Peter was Chief Financial Officer from 2004–2016.

Peter has a Bachelor of Business (Accounting) (Monash University), CPA

DIRECTOR PLANNING AND PLACE

Ron Torres

Commenced position in 2015

Ron joined Council in 1996. He has more than 20 years' experience in town planning in both inner-city and middle-ring municipalities.

He has held a range of management roles and has extensive experience in statutory and strategic town planning, VCAT and planning panels. He has also successfully delivered a range of transport planning, sustainable development, animal management and economic development programs, each with a goal of safeguarding and developing community amenity and wellbeing.

Ron has a Bachelor of Planning and Design (The University of Melbourne)

DIRECTOR COMMUNITY WELLBEING

Peter Jones

Commenced position in 2003

Peter joined Council in July 2001 as Human Resources Manager. His career has spanned human resources, education and community services. He has extensive experience in community services, in both the not-for-profit and public sector, and has held a range of human services management roles in the areas of children's services, youth services and community development.

Peter has a Bachelor of Social Work (Hons), Master of Business Administration (Monash University)

ORGANISATIONAL STRUCTURE

ORGANISATIONAL CHART

As at 30 June 2017

WORKFORCE BY AGE, GENDER AND CONTRACT 2016–17*

	PERMANENT FULL-TIME		PERMANENT PART-TIME		CASUAL		TOTAL
Age	**Female**	**Male**	**Female**	**Male**	**Female**	**Male**	
< 30	19	14	17	5	157	96	**308**
30–50	88	90	133	21	128	50	**510**
>50	91	106	219	58	92	49	**615**
Total	**198**	**210**	**369**	**84**	**377**	**195**	**1,433**

*Data on temporary staff unavailable.

E.F.T. WORKFORCE BY CONTRACT, GENDER AND DIVISION 2016–17

	CASUAL FEMALE		PERMANENT PART-TIME FEMALE		PERMANENT FULL-TIME FEMALE		CASUAL MALE		PERMANENT PART-TIME MALE		PERMANENT FULL-TIME MALE		TOTAL	
Division	Count	E.F.T.	Count	E.F.T.	Count	E.F.T.	Count	E.F.T.	Count	E.F.T.	Count	E.F.T.	Count	E.F.T.
Community Wellbeing	163	26.23	319	183.68	93	92.05	32	5.39	54	28.28	15	14.68	676	350.32
Corporate Services	11	4.78	10	6.16	30	29.00	11	5.93	2	1.38	24	24.00	87	72.25
Executive					2								2	2.00
Infrastructure, Environment and Leisure	191	27.90	10	6.07	36	36.00	126	24.12	3	2.58	130	130.00	496	226.67
Innovation and Continuous improvement					2	2.00					3	3.00	5	5.00
People and Culture			4	2.45	5	5.00			1	0.80	3	3.00	13	11.25
Planning and Place	12	1.50	26	8.49	30	30.00	26	3.11	24	4.48	35	35.00	153	82.58
Total	**377**	**60.41**	**369**	**206.85**	**198**	**197.05**	**195**	**38.55**	**84**	**37.52**	**210**	**209.68**	**1433**	**750.07**

DISCRIMINATION AND EQUAL EMPLOYMENT OPPORTUNITY PROGRAM

Council values diversity and therefore does not tolerate any form of discrimination in the workplace. There are a number of equal opportunity policies and procedures in place, including anti-discrimination, which are widely communicated to all employees.

Council has a well-established *Equal Employment Opportunity Program*, which includes online and face-to-face training and a contact network. As part of the *Program*, Council delivers extensive training and resources with the aim that existing and prospective staff are not subjected to discrimination in the workplace. The *Program* ensures Council decisions and policies promote equal employment opportunity in the workplace and that Council complies with federal and state legislation in relation to equal opportunity employment, in particular the:

— *Equal Opportunity Act 2010 (Vic)*;

— *Racial and Religious Tolerance Act 2001 (Vic)*; and

— *Victorian Charter of Human Rights and Responsibilities Act 2006*.

We further ensure that employees receive information and either online or face-to-face training relating to equal opportunity expectations at induction and throughout their employment with Council. Specifically, these relate to harassment, discrimination, vilification, bullying, and occupational violence.

As part of its commitment to equal opportunity, Council appoints and trains designated equal employment opportunity officers to provide confidential assistance and support to staff members who believe they may be affected by discrimination or harassment in the workplace. In the event a complaint arises, we ensure that such matters are dealt with promptly and confidentially through internal investigation processes.

In 2016–17, no discrimination matters were raised by Council staff with any external bodies.

THE YEAR AT A GLANCE

COUNCIL STATISTICS

SERVICE CENTRE ENQUIRIES 376, 924

LIBRARY LOANS 1,357,495

35,350 PEOPLE CAME TO COUNCILS OUTDOOR COMMUNITY EVENTS

PARTICIPANTS IN YOUTH SERVICES PROGRAMS 6,538

MATERNAL AND CHILD HEALTH KEY AGES AND STAGES VISITS 16,476

IMMUNISATIONS 11,575

MEALS DELIVERED 43,393

GLEN EIRA SPORTS AND AQUATIC CENTRE ANNUAL VISITS 1.5 MILLION

NEW DWELLINGS APPROVED 1,997

STREET TREES PLANTED 2,090

TOTAL WASTE RECYCLED 45.3% (13,225 TONNES)

SERVICE DELIVERY

SERVICES THAT COUNCIL DELIVERS FOR EVERY $100 OF RATES AND CHARGES REVENUE (2016–2017):

CAPITAL WORKS PROGRAM $33.03

PARKS AND RECREATION $16.44

RECYCLING AND WASTE $12.99

URBAN MAINTENANCE $11.90

SERVICES FOR FAMILIES AND THE COMMUNITY $7.32

SERVICES FOR THE AGED $5.80

LIBRARIES $4.76

PLANNING FOR GROWTH AND THE FUTURE $4.14

COMMUNITY SAFETY $2.26

CULTURAL SERVICES $1.36

Please note: figures include internal revenue and expense allocations and are calculated net of direct income items such as grants and fees and charges (excluding waste management).

MAJOR INITIATIVES

MAJOR PROJECTS

Booran Reserve — an open space for all

Glen Eira's newest outdoor space, Booran Reserve, was officially opened in April 2017 and boasts 1.6 hectares of open space for people of all ages and abilities to enjoy.

Booran Reserve features picnic areas, open grassed and shaded seating areas, surrounded by a range of native and exotic trees and plantings that will change with the seasons.

Council took over management of the site, formerly known as Glen Huntly Reservoir, in 2008 and we worked hard for almost 10 years to transform this disused reservoir into an outstanding open space.

Major construction contracts were awarded in May 2016 and successful completion of the project was made possible by partnership with the Victorian Government and assistance of $128K from Melbourne Water.

We are proud of many important features in the Reserve including art panels along the retained sections of the reservoir wall, which tell the story of water, the water connection to indigenous peoples and the context of the reservoir development in Melbourne's water network.

The always-popular 'play' spaces provide a range of stimulating experiences and environments for all ages and abilities, including the double dome climbing net, water elements, climbing ropes, a double flying fox and swings.

The entire Reserve is an amazing asset for our community and a huge drawcard to the municipality.

See *Mayor and CEO overview* page 9.

Hopetoun Gardens makeover honours historic cannons

In January 2017 we were pleased to complete refurbishment works to the entry of Hopetoun Gardens in Elsternwick.

Work began in September 2016 at this historical community site, which is home to mid-19th Century cannons.

The cannons, purchased by the Victorian Government in 1866 from the British Royal Arsenal, are two of only 25 made and were first placed in the Gardens in 1910. They were temporarily removed for major restoration works in 2013 before being reinstated in 2015 in time for 150th anniversary celebrations.

Works to the entry included the planting of four mature palm trees — which fittingly honour the significance of the historic cannons — as well as additional landscaping along the facade of the Gardens, new garden beds, seating, signage and a new entrance wall and updated paving.

Marara Road Reserve enhances open space for our community

One of our priorities at Glen Eira City Council is to provide adequate outdoor space for current and future generations of our community.

Council's *Open Space Strategy*, implemented in 2014, recommended landscape inclusion and enhancement in many open areas including Marara Road Reserve in Caulfield South.

Stage one of the Reserve upgrade, at the western end between Curraweena and Narrawong Roads, was completed in the 2015–16 financial year and began the process to enhance the Reserve as a more inviting and attractive open space.

The works have created an ideal location for community social gatherings with canopy trees and garden beds which are user-friendly with entries highlighted and pathways realigned to improve movement and safety.

We know this open space will continue to be a much loved location for both regular users and newcomers into the future and stage two will only add to its appeal as a place for the community to meet, play and relax.

Stage two, along the Reserve between Narawong and Booran Roads, is currently underway and should near completion by July 2017.

The continuation of these improvement works will see the installation of new seating and picnic areas, fitness stations and additional trees and shrub plantings to reinforce the natural character of the Reserve.

See *Community Plan Goals — Recreation and open space* page 59.

MAJOR ENVIRONMENTAL INITIATIVES

Booran Reserve — where environmental and sustainable features shine

Environmental and sustainable design was a major feature of the recent enhancement works at Booran Reserve.

The works, completed in April 2017, showcase our commitment to environmental and sustainable design across the municipality and further enhance this impressive open space.

A standout feature at the reserve is a 500,000-litre storm water harvesting system, which treats and reuses water for irrigation on lawns and garden beds and for toilet flushing.

Recycling of concrete reservoir walls for base material was also a major feature of this project, with more than 95 per cent of the existing site material reused. This included onsite concrete crushing and screening, and retaining some key structures and elements as heritage features. Our recycling efforts also saved an impressive 70 per cent on demolition and formation costs.

Other major features include LED and low energy lighting used throughout the Reserve and automated systems including energy management, irrigation and lighting control software. Solar power was also installed to offset daytime running of an underground water play plant room, irrigation plant room, two toilet blocks and CCTV.

Our Water Sensitive Urban Design System has been independently modelled and exceeds best practice targets for pollution reduction in total suspended solids, phosphorous, nitrogen and gross pollutants. In addition, reuse of captured water provides up to 64.2 per cent of the annual water demand for the site.

We also worked hard to enhance the natural environment at the Reserve and planted a mix of native and exotic trees and plants to provide contrasting colours throughout the year, while the urban forest corridor now provides an ideal habitat for native birds.

Glen Eira leading the way with solar

We continued to rollout our solar program across Glen Eira communities in 2016–17 following the major installation of solar photovoltaic (PV) systems at Glen Eira Sports and Aquatic Centre (GESAC), Glen Eira Town Hall and Caulfield Senior Centre in 2015–16.

We are proud to be leading the way with our solar program with GESAC's system among the largest solar power systems on any Local Government building in Australia, boasting an impressive 384 solar panels.

Combined, the solar systems at GESAC and Town Hall generate 232,000-kilowatt hours (per year) of clean electricity, which equates to power used by approximately 50 average homes in Glen Eira.

Seven additional sites had solar panels installed in 2016–17, including Caulfield Park Pavilion in Caulfield; the Youth Information Centre in Bentleigh; both McKinnon and Glen Huntly Maternal and Child Health Centres; DC Bricker Pavilion in Caulfield South; Packer Park Pavilion in Carnegie; and Duncan Mackinnon Pavilion in Murrumbeena.

To date the total capacity of solar systems installed by Council is 382 Kilowatts across 18 buildings and as a result we are anticipating a significant increase in solar energy production and a subsequent decrease in greenhouse gases in 2016–17.

Figures available to us at the time of publication include:

— Greenhouse gas tonnes decrease of 8.8 per cent.

— Solar power generated by Council in 2016–17 was 136,256 Kilowatt hours — a 67 per cent increase.

— The reduction of carbon dioxide emissions equates to eliminating the annual electricity usage of almost 200 average Glen Eira homes.

Council takes action on food waste

Council is taking decisive action on waste across our communities with plans for a landmark food and garden waste collection program.

We are proud to be the first council in Victoria's south east to introduce a combined food and organic garden waste recycling program at kerbside collection points, which will significantly reduce the amount of household food waste.

The program will incorporate food waste, which makes up nearly half of all household garbage, into our existing fortnightly green waste collection service.

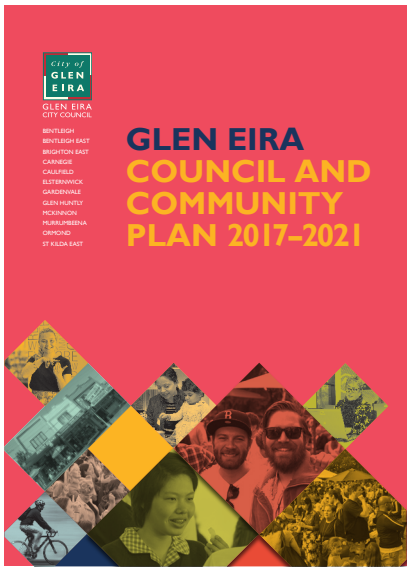
We have been investigating options for the introduction of food waste collection since 2015–16 and planning is now well underway with contracts to be awarded during 2017.

Recycling food waste is an important part of cutting greenhouse gas emissions to a sustainable level and we hope to divert as much as possible of the 30,000 tonnes of food waste currently sent to landfill each year from Glen Eira.

Any Glen Eira household with an existing green waste bin will be able to take part in the program and the combined green waste will be turned into compost or mulch to be used in parks, gardens and farms to improve soil, instead of going to landfill.

As part of the new service, we will also offer a free kitchen caddy to all households upon request. To participate, contact our Service Centre on 9524 3333.

MAJOR CONSULTATION INITIATIVES



Consultation key to Council and Community Plan success

Council adopted a new *Glen Eira Council and Community Plan 2017–21* in June 2017 and we identified community consultation as key to its future success.

Consultation carried out in 2016 identified five strategic objectives for Council to consider. These objectives aim to ensure our communities are:

- liveable and well designed;
- accessible and well connected;
- safe, healthy and inclusive;
- clean and sustainable; and
- informed and engaged.

We also created actions and measures for each strategic objective to be reported on, each financial year. In addition, the *Glen Eira Council and Community Plan 2017–21* is reviewed on an annual basis by internal and external stakeholders and is used as an important planning document to respond to the needs of our community and deliver quality services that provide value for money.

Extensive community consultation and research took place and included a telephone survey, focus groups, community meetings and online consultation, involving more than 4,000 community members.

Residents were invited to six public meetings during July 2016, held in different geographical locations across each ward, to discuss planned Council initiatives over the next four years and help us to better understand local priorities and community satisfaction.

This process, involving 391 community members, identified a range of themes and issues including, but not limited to, residential planning and development, traffic and parking, sustainability, and energy use.

Services for the community were also discussed, including aged care, families and children, and youth.

This important consultation process allows us to gain an understanding of how to make Glen Eira a better place to live now, and in the future.

Locals have say on shopping strips

Council prioritises community consultation and our work and progress during 2016–17 has helped shape two outstanding initiatives: a local shopping strip consultation as part of the *Activity Centre, Housing and Local Economy Strategy* and our *Transforming our Neighbourhoods Together Project*.

Stage one — *Tell us what you love about your shopping strip* began in November 2016 with the circulation of a survey to gather important feedback, which was used to develop a community-owned vision for shopping centres and shopping strips across Glen Eira. More than 2,000 surveys were received and 800 people posted feedback on social media in relation to their local shopping strips (activity centres).

Survey responses detailed information about what people liked and disliked about the centres, including strong support for local cafes and businesses, and indicated popular methods of accessing the shopping strips.

This feedback has led to a draft a vision strategy and key objectives for activity centres at Bentleigh; Carnegie; Elsternwick; Caulfield Station; Moorabbin; Glen Huntly; Alma Village; Bentleigh East; Caulfield Park; Caulfield South; Gardenvale; Hughesdale; McKinnon; Murrumbeena; Ormond; Patterson; Ripponlea; and East Village. By the end of 2017 we hope to have four structure plans in place, one each for Bentleigh, Carnegie, Elsternwick and East Village.

Stage two — *Transforming our Neighbourhoods Together Project* included concepts based on community ideas and was undertaken from March to April 2017. This initiative involved developing a draft vision and key objectives for all of Glen Eira's activity centres, and concept project ideas for Carnegie, Bentleigh, Elsternwick, Murrumbeena and Hughesdale (activity centres with structure plans in the process of being developed in 2017 or which are undergoing level crossing removals).

Stage three of the initiative, carried out in May 2017, included the *Activity Centre, Housing and Local Economy Strategy* and preliminary structure plan exploration. This *Strategy* is a high level Citywide future plan that identifies the key principles and roles for Glen Eira's network of activity centres and shopping strips.

Stages four to eight will include the production of *Quality Design Principles* and draft concept plans in August 2017, followed by further draft concept plans and *Quality Design Guidelines* in October 2017. Final structure plans will be presented to Council for adoption in late 2017.

Once the structure plans have been adopted, Council will seek authorisation from the Minister for Planning to commence the planning scheme amendment process in order to implement our projects into the *Glen Eira Planning Scheme*.

Landmark youth consultation initiatives for Glen Eira

Consultation with young people is a priority for Glen Eira City Council and we were pleased to establish our landmark *Youth Consultation Strategy* in early 2017.

The *Strategy* includes three major activities, which will combine to form one of the largest youth consultation projects conducted by Council and provide us with comprehensive qualitative and quantitative data on youth issues and wellbeing.

The *Strategy* includes a face-to-face *Youth iPad Survey*, the establishment of a #YouthVoice Committee via social media and a *Youth Resilience Survey*, aimed at providing large scale health and wellbeing data.

Our *Youth iPad Survey* was carried out between February and March 2017 and we received feedback from 304 young people aged between 10 and 25. The survey was made available on iPads, youth worker mobile phones and as a link on the Glen Eira Youth Services Instagram page.

Survey participants shared opinions on youth issues, support, social connection and aspirations. They also provided feedback on key focus areas including school stress, pressure from parents, body image, anxiety and bullying.

These results will make up part of the larger 2017 *Youth Consultation Strategy* and have given us an important insight into how we can better focus our support services and engage with young people.

The #YouthVoice Committee involves 15 young people from across Glen Eira who use social media to communicate important youth issues, opinions and achievements to the Glen Eira community.

The committee, formed in February 2017, meets weekly to film, edit and interview community members on issues concerning young people, as gathered via our *Youth iPad Survey*.

The active group provides a youth voice to the Glen Eira community through posting videos, images and stories on social media and plans to develop new initiatives to raise awareness and create conversations about important youth issues.

Our *Youth Resilience Survey* was distributed to more than 6,000 primary and secondary school students from across Glen Eira during term two of 2017.

The *Survey* assessed 40 key predictors of wellbeing and resilience and will provide local schools and Council with unique data around young people's mental health, sense of hope, feelings of safety and attitudes towards violence.

More than 4,000 surveys were completed and are currently being collated. Results of the *Survey* will be known in September 2017.

MAJOR ADVOCACY EFFORTS

Advocacy wins interim height decision

During 2016–17 we sought interim height controls from the State Government during the development of our structure plans.

In March 2017 the Victorian Minister for Planning approved our application for interim height controls in Bentleigh and Carnegie activity centres.

This was a pleasing result for us as we strongly believe development should be appropriate and aligned to our community's vision and our determinations should not be overturned by decisions made at the Victorian Civil and Administrative Tribunal (VCAT).

The Minister's decision will allow the community to fully engage with our structure plan process currently underway, without the distraction of VCAT appeals.

These interim controls will now set mandatory and discretionary height limits on buildings, ranging from three to five storeys in Bentleigh, and four to seven storeys in Carnegie and across all commercially zoned land in Bentleigh and Carnegie activity centres.

The controls will apply while we are undertaking all structure planning work, which we anticipate to have completed by the end of 2017.

It is our understanding that the interim controls will also apply to all current planning applications and those that are pending appeal at VCAT.

We are proud of the outstanding advocacy work by our members during the application process and the subsequent Minister's decision.

We aim to continue this work in response to community concern for ad hoc development and strong views about height, particularly where development abuts neighbourhood residential and general residential zones.

Council continues advocacy for better use of Crown Land

We are passionate advocates for the use of Crown Land for public use and for many years we have pushed for better public use of the Caulfield Racecourse Reserve.

In our role as advocates we work hard to influence government and other key stakeholders on issues that are important to our community.

During 2017 we met with representatives for the Minister for Planning to discuss public use at Caulfield Racecourse Reserve.

We also met with the Victorian Planning Authority to ensure our voice would be heard during future strategic planning for the Racecourse precinct and other sites across the municipality.

The Crown Land at Caulfield Racecourse is reserved for three purposes: a racecourse, recreation and a public park. We will continue our advocacy work to the government to influence future decisions on this site.

Many sports clubs in Glen Eira are at capacity and we cannot accommodate the requests from clubs to increase the number of teams while the number of grounds remains the same.

For this reason we will continue to investigate options for more open space and advocate to the State Government for better use of the disused and underutilised Crown Land.

In addition we will promote any public consultation process undertaken by the Department of Environment, Land, Water and Planning to ensure our voice continues to be heard.

Council advocates during major level crossing works

Council advocated strongly for community members and local traders in response to major State Government level crossing removals across our municipality during 2016–17.

These works were carried out under the State Government's Level Crossing Removal Authority (LXRA); therefore we could only advocate for particular works to be done or assist the community during the process.

We focused on ensuring the transformation of the open space and community facilities along the corridor, where works were being carried out, would enhance amenities and deliver positive outcomes.

Specifically, we advocated for better designs, support for disrupted communities and improvements in nearby community facilities. We also established a Neighbourhood Response Team in April 2017 to help facilitate advocacy and support.

This Team consisted of staff from different areas across Council to help local traders in practical ways during the works.

Level crossing removals took place across a large section of the Glen Eira community and affected the Frankston Line at Ormond, McKinnon and Bentleigh, and the Dandenong Line at Carnegie, Murrumbeena and Hughesdale (where building of the elevated railway is currently underway). Frankston Line works were completed during November 2016 and removal work is still being completed on the Dandenong Line.

Our focus was on supporting the community and local businesses through the major disruption along both lines. Some of the specific areas of advocacy included:

• For the Frankston Line — EE Gunn Reserve and the facilities there have been improved, including upgrades to the Football and Cricket Pavilion, Baseball Pavilion, Tennis Club and Scout Hall. In addition, designs were changed so 53 of the existing and much loved palms were replanted along the corridor of the Frankston Line.

• For the Dandenong Line — designs were changed to include second entrances at both of the new stations for Carnegie and Murrumbeena, opening up access options for the community. Protection was also sought for significant trees at Boyd Park, Carnegie and other areas along the rail corridor. We will continue to advocate for taller trees to be returned to help revegetate the corridor and provide screening, amenity and support biodiversity. In particular, a much loved local tree, Rosie the River Red Gum (at Carnegie), has been protected during the works and is surviving, which is great news for the local community.

COUNCILS STRATEGIC PLANNING PROCESS

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COUNCILS KEY OBJECTIVES

The following details Council's stategic planning process and all *Glen Eira Community Plan 2013–2017* goals from Council's eight key objectives.

Each section shows the performance tables and the accompanying strategies.

COUNCIL'S STRATEGIC PLANNING PROCESS

STRATEGIC PLANNING PROCESS

Medium-term planning (three to five years)

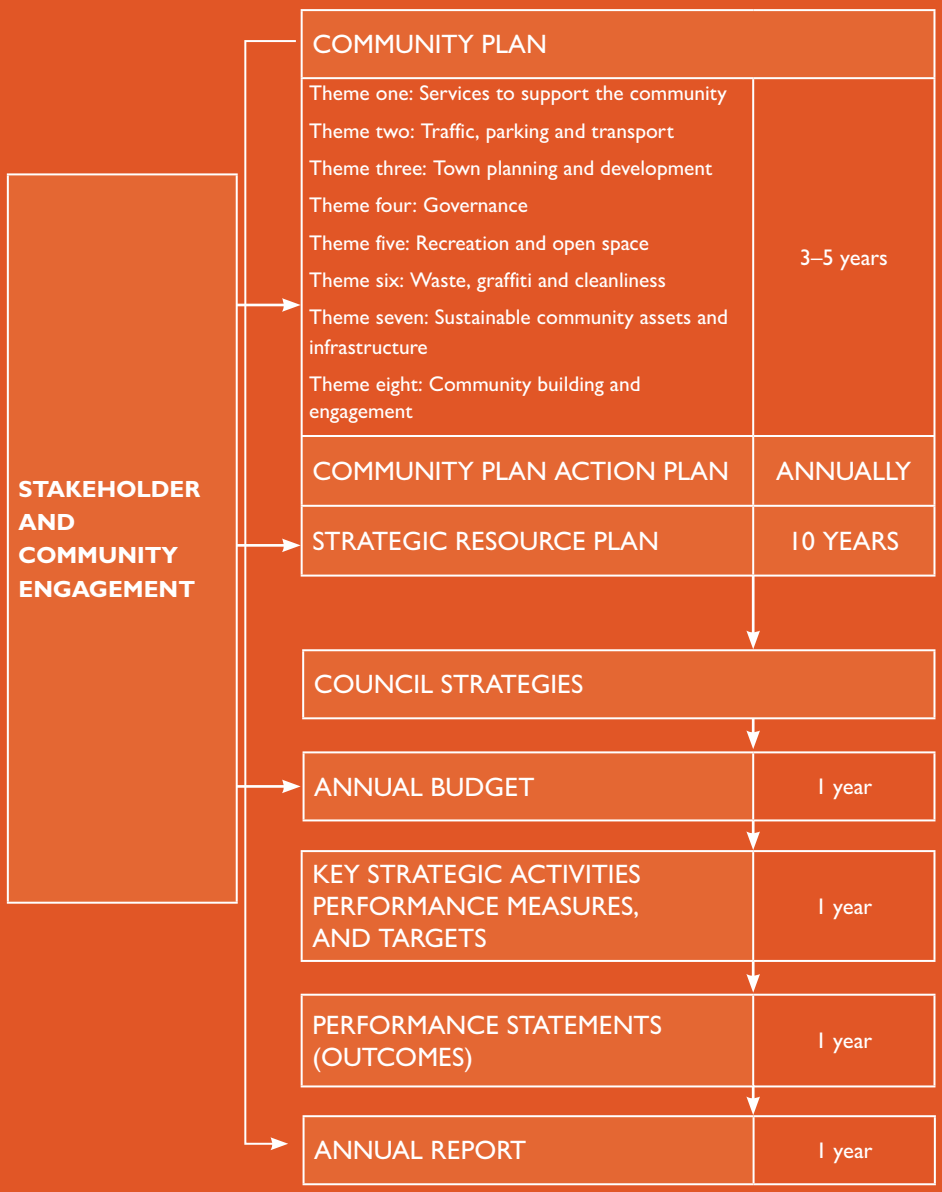
Developed and approved by Council in consultation with the community, Council's *Community Plan 2013–2017* sets out the direction for the City. The *Community Plan 2013–2017* is fully integrated with the *Strategic Resource Plan*, which sets out the long-term financial resources of Council and includes key financial indicators.

Short-term planning (12 months)

The *Annual Budget* is framed to be consistent with the *Strategic Resource Plan* to ensure Council can achieve the goals from its yearly *Action Plan* (derived from the overall *Community Plan 2013–2017*) sustainably and effectively.

Reporting

The progress of the *Action Plan* is reported to Council quarterly and the end of financial year results of achieving *Community Plan 2013–2017* goals and financial performance, are then reported in Council's *Annual Report*.



COMMUNITY PLAN GOALS 2013–2017

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SERVICES TO SUPPORT THE COMMUNITY

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City of GLEN EIRA

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STRATEGIC OBJECTIVE

To maintain high quality service standards and deliver universal services that support the community, particularly the needs of families, youth, senior citizens and people with a disability.

MATERNAL AND CHILD HEALTH SERVICE SUPPORTS VULNERABLE FAMILIES

The enhanced Maternal and Child Health Service provides in-home support to families who are experiencing vulnerability due to mental health issues, family violence, social isolation, financial hardship and drug and alcohol misuse.

The Department of Education and Training have set a minimum target of 500 hours for the enhanced service. This was exceeded in 2016–17 by 417 hours due to the high demand on the service.

MUNICIPAL EARLY YEARS PLAN

The *Municipal Early Years Plan 2013–2017* is a local area *Plan* designed to provide strategic direction for the development and co-ordination of early years programs, activities and other local community development processes that are about ensuring positive outcomes for children zero–6 years in the municipality.

Over 2016–17, the *Municipal Early Years Plan* directed the following activities:

— a new *Family Calendar*;
— a range of parenting information sessions, including *Positive parenting, National Disability Insurance Scheme, Paediatric first aid, Rubbish free lunch box session* and *Talking to children about safety*;
— *Pop-up playgroups*;
— *Dads' Playgroups*; and
— continuation of the 2+ connect playgroup.

A new *Municipal Early Years Plan* will be developed in 2018.

POSITIVE AGEING STRATEGY

The *Glen Eira Positive Ageing Strategy* is focussed on building a positive view of ageing. It works to keep Glen Eira's ageing residents healthy, connected and engaged so they can age well.

Throughout 2016–2017, we achieved the following actions contained in the *Strategy*:

— 17,976 hours of free facility hire for senior citizen clubs throughout Glen Eira;
— five health promotion events were run, including sessions on legal matters, nutrition, incontinence and diabetes;
— a *Seniors festival* that was attended by more than 1,000 people; and
— health promotion and service information circulated in 10 different languages.

The next *Glen Eira Positive Ageing Strategy* will be developed in 2021.

LIBRARY PROGRAMS ENCOURAGE FAMILY AND COMMUNITY INVOLVEMENT

Six hundred and forty one library programs were delivered in 2016–2017 in addition to our *StoryTime* and *BabyTime* offering. Programs included book club, computer classes, a weekly language café and presentations on cooking, gardening, nutrition and art.
For a full list of program offerings, visit
http://library.gleneira.vic.gov.au/Home

RESPONSIVE COMMUNITY SERVICES			
STRATEGY	**ACTION**	**MEASURE**	**RESULT**
Continue to provide a comprehensive range of community services that are responsive to the needs of the community.	Provide community services which minimise social isolation and build community identification.	Deliver social outings and exercise classes to at least 200 socially isolated residents each year.	✓
Comment: Two hundred and eight socially isolated residents enrolled in exercise and social outings as at June 2017.			
		Deliver Home Library Service to at least 200 socially isolated clients.	✓
Comment: Two hundred and thirty eight Home Library Service clients as at end of June 2017.			
		Provide 23,433 hours of social support.	✗
Comment: Council provided 22,397 hours of social support as at end of June 2017. We are currently meeting all requests for service in social support.			
		Provide 500 hours of Maternal and Child Health services specifically targeted at vulnerable clients.	✓
Comment: Council's Maternal and Child Health Department delivered 917 hours of services to vulnerable families.			
	Implement the *Municipal Public Health and Wellbeing Plan*.	Ninety per cent of 2016–17 actions complete.	✓
Comment: Council's *Municipal Public Health and Wellbeing Plan* targets six key health and wellbeing priorities: healthy eating and physical activity; community wellbeing and connectedness; mental health; reduction of harm from tobacco, alcohol and drugs; public health protection; and delivery of initiatives in public health leadership. Ninety nine per cent of actions a were completed in 2016–17.			
	Inspect registered food businesses to assess compliance with National Food Safety Standards.	Conduct 850 food safety assessments.	✓
Comment: Council's Public Health Department conducted 932 inspections of registered food businesses throughout 2016–17 to ensure compliance with National Food Safety Standards.			

ASSISTING RESIDENTS			
STRATEGY	**ACTION**	**MEASURE**	**RESULT**
Encourage residents to raise issues through letters, emails and calls to the Service Centre and provide timely and informative responses.	Service Centre to resolve calls at first point of contact.	Eighty two per cent of calls resolved at first point of contact.	✓
Comment: Eighty two per cent of calls resolved at first point of contact as at 30 June 2017.			
	Ensure telephone calls are answered promptly.	Average call waiting time of 18 seconds or less achieved for all calls.	✗
Comment: Average call waiting time is 34 seconds. From December 2016 to April 2017, average queue wait times increased considerably due to: severe storm activities in late December 2016 and February 2017; a substantial increase in the volume of requests taken; and staff shortages including secondments, leave and training.			

SERVICES FOR CHILDREN

STRATEGY	ACTION	MEASURE	RESULT
Deliver children's services that provide support, education and improve health and wellbeing outcomes for young children and their families.	Deliver Maternal and Child Health services that meet State Government targets.	Deliver 15,000 Key Ages and Stages visits.	✓
Comment: Delivered 16,476 Key Ages and Stages visits as at June 2017.			
	Implement the *Municipal Early Years Plan (MEYP)*.	Ninety per cent of 2016–17 actions complete.	✓
Comment: Completed 98 per cent of actions completed as at June 2017.			
	Provide vaccinations to infants and school children in accordance with the *National Immunisation Program Schedule*.	Eight thousand vaccinations provided to infants and school children.	✓
Comment: Provided 11,575 vaccinations to infants and school children as at June 2017.			

MAINTAINING HEALTHY, ACTIVE AND INDEPENDENT LIFESTYLES

STRATEGY	ACTION	MEASURE	RESULT
Assist older people and people with a disability to maintain healthy, active and independent lifestyles in their own home and within the community.	Provide a range of services that support frail older people and people with disabilities to live independently at home.	Deliver all funded hours of Home Care, Personal Care and Respite Care to eligible residents currently set by the Department of Health and Human Services at 95,000 hours.	✗
Comment: A total of 92,222 hours have been delivered. We are currently meeting all requests for service in Home Care, Personal Care and Respite Care.			
		Meet all service requests from eligible residents for Home Maintenance Services.	✓
Comment: All requests met with 4,335 hours of home maintenance delivered as at June 2017.			
	Support senior citizens clubs to enhance social inclusion of older persons.	Council to provide 14,000 hours per annum of free facility use to local senior citizens clubs.	✓
Comment: Provided 17,977 hours of free facility use to senior citizens clubs as at 30 June 2017.			
	Provide quality accredited residential aged care services that achieve a high level of resident satisfaction.	Achieve 90 per cent resident satisfaction as measured by the *Annual Quality Performance Systems Survey*.	✓
Comment: Received over 90 per cent resident satisfaction as measured by *Annual Quality Performance Systems Survey*. Warrawee Community achieved 95 per cent satisfaction, Spurway Community achieved 92 per cent satisfaction, and Rosstown Community achieved 94 per cent satisfaction.			
	Implement actions contained in the *Glen Eira Ageing Strategy*.	Ninety per cent of 2016–17 actions complete.	✓
Comment: Completed 98 per cent of actions as at 30 June 2017.			
Deliver a range of disability services that promote community inclusiveness and access for all-abilities.	Implement actions in the *Disability Action Plan*.	Ninety per cent of 2016–17 actions complete.	✓
Comment: Completed 99 per cent of actions as at end of June 2017.			

IMPROVING OUR LIBRARIES			
STRATEGY	**ACTION**	**MEASURE**	**RESULT**
Ensure Council libraries provide a broad range of books, e-books, learning materials, access to technology, activities and programs that entertain, enrich and develop the community.	Offer a range of library services and programs which encourage family and community involvement.	Six hundred thousand visits to Council libraries annually.	✓
Comment: Visits totalled 702,747 to Council libraries at end of June 2017.			
		Provide *StoryTime* and *BabyTime* sessions for 50,000 attendees at libraries in Bentleigh, Carnegie, Caulfield and Elsternwick.	✓
Comment: *StoryTime* and *BabyTime* sessions were attended by 61,869 visitors at as at 30 June 2017.			
	Offer a range of library programs for adults that promote reading and encourage social connectedness.	Deliver at least 250 library programs aimed at information technology, community connections or enjoyment of reading.	✓
Comment: Delivered 641 library programs as at 30 June 2017.			

YOUNG PEOPLE IN THE COMMUNITY			
STRATEGY	**ACTION**	**MEASURE**	**RESULT**
Implement a range of centre and school-based programs to engage young people aged 10 to 25 years and encourage active participation.	Offer a range of centre and school-based programs.	Provide more than 250 programs.	✓
Comment: Delivered 279 centre and school based programs as at 30 June 2017.			
Provide youth work support to young people and families to assist in positive development.	Assist and deliver support advocacy and referral to young people who are disadvantaged, isolated or at risk.	Seven thousand young people and their families supported through school and centre-based programs, information and referral, service collaboration and special events.	✓
Comment: Youth Services supported 9,586 young people and their families for the year ended 30 June 2017.			

TRAFFIC, PARKING AND TRANSPORT

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STRATEGIC OBJECTIVE

To promote the safe movement of pedestrian, bicycle and vehicle traffic in a way that minimises the impact of traffic and parking on the local amenity and physical environment.

ROAD SAFETY AUDITS AROUND SCHOOLS

Three road safety audits have been completed around the following schools: Bentleigh West Primary School, Bentleigh; Tucker Road Primary School, Bentleigh East; and Bentleigh East Primary School, Bentleigh East.

The audits identified areas where pedestrian safety could be improved, such as the need to install traffic islands, removal of redundant crossings, installation of pram crossings and improved access to and across footpaths.

Business cases have also been prepared for funding to implement the recommendations in 2017–18.

ROAD SAFETY AUDITS AROUND SHOPPING CENTRES

Two road safety audits were completed around Centre Road, Bentleigh; Mackie Roads Shops, Bentleigh East; and Gardenvale Road Shops near the intersection of Nepean Highway and Elster Avenue, Gardenvale. Business cases have also been prepared for funding to implement audit recommendations in 2017–2018.

The audits identified the need for additional disabled parking bays; *Disability Discrimination Act 1992 (Cth)* compliance for intersection crossings; and improved pedestrian access.

PEDESTRIANS, BICYCLES AND PUBLIC TRANSPORT			
STRATEGY	**ACTION**	**MEASURE**	**RESULT**
Improve safety and movement of road users and provide a fair and equitable balance of parking.	Investigate community requests about traffic and parking.	Ninety five per cent of reactive investigations responded to within five days, 50 community consultations undertaken and the placing of the *Not So Fast* speed trailer at problem locations.	✗
Comment: Ninety two per cent of reactive investigations were responded to within five days. There has been a significant increase in community requests and workloads around traffic and parking. Seventy eight community consultations were undertaken and the *Not So Fast* speed trailer was placed at 15 problem locations.			
Continue to promote walking, cycling and public transport options in Glen Eira as alternatives to motor vehicle use.	Implement actions outlined in the *Walking Strategy Action Plan.*	Complete at least 90 per cent of budgeted actions.	✗
Comment: Seventy eight per cent of the budgeted actions were implemented. Two actions were not completed: (1) Patterson Road, Bentleigh pedestrian crossings not completed due to delays receiving Vic Track approval for public lighting under the Patterson Road rail bridge, Bentleigh. (2) Tucker Road, Bentleigh pedestrian crossing facility was deferred due to the unavailability of a suitable contractor to undertake the works.			
	Review the *Bicycle Strategy Action Plan.*	Complete the review the *Bicycle Strategy Action Plan.*	✗
Comment: Officers are currently preparing an *Integrated Transport Strategy*. As part of this work a new bicycle strategy will be developed.			
Inform the community about local active transport options such as pedestrian, bicycle and public transport options including those arising from consultations.	Articles in *Glen Eira News* and on Council's website.	Six active transport related articles in *Glen Eira News* and on Council's website.	✓
Comment: Council published seven transport related articles in its monthly newspaper, *Glen Eira News*, to inform the community about transport options within the City of Glen Eira.			

MAKING STREETS AND ROADS SAFER			
STRATEGY	**ACTION**	**MEASURE**	**RESULT**
Improve safety around shopping centres, and schools by maintaining safe school crossings and installing traffic management treatments to protect vulnerable road users such as children and older residents.	Audit two schools and identify improvements to safety and the movement of people.	Three audits completed and business cases prepared for supported recommendations.	✓
Comment: Three road safety audits have been completed, Tucker Road Bentleigh Primary School; Bentleigh West Primary School; and Bentleigh East Primary School. Business cases have also been prepared for funding to implement audit recommendations in 2017–18.			
	Audit shopping centres and identify improvements to safety and the movement of people.	Two audits completed and business cases prepared for supported recommendations.	✓
Comment: Centre and Mackie Roads Shops, Bentleigh East and Gardenvale Road Shops, Gardenvale audits completed. Business cases have also been prepared for funding to implement audit recommendations in 2017–2018.			
Improve road safety and manage congestion on the local road network.	Implement capital works program including traffic calming measures in local streets informed by the *Transport Strategy*, *Road Safety Strategy* and the *Local Area Traffic Management Priority System*.	All traffic capital works projects (identified in the *Budget*) completed.	✗
Comment: Sixty per cent of capital works projects identified in the *Budget* were completed. There have been delays receiving Vic Track approval for pedestrian lights at the Patterson Road, Bentleigh rail bridge. The speed humps in Seymour Road, Elsternwick have been deferred due to redesign as a result of flood overlay and the Tucker Road, Bentleigh pedestrian crossing has been deferred due to unavailability of a suitable contractor.			
	Undertake traffic counts within the City and add to Council's *Local Area Traffic Management Priority System* to inform future capital works projects.	At least 105 traffic counts completed.	✓
Comment: Completed 129 traffic counts for the year ended 30 June 2017.			

TOWN PLANNING AND DEVELOPMENT

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STRATEGIC OBJECTIVE

To manage the rate and extent of change to the built environment consistent with State and local planning policies to achieve a diversity of housing as sympathetic as possible to neighbourhood character.

BUILDING INSPECTIONS

Five hundred and twenty two proactive inspections were undertaken and responded to. There were 423 reactive planning enforcement matters with 95 per cent of these matters being responded to within five days.

Inspections are carried out to ensure that the approved development being constructed, complies with the planning permit endorsed plans and permit conditions. Matters that are typically raised include: construction management plan requirements; new buildings overlooking existing properties; height; building setbacks from footpath; car parking; and landscaping.

PLANNING FOR THE MUNICIPALITY			
STRATEGY	**ACTION**	**MEASURE**	**RESULT**
Plan for a mixture of housing types that allows residents to meet their housing needs in different stages of their life cycle within the City.	Actively plan for a mix of dwelling types underpinned by the three residential zones (Neighbourhood Residential Zone, General Residential Zone and Residential Growth Zone).	At least 50 per cent of new dwellings to be located within the General Residential, Residential Growth and Commercial Zones.	✓
Comment: Seventy five per cent of new dwellings located within the General Residential, Residential Growth and Commercial Zones.			
Enforce the provisions of the *Glen Eira Planning Scheme* and building control requirements across the City as well as compliance with any planning permits.	Conduct proactive and reactive site inspections for compliance with planning permit conditions and Local Law requirements.	Three hundred proactive inspections completed and respond to 95 per cent of reactive planning enforcement matters within five days.	✓
Comment: Completed 522 proactive inspections and responded to 95 per cent of reactive planning enforcement matters within five days.			
	Enforce building control requirements and investigate building enforcement matters.	Investigate 200 building enforcement matters and respond to 95 per cent of reactive building enforcement matters within five days.	✓
Comment: Investigated 382 building enforcement matters and responded to 95 per cent of reactive building enforcement matters within five days.			
Ensure new multi-dwelling residential development is sympathetic to the existing neighbourhood character in Glen Eira's Neighbourhood Residential Zone.	Make decisions in accordance with Council's Neighbourhood Residential Zone with an emphasis on neighbourhood character.	Refuse, under manager delegation, all applications which do not satisfy the purpose of Council's Neighbourhood Residential Zone.	✓
Comment: All 56 applications that did not satisfy the purpose of Council's Neighbourhood Residential Zone were refused under manager delegation as at 30 June 2017.			
Encourage and support community involvement in the planning permit application process.	Promote Council's suite of *Fast Track* permit application processes.	Report to Council, year-on-year, the percentage of applications using the *Fast Track* process.	✓
Comment: As at 30 June 2017, we have not had any *Fast Track* applications lodged in 2016–17. Only Three per cent of applications were lodged using the *Fast Track* process during 2015–16.			

PARTICIPATING IN PLANNING			
STRATEGY	**ACTION**	**MEASURE**	**RESULT**
Provide an opportunity for all residents to be informed and to participate in town planning applications where they (and others) object.	Maintain both the non-statutory planning conference (Council decision by resolution) and Delegated Planning Committee (DPC) as forums for resident involvement in the town planning process.	Except for a managerial refusal of an application, ensure all objectors are provided with an opportunity to participate in a consultation meeting, delegated planning committee meeting or planning conference.	✓
Comment: Council held 299 delegated planning meetings and 43 planning conferences to the year ended 30 June 2017.			
Provide a fair, transparent and inclusive town planning decision-making process.	Improve the Delegated Planning Committee (DPC) efficiency by reducing the number of planning applications needing to be referred for a decision by undertaking mediation.	Undertake 10 mediation meetings.	✗
Comment: Nine mediation meetings undertaken as at 30 June 2017. Engagement with stakeholders occurs in a range of ways depending on the complexity of the application and the nature of the matters in dispute between applicants and objectors. During 2016–17, nine mediation meetings, 43 planning conferences and 299 delegated planning forums were held. Mediation meetings were offered and accepted by stakeholders in a limited number of instances due to: the complex nature of most applications; the respective positions by applicants; and objections typically being irreconcilable.			
Undertake community consultation and engagement to ensure the *Glen Eira Municipal Strategic Statement, Glen Eira Planning Scheme* and town planning process meets the needs of local residents and ratepayers.	Survey participants in the Delegated Planning Committee (DPC) process to ascertain satisfaction rates.	Eighty per cent satisfaction rating of participants in the Delegated Planning Committee (DPC) process.	✓
Comment: Ninety two per cent of participants were happy with the Delegated Planning Committee (DPC) process as at 30 June 2017.			

GOVERNANCE

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City of GLEN EIRA
GLEN EIRA CITY COUNCIL

STRATEGIC OBJECTIVE

To deliver strong local leadership and governance in an open and responsible manner in the best interests of the community.

RESPONSIBLE GOVERNANCE			
STRATEGY	**ACTION**	**MEASURE**	**RESULT**
Inform the community about Council's roles and activities through a broad range of media.	Ensure all Council endorsed strategies, plans and policies are available on Council's website.	All Council endorsed strategies, plans and policies published on Council's website.	✓
Comment: All Council endorsed strategies, plans and policies have been published on Council's website.			
Maximise capital investment while continuing to keep operating costs and rates below the average of neighbouring councils.	Continue to keep operating costs and rates per assessment low.	Average operating cost to be five per cent below the average of our seven benchmark councils.	✓
Comment: Glen Eira's operating cost per property is approximately five per cent below the average of our seven benchmark Councils.			
Ensure that Council complies with financial and performance reporting requirements.	The preparation and completion of Council's 2015–2016 annual accounts.	Completion of *2015–16 Financial Report* and *Performance Statement* by 30 September 2015 with an unqualified audit opinion.	✓
Comment: The 2015–16 *Financial Report* and *Performance Statement* was completed by 30 September 2016 with unqualified audit opinions.			
	Delivery of the *2016–2017 Annual Budget* in line with approved budget timelines.	Completion of the *2016–2017 Annual Budget* — to be adopted by Council and submitted to the Minister before 30 June 2016.	✓
Comment: The *2016–2017 Annual Budget* was adopted by Council on 28 June 2016 and submitted to the Minister by 30 June 2016.			
Ensure that Council adheres to the *Charter of Human Rights*.	Ensure all staff receive information about the *Charter of Human Rights* and comply with the *Charter*.	No breaches of the *Charter*.	✓
Comment: There were no breaches of the *Charter of Human Rights* in 2016–17. All staff members receive information on the *Charter of Human Rights* during induction. Staff are also required to undertake a mandatory e-learning module on the *Charter*.			
Establish an effective monitoring and review process for the *Glen Eira Community Plan 2013–2017* to check and report progress towards community needs.	Regular reporting on progress against action items in the *Glen Eira Community Plan 2013–2017*.	Report progress to Council quarterly.	✓
Comment: Progress against action items in the *Glen Eira Community Plan 2013–2017* reported to Council quarterly for the year ended 30 June 2017.			
	All agendas and minutes of Council Meetings are posted on Council's website and are easy to locate and search.	Agendas and minutes on website.	✓
Comment: All agendas and minutes of Council Meetings were placed on Council's website and are easy to locate and search.			

MANAGING RISK AND SAFETY			
STRATEGY	**ACTION**	**MEASURE**	**RESULT**
Implement Council's *Risk Management Strategy* to ensure that risk is effectively managed throughout the organisation.	Implement Council's *Risk Management Strategy*.	Rolling program of business unit risks to Audit Committee meetings.	✓
Comment: The rolling program covering business unit operational risks continues to be reported to the Audit Committee on a quarterly basis.			
Continue to implement occupational health and safety strategies to provide a safe workplace and protect staff from injuries.	Ensure compliance with Council's externally audited safety accreditation system (*SafetyMAP*).	Council complies with *SafetyMAP* criteria and maintains accreditation status.	✓
Comment: The *SafetyMAP* audit occurred between 13–14 of February 2017 and focused on the following work areas: Major Projects; Purchasing and Fleet; and the Service Centre. Overall, *SafetyMAP* certification was maintained following the audit. The next audit is scheduled for November 2017.			

RECREATION AND OPEN SPACE

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City of GLEN EIRA

GLEN EIRA CITY COUNCIL

STRATEGIC OBJECTIVE

To enhance recreation facilities and open space to meet current and future needs of the local community.

DUNCAN MACKINNON RESERVE ATHLETICS TRACK UPGRADE

A grant application was submitted to Sport and Recreation Victoria 2017–18 Community Sports Infrastructure Fund, to upgrade the Duncan Mackinnon Reserve athletics track in Murrumbeena. The application successfully progressed through two stages to receive $250,000 in funding.

Council committed an additional $750,000 in the *2017–18 Budget* to undertake a full track reconstruction that will improve safety, meet International Association Athletics Federation Standards and maximise usage. Works are expected to commence in November 2017.

SPORTSGROUND ALLOCATIONS

Two hundred and one teams representing soccer, cricket, baseball and softball were allocated in the 2016–17 summer season.

All team requests were accommodated across the municipality. Club and association allocations were also approved for cycling, athletics netball.

Three hundred and forty two teams representing AFL, soccer, softball, Gaelic football and lacrosse were allocated in the 2017 winter season. Increased funding allocated to sportsground maintenance allowed an additional 25 teams, including 21 female teams, to be accommodated compared to the 2016 season. Club and association allocations were also approved for cycling, athletics and netball.

OUR SPORTING AND RECREATIONAL FACILITIES			
STRATEGY	**ACTION**	**MEASURE**	**RESULT**
Upgrade or renew Council sporting pavilions in line with Council's *Priorities for Pavilion Upgrades Report* to provide clubs and groups with access to relevant and appropriate facilities and amenities.	Commence design of the new Lord Reserve Pavilion, Carnegie, to replace two existing pavilions.	Design completed, incorporating energy and water efficiency features.	✗
Comment: The design of the Lord Reserve Pavilion, Carnegie is on hold pending the development of a masterplan for the Lord Reserve/Carnegie Swim Centre/Koornang Park precinct, Carnegie.			

AN OPEN SPACE STRATEGY			
STRATEGY	**ACTION**	**MEASURE**	**RESULT**
Implement an annual capital works program in relation to the open space and sporting facility upgrade.	Upgrade outer walking track at Duncan Mackinnon Reserve, Murrumbeena.	Complete upgrade.	✗
Comment: The project scope has changed to include stages one and two of the landscape enhancement works. Landscape enhancement works include new internal pathways; lighting; a new staircase; perimeter path improvements; rubber under surfacing on fitness pods; and shelters for viewing sport and casual use. This body of work is currently being prepared by a landscape architect for tender by Council.			
	Advocate for funding for Duncan Mackinnon Reserve athletics track upgrade.	Advocacy complete.	✓
Comment: Funding approved by Sport and Recreation Victoria. Project funded as part of *2017–18 Budget*.			
	Redevelop EE Gunn No 2 sportsground following grade separation soil stock piling.	Complete redevelopment of the sportsground.	✓
Comment: Redevelopment of EE Gunn No 2 sportsground, Ormond completed.			
	Redevelop Bailey Reserve, Bentleigh East No 2 sportsground.	Complete the sportsground redevelopment.	✓
Comment: Redevelopment of Bailey Reserve No 2 sportsground in Bentleigh East completed.			
	Upgrade the irrigation system to the main oval at McKinnon Reserve, McKinnon, to improve reliability and minimise maintenance.	Complete upgrade.	✓
Comment: Upgrade to irrigation system to the main oval at McKinnon Reserve, McKinnon completed.			

AN OPEN SPACE STRATEGY (CONTINUED)			
STRATEGY	**ACTION**	**MEASURE**	**RESULT**
	Upgrade the rubber play surface at Carnegie Library and Community Centre in the interactive play area.	Upgrade completed.	✓
Comment: Upgrade to the rubber play surface at Carnegie Library and Community Centre interactive play area completed.			
	Complete construction of Booran Reserve, Glen Huntly.	Park open for public use.	✓
Comment: Practical completion reached and park officially open to public in April 2017.			
	Upgrade sportsground lighting at Bailey Reserve, Bentleigh East.	Sportsground lighting upgrade at Bailey Reserve Oval 2.	✓
Comment: Upgrade to sportsground lighting at Bailey Reserve, Bentleigh East completed.			
	Hopetoun Gardens, Elsternwick, landscape enhancement works.	Complete Hopetoun Gardens, Elsternwick, landscape works.	✓
Comment: Completed Hopetoun Gardens, Elsternwick landscape works.			
	Upgrade multipurpose courts at East Caulfield Reserve, Caulfield East and Koornang Park, Carnegie.	Upgrade of multipurpose courts completed.	✗
Comment: The multipurpose courts at East Caulfield Reserve are completed with the courts being well-utilised. The upgrade of the multipurpose courts at Koornang Park, Carnegie, has been deferred until the masterplan has been developed for the Lord Reserve/Carnegie Swim Centre/Koornang Park precinct. This masterplan will be developed in 2017–18.			

ACCESS FOR COMMUNITY ACTIVITIES, SPORT AND LEISURE			
STRATEGY	**ACTION**	**MEASURE**	**RESULT**
Provide access to Council facilities (including sportsgrounds and pavilions) for community activities and sport.	Accommodate at least 400 sporting teams on sporting fields in the municipality.	Teams allocated to grounds.	✓
Comment: Two hundred and one teams were allocated in the 2016–17 summer season and 342 teams were allocated in 2017 winter season.			
	Provide local community rooms and encourage community use.	Provide use of Town Hall and Carnegie Community Centre for Council, community organisations and members of the community. Achieve more than 2,000 bookings.	✓
Comment: Community bookings increased by six per cent to 1,339 on the previous year. Total room bookings for the year (including Council staff) 2,448.			
	Install shade sails in Council parks and reserves.	Works completed at: Elsternwick Plaza, Elsternwick; North Avenue Park, Bentleigh; and Memorial Park, Caulfield North.	✓
Comment: Shade sails installed at Elsternwick Plaza, Elsternwick; North Avenue Park, Bentleigh; and Memorial Park, Caulfield North.			
Ensure the availability of a diverse range of passive recreational opportunities in local parks that meet the needs of the community.	Continue stage two landscape upgrade works at Marara Road Reserve, Caulfield South.	Complete upgrade.	✗
Comment: The project scope for the Marara Road Reserve, Caulfield South, will now include plinth barrier treatment being installed where the edge of the Reserve and the footpath meet, in addition to landscape enhancement works. These works are currently in progress and will be completed by 31 August 2017.			

LEISURE AND AQUATIC PROGRAMS

STRATEGY	ACTION	MEASURE	RESULT
Provide a range of leisure and aquatic programs at Glen Eira Sports and Aquatic Centre (GESAC) that meet the needs of the community.	Provide a range of programs and events for the community at Glen Eira Sports and Aquatic Centre (GESAC).	Maintain membership at not less than 14,000.	✓
Comment: Membership is 15,581 as at 30 June 2017.			
Provide a range of leisure and aquatic programs at Carnegie Swim Centre that meet the needs of the community.	Provide a range of programs and events for the community at Carnegie Swim Centre.	Six community events and programs held over the season.	✓
Comment: Carnegie Swim Centre held six community events and programs as at 30 June 2017.			

OUR PARKS

STRATEGY	ACTION	MEASURE	RESULT
Work with key stakeholders to reduce water and energy consumption required to maintain parks and sporting facilities.	Progressively reduce energy use from lighting in parks, including by moving to newer lighting technology.	Complete lighting installation at: Caulfield Park, Caulfield North; Gardenvale Park, Gardenvale; Bentleigh/Hodgson Reserve, Bentleigh; Joyce Park, Ormond; and Princes Park, Caulfield South.	✗
Comment: Lighting installation works completed at Caulfield Park, Caulfield North; Gardenvale Park, Gardenvale; Joyce Park, Ormond; and Princes Park, Caulfield South. Works at Bentleigh/Hodgson Reserve, Bentleigh, have been transferred to 2017–18 works program.			
Continue a program of upgrading or redeveloping playgrounds to ensure that a diverse array of play opportunities for children of all-abilities is provided.	Implement Council's budgeted program to upgrade playgrounds.	Council program implemented.	✓
Comment: Council's program to upgrade playgrounds implemented. New playgrounds installed at Clee Street Reserve, Ormond; North Avenue, Bentleigh; and Clapperton Street Reserve, Bentleigh. New play elements installed at McKinnon Reserve, McKinnon.			
Continue to provide a balance of both on and off-leash areas for dogs across the City and educate pet owners on responsible pet ownership.	Complete 1,500 patrols of parks to educate the community about responsible pet ownership.	Conduct 1,500 park patrols to encourage responsible pet ownership.	✓
Comment: Conducted 1,886 park patrols to encourage responsible pet ownership as at 30 June 2017.			
Continue to maintain and improve facilities in parks.	Install new automated public toilet at King George VI Memorial Reserve, Bentleigh East.	Complete installation of new automated public toilet.	✗
Comment: Automated public toilet procured with contractor appointed. Unit to be installed at King George VI Memorial Reserve, Bentleigh East, in August 2017.			
	Install outdoor fitness pod at Marara Road Reserve, Caulfield South.	Complete installation of fitness pod.	✗
Comment: Fitness pod is installed, however cannot be used until rubber under-surfacing works have been completed and new pathways surrounding the pod are installed. These works will be completed by 31 August 2017.			
	Continue the rolling program to replace aged, unsafe and damaged park furniture infrastructure.	Expend at least 90 per cent of the 2016–17 budget for replacing aged, unsafe and damaged park furniture.	✓
Comment: Completed.			
Continue to plant and maintain trees and other vegetation in our parks.	Undertake park tree pruning to uplift and shape trees associated with sightlines and pedestrian hazards.	Two thousand five hundred trees to be pruned.	✓
Comment: Pruned 4,232 trees in parks as at 30 June 2017.			

WASTE, GRAFFITI AND CLEANLINESS

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STRATEGIC OBJECTIVE

To maintain a safe, clean and attractive City.

WASTE AND RECYCLING			
STRATEGY	**ACTION**	**MEASURE**	**RESULT**
Provide a comprehensive waste management program to ensure the safe and responsible removal and treatment of local waste.	Continue to deliver kerbside waste collection, street sweeping, litter bin collection and hard rubbish collection services across the municipality.	Services delivered.	✓
Comment: Services delivered generally at a good standard.			
Develop and implement programs to reduce waste and increase rates of recycling within the community.	Introduce food waste collection as part of organics recycling services for the community.	Preparation and introduction complete.	✗
Comment: Food waste facility not available until January 2018. A detailed communications plan for this project has been developed.			

GRAFFITI REMOVAL			
STRATEGY	**ACTION**	**MEASURE**	
Deliver graffiti services that rapidly remove graffiti from Council owned assets and assist local residents and businesses to remove and prevent graffiti.	Prompt removal of graffiti from Council owned assets.	Ninety per cent of graffiti reported removed within five working days.	✓
Comment: All reported graffiti removed within agreed response times.			
	Assist with the removal of graffiti from private property where resources allow.	Ninety per cent of requests responded to within 10 working days.	✓
Comment: All reported graffiti removed within agreed response times.			

SUSTAINABLE COMMUNITY ASSETS AND INFRASTRUCTURE

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City of GLEN EIRA

GLEN EIRA CITY COUNCIL

STRATEGIC OBJECTIVE

To enhance and develop sustainable community assets and infrastructure to meet the needs of current and future generations.

DRAINAGE IMPROVEMENT AND FLOOD MITIGATION

Glen Eira City Council continued its commitment to renewing and upgrading its drainage networks by installing new conveyance as well as significant detention systems to reduce flood risk in the municipality.

Council spent $3.86 million on its *Drainage Improvement and Flood Mitigation Sub Programs*. Works on stage two of the Lancaster catchment project to upgrade the Deakin Street and Hopetoun Court, Bentleigh East detention systems, were brought forward to 2016–17.

SUSTAINING OUR ASSETS			
STRATEGY	**ACTION**	**MEASURE**	**RESULT**
Deliver a strategic and informed program to renew, upgrade and build community assets to meet the current and future needs of the community.	Implement *Council's Road Reconstruction Sub-program* in accordance with Council's *Asset Management Strategy*.	Expend 90 per cent of the budgeted capital works program for road reconstruction.	✓
Comment: Expended more than 95 per cent of the budgeted capital works program for road reconstruction.			
	Deliver capital works program to renew, upgrade or build Council assets, community facilities and infrastructure.	Twenty five million dollars spent on capital works projects.	✓
Comment: Thirty five million dollars total spent on capital works projects.			
	Implement the *Public Toilet Strategy* including upgrading the Morton Avenue, Carnegie toilet.	Expend $150,000 implementing the *Public Toilet Strategy*.	✓
Comment: The Morton Avenue, Carnegie, toilet will be rebuilt by the Level Crossing Removal Authority as part of the level crossing removal works and will open in 2018. The budget for implementing the *Public Toilet Strategy* was used to upgrade essential components to make them more reliable and extend their lives. Total expenditure on public toilet works was $168,000.			
	Implement $1.7 million to footpath upgrade capital program at various locations around the City in accordance with Council's *Road Management Plan*.	Expend 90 per cent of the budgeted capital works program for footpath installation.	✓
Comment: Completed with $1.77 million expended.			
Maintain, renew and upgrade Council's drainage system to reduce the risk of flood damage.	Implement Council's *Drainage Improvement and Flood Mitigation Sub-programs*.	Expend 90 per cent of budget on Council's *Drainage Improvement and Flood Mitigation Sub-programs*.	✓
Comment: More than 90 per cent expended with some of the next years works brought forward.			
	Inspect Council drainage pits.	Ten thousand pits inspected.	✗
Comment: We inspected 4,705 Council drainage pits. Due to heavy floods, pit sucker vehicle and all drainage, staff have focussed on reactive work only. Pro-active works are to recommence when customer requests are dealt with.			
Improve the quality and cleanliness of Glen Eira's major activity and retail precincts to meet the needs of business, visitors and the community.	Progressively renew and revitalise shopping strip streetscapes.	Expend $400,000 on revitalisation of shopping strip streetscapes.	✓
Comment: Expended $417,368 on revitalisation of shopping strip streetscapes. Clarence Street, Bentleigh East upgrade is 95 per cent complete. The project seeks to revitalise the local shops and make the street safe for local school movements. A new strategic approach is being undertaken for upcoming years, to align with the new *Activity Centre, Housing and Local Economy Strategy*.			

REPLACING AND PLANTING STREET TREES			
STRATEGY	**ACTION**	**MEASURE**	**RESULT**
Continue to promote and support strategies to increase environmental biodiversity.	As part of the implementation of the *Street Tree Strategy*, plant additional street trees until vacant nature strip sites are filled.	Plant an additional 1,000 trees into vacant sites.	✓
Comment: Planted 1,039 trees into vacant sites as at 30 June 2017.			

CONSERVING OUR NATURAL RESOURCES			
Implement strategies to reduce the use of potable water, energy and natural resources of Council assets and operations.	Continue to support Council's commitment to purchasing green products.	Purchasing of green products in 2016–17 to meet or better Council's green expenditure in 2015–16.	✓
Comment: Purchasing of green products in 2016–17 exceeded Council's 2015–16 green expenditure.			
	Reduce energy consumption from existing buildings and lighting and increase use of renewable energy.	Invest $800,000 in energy efficiency and renewable energy for existing Council buildings and lighting.	✓
Comment: Invested $829,014 on energy efficiency and renewable energy for Council buildings and lighting. Works exceeded the anticipated amount as extra work was committed. All works completed before 30 June 2017.			
	Investigate feasibility of future energy efficiency and sustainability options.	Complete investigations into next best energy efficiency and renewable energy opportunities for Council-managed infrastructure. Subject to approval from the electricity distribution companies, replace HPNa street lights with a more energy efficient alternative.	✓
Comment: Investigations into next best energy efficiency and renewable energy opportunities for Council managed infrastructure is in progress. A project has been included in Council's capital works program to replace HPNa street lights with more energy efficient alternatives over the next three years.			

PROMOTING SUSTAINABLE LIVING			
STRATEGY	**ACTION**	**MEASURE**	**RESULT**
Support community members to reduce their impact on the environment.	Run regular, ongoing recycling education activities targeted to address key barriers. These are to include regular articles and promotional ads, community presentations, direct mail and promotion in languages other than English.	A total of 10 articles in *Glen Eira News* and *Leader* Newspaper, three activities at community events, and promotions in languages other than English.	✓
Comment: Sixteen articles in *Glen Eira News* and 37 articles in *Leader* newspapers, three activities at community events and one article was presented in a language other than English. The *Recycling In Glen Eira* brochure was translated into five languages and distributed to culturally and linguistically diverse community groups and was made available on Council's website.			
	Facilitate sustainability education activities related to sustainable energy use, water conservation and biodiversity with community networks.	Facilitate 10 activities for the community, 10 for schools and children, 20 articles to be published.	✓
Comment: Facilitated 13 community activities, 10 activities for schools and children. A sustainability themed art project with 21 schools has been completed and was displayed in January and February 2017. There were 28 articles in the *Leader* newspapers and 56 articles in *Glen Eira News*.			
	Deliver the *Neighbourhood Sustainable Gardening Program* and the *Glen Eira Energy Saving Program* to support community in practical ways.	Ten per cent increase in the number of participants in the *Neighbourhood Sustainable Gardening Program*. Increase participation in the *Energy Saving Program* by 150.	✗
Comment: There was a 16 per cent increase in the number of *Neighbourhood Sustainable Gardening Program* participants — 134 new participants. Only 51 new participants engaged with Council's *Energy Saving Program*. Despite additional promotion and introduction of new products to the *Glen Eira Energy Saving Program*, community demand dropped significantly. This is thought to be because commercial providers in the marketplace have reduced their costs to access their programs. The program has been discontinued.			

COMMUNITY BUILDING AND ENGAGEMENT

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STRATEGIC OBJECTIVE

To build a strong connected community that actively participates and engages with Council to improve outcomes for the community.

CAPACITY BUILDING WORKSHOPS FOR COMMUNITY GROUPS

These sessions are held to build capacity and provide an opportunity for community groups to network and develop mutually beneficial working relationships that supports a range of community initiatives.

The first capacity building session, *Standing out in a crowd — marketing* was held in August 2016. The session was designed to help community groups think about how they market themselves and make themselves more visible in the community. Sixty seven people attended with 100 per cent satisfaction.

The second capacity building session — *Succession planning* — developing leadership for the future, was held in November 2016. This session focussed on community groups planning to ensure organisational sustainability. Thirty four people attended with 100 per cent satisfaction.

The third capacity building session — *Volunteers — recruiting, retaining and recognising,* was held in May 2017. This session was designed to assist groups to recruit and engage volunteers. Ideas for supporting and managing the volunteer efforts of community groups were explored. Fifty two people attended with 60 per cent satisfaction. The lower satisfaction rate compared to the previous workshops was attributed to the topic focusing more on volunteers for community organisations and not for volunteers for sporting groups.

All workshops were both capacity building and educational for community organisations and included networking opportunities.

COMMUNITY EVENTS

STRATEGY	ACTION	MEASURE	RESULT
Provide a range of events, festivals and community celebrations to build social connectedness and promote community inclusion.	Provide at least 10 community celebrations, exhibitions and arts events including three *Party in the Park* celebrations, exhibitions of local artists' work, a *Storytelling Festival*, a series of musical events, three food and live entertainment events, and at least two group or thematic exhibitions and one feature exhibition in Glen Eira City Council's Gallery.	Ten community celebrations, exhibitions and events delivered with 75 per cent of participants satisfied based on exit surveys.	✓
Comment: Council delivered a series of *Springtime Music* events; three food and live entertainment events (*Groove and Graze*); three *Party in the Park* events; the *My Brother Jack Awards* (literary awards); *National Reconciliation Week* and the *Glen Eira Storytelling Festival* program. In addition to this, three curated exhibitions have been presented. All achieved in excess of an 85 per cent satisfaction rate with community members.			
	Foster business, employment and marketing opportunities to enhance the social and economic wellbeing of residents and traders.	Provide a minimum of seven Glen Eira women's business networking events and encourage business leadership through the *Small Business 2016* educational program and facilitate support for business to access mentors and students.	✗
Comment: Six Glen Eira *Women's Business* networking events were held in 2016–17. Council changed its approach to supporting the economic development of our City in 2016–17. It focused on providing forums and programs that facilitated the connection of local businesses and professionals to network, offer and receive support, share learning and collaborate. This shift in focus has meant that the current *Glen Eira Community Plan 2013–2017* measure for *Women's Business* networking events and *Small Business 2016* no longer apply. The *Mentor Partners Program* and *BusEd Program*, continue to operate with 20 local businesses being matched with mentors and Glen Eira businesses participating in 126 student projects involving over 650 students in 2016–17.			

COMMUNITY GROUPS			
STRATEGY	**ACTION**	**MEASURE**	**RESULT**
Provide a range of initiatives and programs to build strong and connected community groups.	Provide four newsletters to community groups to provide information about local community connectedness initiatives and grant opportunities.	Four newsletters produced and circulated to community groups.	✓
Comment: Four *Connect Newsletters* distributed, in August and November 2016, February 2017 and May 2017.			
	Deliver three capacity building sessions for community groups annually to promote effective and resilient community organisations.	Three capacity building sessions delivered to community groups.	✓
Comment: The first community building session was held on 10 August with 67 attendees with a 95 per cent satisfaction rate. The second was held on 2 November 2016 with 34 attendees with a 100 per cent satisfaction rate. The third was held on 17 May 2017 with 52 attendees and a 60 per cent satisfaction rate.			
	Implement the *Arts and Culture Strategy*.	Ninety per cent of 2016–17 actions complete.	✓
Comment: All *Arts and Culture Strategy* action items have been fully implemented. There are no *Arts and Culture Strategy* action items for 2016–17. A new strategy will be developed from 2017–18 onwards.			
	Fund Community Information Glen Eira (CIGE) to provide community information and referral services to support the community.	One hundred and thirty nine thousand dollars delivered to Community Information Glen Eira (CIGE) for community information and referral services.	✓
Comment: Provided $148,873 to Community Information Glen Eira. A report will be presented to Council in July 2017 to consider funding options for Community Information Glen Eira.			
Support local community groups through the provision of community grants to assist groups to meet identified community needs.	Continue to implement Council's *Community Grants Program* with a funding priority encouraging community strengthening and inclusion.	Deliver at least $350,000 in community grants to community groups to encourage community strengthening and inclusion activities.	✓
Comment: Delivered $435,143 in Community Grants to community groups.			

ENCOURAGING VOLUNTEERISM			
STRATEGY	**ACTION**	**MEASURE**	**RESULT**
Actively encourage and promote volunteering opportunities within the local community and recognise the achievements of local volunteers.	Conduct *Volunteer Recognition Ceremony*.	*Volunteer Recognition Ceremony* conducted.	✓
Comment: Two Volunteer Recognition Ceremonies were held on 10 and 11 May 2017. Council presented 241 certificates received from 54 community organisations.			
	Provide funding for Community Information Glen Eira for the operation of Glen Eira Volunteer Resource Centre.	Twenty four thousand eight hundred and thirty nine dollars in funding provided to Community Information Glen Eira.	✗
Comment: Community Information Glen Eira received $13,335 in March 2017. A report will be submitted to Council in July 2017 to consider future funding options for Community Information Glen Eira.			

ENGAGING THE COMMUNITY			
STRATEGY	**ACTION**	**MEASURE**	**RESULT**
Deliver a comprehensive range of community consultation processes that provide all members of the community with the opportunity to participate.	Deliver a range of consultation processes to maximise community participation.	Use e-newsletters, *Bang The Table,* questionnaires, surveys, public meetings and focus groups as part of consultation processes and ensure consultations comply with Council's *Community Engagement Strategy*.	✓
Comment: A range of consultations conducted, including the development of the *Glen Eira Council and Community Plan 2017–2021*, involving six public meetings, *Have Your Say* online engagement, promotion through newspapers, newsletters and social media.			
	Council e-newsletters distributed to provide information about community consultations and outcomes.	Four e-newsletters distributed annually and a 10 per cent increase in the number of subscribers.	✓
Comment: Six e-newsletters delivered to date: July, October, November, 2016 and January, April, May 2017. There are 378 subscribers as of 30 June 2017 bringing the annual increase of new subscribers to 14.1 per cent.			
	Update community signage to provide information about community consultations and outcomes.	Community signage updated at least four times each year.	✓
Comment: Council provides community signage at 12 locations across the municipality (in each ward — Camden, Rosstown and Tucker) publicising information about local events and issues. Community signage was updated in August and November 2016, March and May 2017.			
Communicate and engage with the local community by providing accurate and up-to-date information about local issues and how they will be addressed by Council.	Distribute *Glen Eira News* to all households in Glen Eira.	Eleven editions of *Glen Eira News* published annually.	✓
Comment: Eleven editions of *Glen Eira News* published.			
	Publish corporate advertisements providing information on local issues and activities.	Twenty two Council corporate advertisements published annually.	✓
Comment: Twenty four Council corporate advertisements published.			

FINANCIAL SUSTAINABILITY

FINANCIAL OVERVIEW

Council's financial position continues to remain sound. A summary of our performance is outlined below. Detailed information relating to Council's financial performance is included within the Financial Statements and Performance Statement section of the *Financial Report*.

The value of rateable property at 1 January 2016 was $58 billion. Council is focused on generating funds to fix ageing community infrastructure and facilities while maintaining essential services at existing levels, and where possible, making improvements, especially in access and equity of services and the environmental sustainability of operations. Council's long-term financial strategy confirms this approach.

FAST FACTS 2016–17

— $35 million of capital works completed

— $29.43 million operating surplus

— $153.68 million increase in net assets from $2,024 million to $2,178 million

— $175.54 million revenue with 57.68 per cent coming from rates and charges

— $146.12 million expenditure

— $61.11 million holdings of cash/investments

— $21.65 million of borrowings outstanding

OPERATING POSITION

Council's operating position for 2016–17 was a surplus of $29.43 million. The operating result is higher than Council's *2016–17 Budget* by $12.21 million. Factors contributing to this include:

— Higher than anticipated revenue from parking infringements income $3.2 million.

— Higher than budgeted open space fee income $2.31 million.

— Higher than anticipated operating grants due to the early receipt of the 2017–18 payment from the Victorian Grants Commission of $1.83 million. The amount of $1.83 million (50 per cent of the 2017-18 grants) was received for financial assistance and local roads funding during the 2016–17 financial year. At the time of approving the *2016–17 Budget*, Council had provided for the full amount to be received during 2017–18.

— Increased planning fee income of $1million due to changes in the planning and subdivision fee regulations from October 2016.

— Better than budget interest income of $504,000, and rates and charges at $232,000.

— Higher capital grants by $290,000, due to additional funding received.

— Savings of $1.68 million in employee costs, and lower depreciation and amortisation at $1.01 million.

For further information, see Appendix 1, note 2(a) of the *Financial Report* starting on page 19.

INCOME

Council's total revenue for the 2016–17 financial year was $175.54 million, $10.6 million favourable to budget (6.43 per cent). The main factors contributing to the favourable variance included:

— statutory fees and fines $3.37 million;

— user fees $1.34 million;

— operating grants $2.1 million;

— monetary contributions $2.31 million; and

— other income $949,000.

Rates and charges revenue was in line with budget in 2016–17. Glen Eira City Council continues to have rates and charges much lower than the average of all inner metropolitan Councils (second lowest rates and charges revenue).

Statutory fees and fines were favourable to budget by $3.37 million mainly due to a higher than anticipated revenue from parking infringements income of $3.2 million. There was stricter law enforcement to emphasise safety around schools and balance trader and patron parking due to increased building activity and the grade separation works.

User fees were favourable to budget by $1.34 million mainly due to increased town planning income of $1 million. This increase in user fees is due to the new planning and subdivision fee regulations applicable from October 2016.

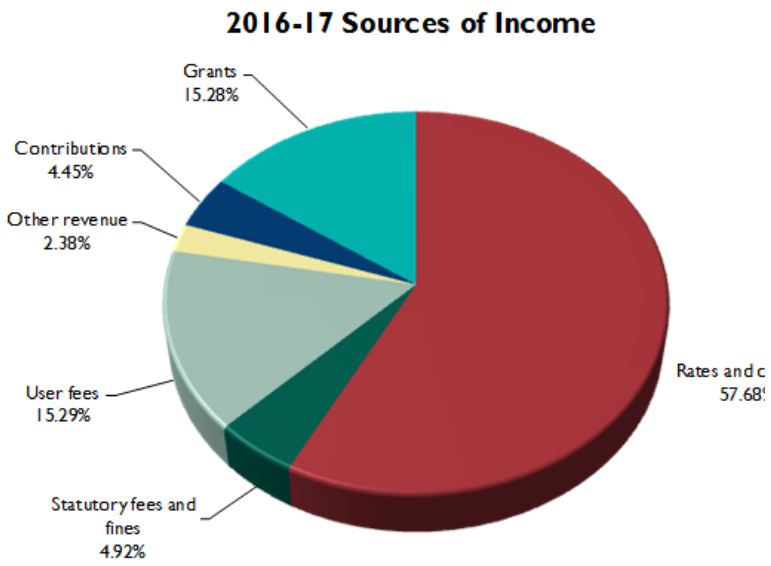
Operating grants were favourable to budget by $2.10 million due to the Commonwealth Government announcement that 50 per cent of Council's Victorian Grants Commission funding would be prepaid in 2016–17. The amount of $1.83 million (50 per cent of the 2017–18 grants) was received for financial assistance and local roads funding during the 2016–17 financial year.

Other income is higher than budget by $949,000 due to Council's interest on investments being better than budget by $504,000 and unbudgeted items such as liquidation of bank guarantees (relating to contractual disputes with the construction of capital works projects) of $94,000 and income of $211,000 in relation to the grade separation works (level crossing removal project) within the municipality.

Monetary contributions were higher due to better than anticipated open space fees exceeding the budget by $2.31 million.

Refer to Figure 1.

Figure 1.



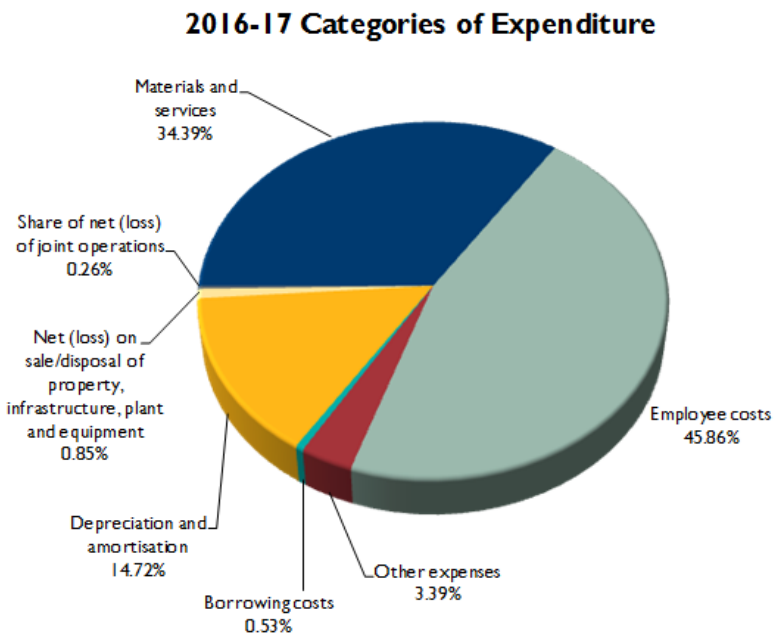
EXPENSES

Council's total expenditure for 2016–17 was $146.12 million (1.09 per cent favourable to budget).

Contributing to this favourable variance were employee costs of $1.68 million and depreciation and amortisation expenses of $1.01 million. This was partly offset by unfavourable variances in other expenses of $512,000 and a share of net loss of joint operations of $385,000.

Refer to Figure 2.

Figure 2.



CAPITAL INVESTMENT

During 2016–17, $35 million was expended on capital. Variance to budget for new capital works was $161,000 including the following major activities:

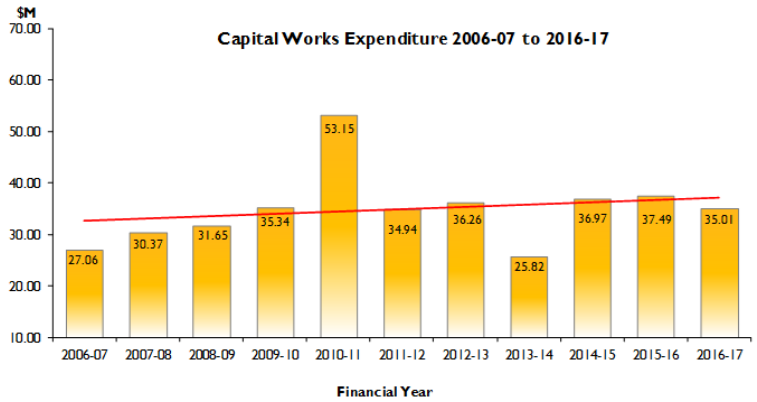
— Land: unbudgeted spend of $3.5 million due to the acquisition of two land parcels during the 2016–17 year at Magnolia Road, Gardenvale and Aileen Avenue, Caulfield South.

— Buildings: underspent by $924,000 due to works at Town Hall, Lord Hex Pavilion, Carnegie and Marlborough Pavilion, Bentleigh East continuing in 2017–18.

— Open space: under budget by $1.18 million due to works not completed by yearend, which will be carried forward into 2017–18.

Refer to Figure 3.

Figure 3.



ASSET EXPENDITURE CATEGORIES

The major asset expenditure categories of capital works were:

— land $3.50 million;

— buildings $2.80 million;

— plant and equipment $3.91 million;

— roads $7.43 million;

— footpaths $1.76 million;

— drainage $3.86 million;

— open space and recreation $9.08 million;

— car parks $698,000;

— streetscape works $418,000; and

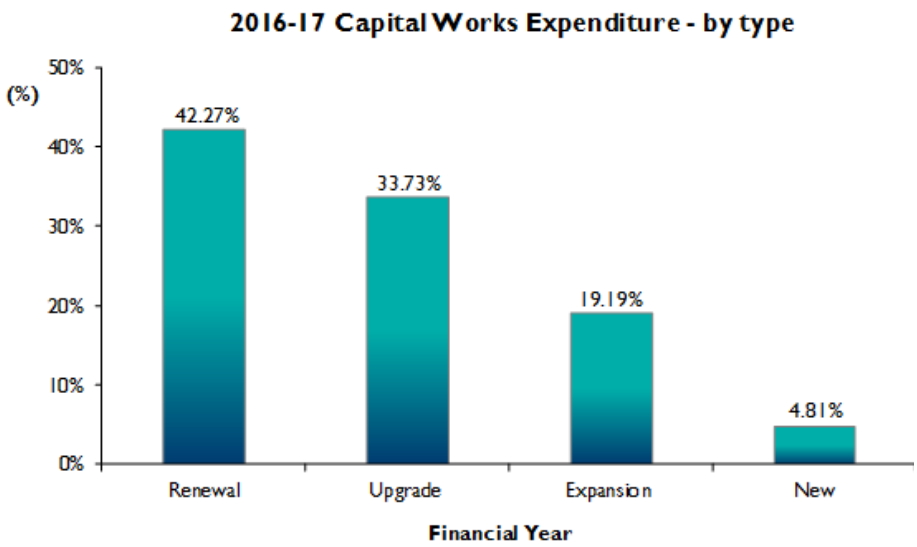
— carried forward projects from 2015–16 $1.55 million.

For further information, see Appendix 1, note 2(b) of the *Financial Report* starting on page 22.

The $35 million was comprised of renewal at 42.27 per cent ($14.8 million); upgrade at 33.73 per cent ($11.81 million); expansion at 19.19 per cent ($6.72 million) and 4.81 per cent ($1.68 million) of new expenditure.

Refer to Figure 4.

Figure 4.



PUBLIC OPEN SPACE STRATEGY

Expenditure on open space projects for 2016–17 ($8.21 million) relates to initiatives for: Booran Reserve equalling $4.62 million; land acquisitions at 6 Aileen Avenue, Caulfield South, costing $2.11 million; and 53 Magnolia Road, Gardenvale, costing $1.48 million.

Contributions to the public open space reserve during the financial year relate to contributions received as public open space levies pursuant to the provisions of Section 18 of the *Subdivision Act 1988*. Council has achieved the new uniform levy rate of 5.7 per cent (*Planning Scheme* Amendment C120).

MAJOR INITIATIVES

Council has a requirement to report on major initiatives pursuant to Section 127 of the *Local Government Act 1989*. The progress of the major initiatives for 2016–17 as at 30 June were:

— Booran Reserve: works at Booran reserve were completed and opened to the public on 7 April 2017.

— Marara Reserve: stage two works have commenced and are scheduled to be completed during 2017–18.

— Hopetoun Gardens: landscape enhancement works at Hopetoun Gardens were completed in early 2017.

— EE Gunn Reserve Oval 2: surfacing and warm season grass works on Oval 2 has commenced, with completion due in 2017–18.

— Bailey Reserve Oval 2: redevelopment of Oval 2, including warm season grass and new irrigation installation, was completed during 2016–17.

— Energy efficiency and renewable energy for existing Council buildings and lighting: $983,000 was spent on sustainability initiatives, including the installation of LED lighting and replacement of insulation and power supply voltage regulators in Council buildings — cost $533,000; the installation of solar energy systems on Council assets to generate renewable energy — cost $217,000; and the upgrading of public park lighting to LEDs — cost $233,000.

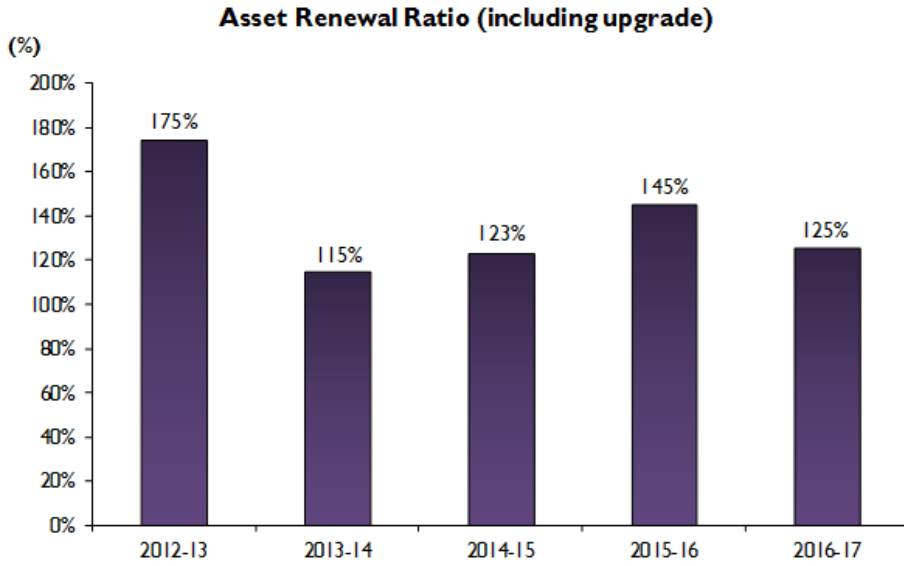
ASSET RENEWAL

To bridge the infrastructure gap, Council invested $35 million in renewing, upgrading and expanding assets during the 2016–17 year. This was funded from operations, without new borrowings.

Council's asset renewal ratio, which is measured by comparing asset renewal and upgrade expenditure to depreciation, was 125 per cent. This was due to a renewal expenditure of $14.8 million and an upgrade expenditure of $11.81 million.

Refer to Figure 5.

Figure 5.



LIQUIDITY

Working capital is the excess of current assets above current liabilities. This calculation recognises that although Council has current assets, some of those assets are already committed to the future settlement of liabilities in the following 12 months, and are therefore not available for discretionary spending.

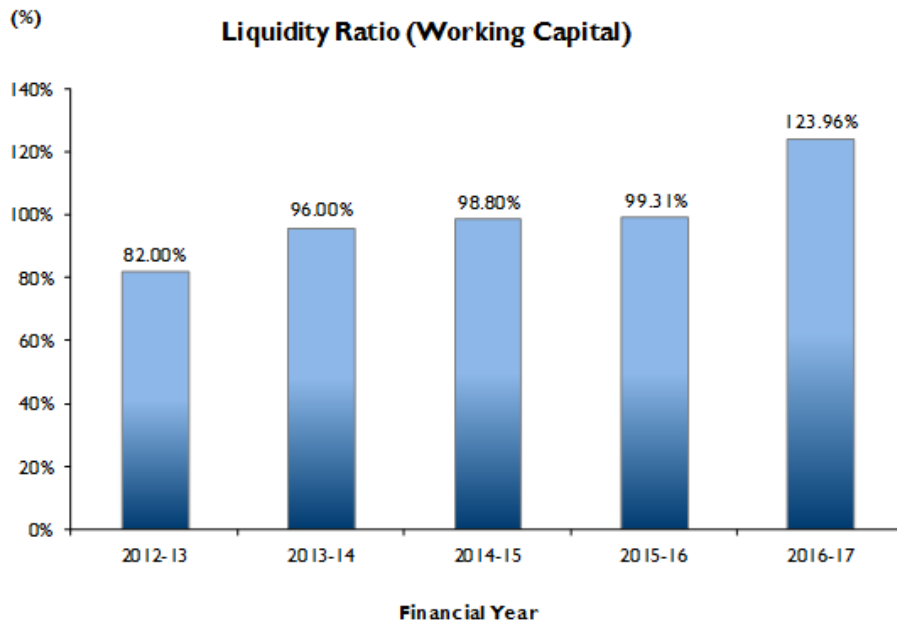
Cash and cash equivalents (including financial assets) was $61.11 million as at 30 June 2017. This cash balance is sufficient to cover Council's short-term restricted assets, including trust funds and aged care deposits of $29.87 million and funding for the public open space reserve at $3.70 million.

Council needs to ensure working capital is maintained and that sufficient cash reserves are available to meet normal cash flow requirements. Council will continue to have a large investment in capital works projects. The liquidity ratio expresses the level of current assets the Council has available to meet its current liabilities.

Council should hold sufficient cash to cover 'Restricted Assets' such as: Residential Aged Care Deposits; Public Open Space Reserve; Contract Deposits; and Fire Services Property Levy.

Refer to Figure 6.

Figure 6.



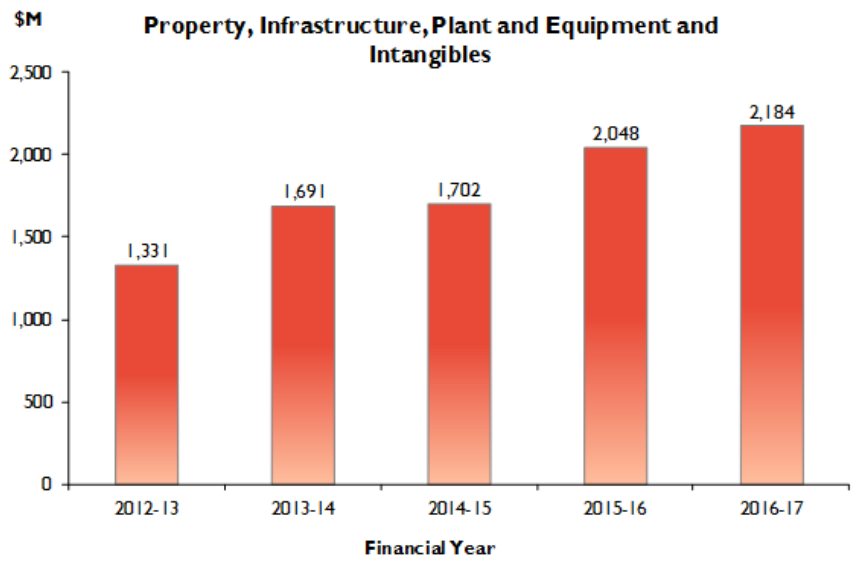
ASSETS

Council's asset base increased from $2,108 million to $2,261 million, mostly due to the increased value of Council's fixed assets — up from $2,048 million to $2,184 million.

Consistent with the historical trend, property, infrastructure, plant and equipment has increased due to the impact of Council's revaluation of assets, the net result of the capital works program, depreciation of assets and the sale of property, plant and equipment.

Refer to Figure 7.

Figure 7.



LOOKING AHEAD

As part of the *Glen Eira Council and Community Plan 2017–2021*, Council has prepared a *Strategic Resource Plan* for the 10 years 2017–18 to 2026–27. In order to achieve financial sustainability in the medium to long-term, the *Plan* has the following financial objectives:

— Manage finances appropriately within the constraints set by the State Government's rate capping regime.

— Funds are to provide for additional public open space and to renew and upgrade our ageing assets and community facilities.

— Maintain essential services at not less than current levels.

— Set fee increases that are manageable and sustainable.

— Focus on continuous improvement.

— Keep day-to-day costs and rates below our peers.

The *2017–18 Annual Budget* is based on a rate increase of two per cent. This is in line with the new Fair Go Rates System (FGRS) which has capped rates increases by Victorian councils to the forecast movement of two per cent in the Consumer Price Index (CPI). Council elected not to apply to the Essential Services Commission (ESC) for a variation.

Our focus for the 2017–18 year is to continue to deliver on the projects and services that make our City a great place to live and respond to the challenges we are currently facing. These challenges include:

— Provide top-up funding for services that we provide on behalf of the State and Federal Governments to the local community (such as school crossing supervision); over time the funds received by local governments have not increased inline with real cost increases, leaving a gap.

— Increase investment in the maintenance of our ageing community and infrastructure assets.

— Respond to growth and increasing diversity in the population within the municipality.

To support Council's $2.19 billion of community assets, new capital expenditure is projected at $34.08 million for asset renewals, upgrades and

expansions. Highlights of the capital works program include the following:

— Priority items, such as the renewal and upgrade of Council's major infrastructure assets. These include: road reconstruction ($5.19 million), *Drainage Improvement Program* ($3.57 million), footpaths ($2.01 million), and local road resurfacing ($1.5 million).

— Building works comprising buildings and building improvements, and the upgrade and renewal of community facilities such as municipal offices, sports facilities, and pavilions ($5.53 million).

— Open space, including initiatives such as parks, playing surfaces, and playground equipment ($8.83 million).

— Environmental initiatives including planting warm season grasses, Council's *Bicycle Strategy* (continuation of off-road paths, extensions to the on-road network and works to improve existing conditions), installation of LED lights, park lighting energy efficiency upgrade, and photovoltaic systems on Council assets to generate renewable energy ($1.92 million).

— Transport and planning, comprising safety projects at cross intersections, pedestrian safety and speed limits, school safety, shopping centres, sustainable transport, and disabled parking upgrades ($1.2 million).

— Plant and equipment, including plant, machinery and equipment, information technology and telecommunications, and library collections ($5.51 million).

The *Budget* was developed through a rigorous process of consultation and review and Council endorses it as financially responsible.

2016–17 FINANCIAL REPORT

FINANCIAL STATEMENTS AND PERFORMANCE STATEMENT FOR THE YEAR ENDED 30 JUNE 2017

SEE APPENDIX ONE, PAGE 109.

LOCAL GOVERNMENT PERFORMANCE REPORTING FRAMEWORK

GLEN EIRA CITY COUNCIL

ANNUAL REPORT

2016–2017

BENTLEIGH • BENTLEIGH EAST • BRIGHTON EAST • CARNEGIE • CAULFIELD • ELSTERNWICK
GARDENVALE • GLEN HUNTLY • MCKINNON • MURRUMBEENA • ORMOND • ST KILDA EAST

City of GLEN EIRA

GLEN EIRA CITY COUNCIL

GOVERNANCE AND MANAGEMENT CHECKLIST

GLEN EIRA CITY COUNCIL

ANNUAL REPORT

2016–2017

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City of GLEN EIRA

GLEN EIRA CITY COUNCIL

CORPORATE GOVERNANCE

LOCAL GOVERNMENT PERFORMANCE REPORTING FRAMEWORK

FOR THE YEAR ENDED 30 JUNE 2017

The *Local Government Performance Reporting Framework* is a mandatory system of performance reporting for all councils.

The regulations set out our reporting requirements for Local Government in four broad areas.

- A governance and management checklist of 24 items.
- A set of prescribed service indicators, which aim to measure efficiency and effectiveness of a range of Local Government services.
- A set of four sustainability capacity indicators, which aim to assess councils ability to meet agreed service and infrastructure needs.
- A set of 12 financial performance indicators, which aim to provide information on the effectiveness of financial management.

GOVERNANCE AND MANAGEMENT CHECKLIST

Governance and management items	Assessment	Outcome
Community engagement policy (Policy outlining Council's commitment to engaging with the community on matters of public interest)	Policy	✓
	Date of operation of current policy	1/07/2014
Community engagement guidelines (Guidelines to assist staff to determine when and how to engage with the community)	Guidelines	✓
	Date of operation of current guidelines	1/07/2014
Strategic Resource Plan (Plan under section 126 of the *Act* outlining the financial and non-financial resources required for at least the next four financial years)	Adopted in accordance with section 126 of the *Act*	✓
	Date of adoption	27/06/2017
Annual Budget (Plan under section 130 of the *Act* setting out the services to be provided and initiatives to be undertaken over the next 12 months and the funding and other resources required)	Adopted in accordance with section 130 of the *Act*	✓
	Date of adoption	27/06/2017
Asset management plans (Plans that set out the asset maintenance and renewal needs for key infrastructure asset classes for at least the next 10 years)	Plans	✓
	Date of operation of current plans	Includes the: — *Asset Management Strategy* (25/11/2014); — *State of Community Assets Report* (17/3/2015); — *Roads and Laneways Asset Management Plan* (December 2015); — *Footpaths Plan* (November 2014); — *Building Services Management Plan* (March 2014); — *Stormwater Drainage Asset Management Plan* (November 2015); and — *Recreation Asset Management Plan* (May 2013).

GOVERNANCE AND MANAGEMENT CHECKLIST (CONTINUED)		
Governance and management items	**Assessment**	**Outcome**
Rating Strategy (Strategy setting out the rating structure of Council to levy rates and charges)	*Strategy*	✓
	Date of operation of current *Strategy*	27/06/2017
Risk policy (Policy outlining Council's commitment and approach to minimising the risks to Council's operations)	Policy	✓
	Date of operation of current policy	2/09/2014
Fraud policy (Policy outlining Council's commitment and approach to minimising the risk of fraud)	Policy	✓
	Date of operation of current policy	8/04/2015
Municipal Emergency Management Plan (Plan under section 20 of the *Emergency Management Act 1986* for emergency prevention, response and recovery)	Prepared and maintained in accordance with section 20 of the *Emergency Management Act 1986*	✓
	Date of preparation	4/12/2015
Procurement policy (Policy under section 186A of the *Local Government Act 1989* outlining the matters, practices and procedures that will apply to all purchases of goods, services and works)	Prepared and approved in accordance with section 186A of the *Local Government Act*	✓
	Date of approval	13/06/2017
Business Continuity Plan (Plan setting out the actions that will be taken to ensure key services continue to operate in the event of a disaster)	*Plan*	✓
	Date of operation of current *Plan*	30/04/2014
Disaster Recovery Plan (Plan setting out the actions that will be undertaken to recover and restore business capability in the event of a disaster)	*Plan*	✓
	Date of operation of current *Plan*	13/05/2015
Risk Management Framework (Framework outlining Council's approach to managing risks to the Council's operations)	*Framework*	✓
	Date of operation of current *Framework*	1/03/2008
Audit Committee (Advisory Committee of Council under section 139 of the *Act* whose role is to oversee the integrity of a Council's financial reporting, processes to manage risks to the Council's operations and for compliance with applicable legal, ethical, and regulatory requirements)	Established in accordance with section 139 of the *Act*	✓
	Date of establishment	15/11/2016
Internal audit (Independent accounting professionals engaged by the Council to provide analyses and recommendations aimed at improving Council's governance, risk and management controls)	Engaged	✓
	Date of engagement of current provider	21/09/2015
Performance Reporting Framework (A set of indicators measuring financial and non-financial performance, including the performance indicators referred to in section 131 of the *Act*)	*Framework*	✓
	Date of operation of current *Framework*	30/06/2017

GOVERNANCE AND MANAGEMENT CHECKLIST

Governance and management items	Assessment	Outcome
Council plan reporting (Report reviewing the performance of the Council against the *Council Plan*, including the results in relation to the strategic indicators, for the first six months of the financial year)	Report	✓
	Date of operation of current report	To Council every quarter: 30/8/2016; 20/12/2016; 28/2/2017 and 2/5/2017.
Financial reporting (Quarterly statements to Council under section 138 of the *Act* comparing budgeted revenue and expenditure with actual revenue and expenditure)	Statements presented to Council in accordance with section 138(1) of the *Act*	✓
	Dates statements presented	Financial reporting to Council is performed monthly until year-end; Dates statements presented: 30/8/16; 10/10/16; 15/11/16; 29/11/16; 20/12/16; 7/2/17; 28/2/17; 21/3/17; 2/5/17 and 23/5/17.
Risk reporting (Six-monthly reports of strategic risks to Council's operations, their likelihood and consequences of occurring and risk minimisation strategies)	Reports	✓
	Date of reports	To Audit Committee every quarter: 19/8/2016; 24/11/2016; 17/2/2017 and 26/5/2017.
Performance reporting (Six-monthly reports of indicators measuring the results against financial and non-financial performance, including performance indicators referred to in section 131 of the *Act*)	Reports	✓
	Date of report	Financial Reporting to Council on a monthly basis and non-financial reporting provided to Council on a quarterly basis. Dates statements/reports presented: 30/8/16; 10/10/16; 15/11/16; 29/11/16; 20/12/16; 7/2/17; 28/2/17; 21/3/17; 2/5/17 and 23/5/17. Audit Committee received reports covering the *Local Government Performance Reporting Framework* on 19/8/2016; 24/11/2016 and 26/5/2017.
Annual Report (*Annual Report* under sections 131, 132 and 133 of the *Act* to the community containing a report of operations and audited financial performance statements)	Considered at a Council Meeting in accordance with section 134 of the *Act*	✓
	Date of consideration	18/10/2016
Councillor Code of Conduct (Code under section 76C of the *Act* setting out the conduct principles and the dispute resolution processes to be followed by Councillors)	Reviewed in accordance with section 76C of the *Act*	✓
	Date reviewed	14/02/2017
Delegations (A document setting out the powers, duties and functions of Council and the Chief Executive Officer that have been delegated to members of staff)	Reviewed in accordance with section 98(6) of the *Act*	✓
	Date reviewed	9/8/2016 and 2/5/2017
Meeting procedures (A local law governing the conduct of meetings of Council and special committees)	Meeting procedures local law made in accordance with section 91(1) of the *Act*	✓
	Date local law made	24/11/2009

I certify that this information presents fairly the status of Council's governance and management arrangements.

Rebecca McKenzie
CHIEF EXECUTIVE OFFICER

Dated: 28 September 2017

Councillor Mary Delahunty
MAYOR

Dated: 28 September 2017

SERVICE PERFORMANCE INDICATORS

GLEN EIRA CITY COUNCIL

ANNUAL REPORT

2016–2017

BENTLEIGH • BENTLEIGH EAST • BRIGHTON EAST • CARNEGIE • CAULFIELD • ELSTERNWICK
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City of GLEN EIRA

GLEN EIRA CITY COUNCIL

STATE GOVERNMENT SERVICE PERFORMANCE INDICATORS

FOR THE YEAR ENDED 30 JUNE 2017

The results contained in the *Local Government Performance Reporting Framework* indicators below have not been rounded.

SERVICE / Indicator / Measure	**Results 2015**	**Results 2016**	**Results 2017**	**Material variations**
AQUATIC FACILITIES				
Satisfaction				
User satisfaction with aquatic facilities (optional) [User satisfaction with how council has performed on provision of aquatic facilities]	0.00	0.00	0.00	This is an optional measure as there is currently no standard survey instrument for measuring user satisfaction that allows for accurate comparisons.
Service standard				
Health inspections of aquatic facilities [Number of authorised officer inspections of Council aquatic facilities/number of Council aquatic facilities]	4.00	4.00	5.5	The Public Health area aims to inspect and test all Council-owned aquatic facilities at least quarterly.
HEALTH AND SAFETY				
Reportable safety incidents at aquatic facilities [Number of WorkSafe reportable aquatic facility safety incidents]	8.00	12.00	9.00	The result for this measure has decreased from 2015-16; this is a positive result.
Service cost				
Cost of indoor aquatic facilities [Direct cost of indoor aquatic facilities less income received/number of visits to indoor aquatic facilities]	-$2.27	-$2.61	-$1.93	Glen Eira Sports and Aquatic Centre delivers an operational surplus. This reflects uses of a diverse range of facilities including aquatics, gymnasium, child care, hydrotherapy, indoor stadium and fitness classes. The surplus per visit shows a decrease year-on-year. This decrease reflects significantly higher visits to the aquatic facility than previous years. A new overhead people counting system has been installed which is much more accurate than the older visitor counting system. The facility is meeting community needs and expectations.
Cost of outdoor aquatic facilities [Direct cost of outdoor aquatic facilities less income received/number of visits to outdoor aquatic facilities]	$3.98	$4.97	$4.42	This measure has improved from the previous year due to a reduction in overall cost. Council will be considering redevelopment of the facility over coming years to improve customer experience.
Utilisation				
Utilisation of aquatic facilities [Number of visits to aquatic facilities /municipal population]	7.97	8.16	10.39	The Glen Eira Sports and Aquatic Centre (GESAC) delivers a diverse range of facilities including aquatics, gymnasium, child care, hydrotherapy, indoor stadium and fitness classes. A new overhead people counting system has been installed which is much more accurate than the older visitor counting system and reflects a higher level of visits to GESAC
ANIMAL MANAGEMENT				
Timeliness				
Time taken to action animal management requests [Number of days between receipt and first response action for all animal management requests/number of animal management requests]	0.00	1.42	1.31	Whilst Council received more complaints in the latest period compared to the previous period, we managed to improve our response times by reviewing our processes achieving greater efficiency.
Service standard				
Animals reclaimed [Number of animals reclaimed/number of animals collected] x100	70%	67.19%	63.33%	

STATE GOVERNMENT SERVICE PERFORMANCE INDICATORS

FOR THE YEAR ENDED 30 JUNE 2017

SERVICE / Indicator / Measure	**Results 2015**	**Results 2016**	**Results 2017**	**Material variations**
ANIMAL MANAGEMENT (CONTINUED)				
Service cost				
Cost of animal management service [Direct cost of the animal management service/number of registered animals]	$39.45	$43.71	$38.63	2016–17 animal management costs are more in line with expected costs and somewhat comparable with the 2014–15 figures. However, the unusually high figures for 2015–16 years can be attributable to the higher than normal legal costs expended on several contested and protracted cases.
Health and safety				
Animal management prosecutions [Number of successful animal management prosecutions]	16.00	13.00	4.00	Successful education and patrols over the past twelve months has resulted in the reduction of serious dog attacks
FOOD SAFETY				
Timeliness				
Time taken to action food complaints [Number of days between receipt and first response action for all food complaints/number of food complaints]	0.00	1.64	2.00	From 1 July 2016, 'Time taken to action food complaints' will be reported by calendar year. Previously this indicator was reported by financial year. This has been implemented to better align reporting with the Department of Health and Human Services. This may result in some variances year on year.
Service standard				
Food safety assessments [Number of registered class 1 food premises and class 2 food premises that receive an annual food safety assessment in accordance with the *Food Act 1984*/ number of registered class 1 food premises and class 2 food premises that require an annual food safety assessment in accordance with the *Food Act 1984*] x100	105%	102.86%	103.21%	
Service cost				
Cost of food safety service [Direct cost of the food safety service/number of food premises registered or notified in accordance with the *Food Act 1984*]	$657.95	$638.83	$606.38	
Health and safety				
Critical and major non-compliance outcome notifications [Number of critical non-compliance outcome notifications and major non-compliance notifications about a food premises followed up/number of critical non-compliance outcome notifications and major non-compliance notifications about a food premises] x100	100.00%	100.00%	98.52%	From 1 July 2016, 'Critical and major non-compliance outcome notifications' will be reported by calendar year. Previously this indicator was reported by financial year. This has been implemented to better align reporting with the Department of Health and Human Services. This may result in some variances year on year.

STATE GOVERNMENT SERVICE PERFORMANCE INDICATORS

FOR THE YEAR ENDED 30 JUNE 2017

SERVICE / Indicator / Measure	**Results 2015**	**Results 2016**	**Results 2017**	**Material variations**
GOVERNANCE				
Transparency				
Council decisions made at meetings closed to the public [Number of Council resolutions made at Ordinary or Special Meetings of Council, or at meetings of a special committee consisting only of Councillors, closed to the public/number of Council resolutions made at Ordinary or Special Meetings of Council or at meetings of a special committee consisting only of Councillors] x100	14%	15.53%	5.86%	
Consultation and engagement				
Satisfaction with community consultation and engagement [Community satisfaction rating out of 100 with how Council has performed on community consultation and engagement]	56.00	51.00	54.00	
Attendance				
Councillor attendance at Council Meetings [The sum of the number of Councillors who attended each Ordinary and Special Council Meeting / (number of Ordinary and Special Council meetings) × (number of Councillors elected at the last Council general election)] x100	95.00%	91.79%	93.89%	Councillor commitment is demonstrated by their regular attendance at meetings. Councillor attendance numbers are affected by days of illness and other leave. On all occasions, Councillors have submitted an apology with leave granted by Council.
Service cost				
Cost of governance [Direct cost of the governance service/number of Councillors elected at the last Council general election]	$43,767.44	$43,075.00	$40,379.33	
Satisfaction				
Satisfaction with Council decisions [Community satisfaction rating out of 100 with how Council has performed in making decisions in the interest of the community]	60.00	54.00	55.00	
HOME AND COMMUNITY CARE (HACC)				
Timeliness				
Time taken to commence the HACC Service [Number of days between the referral of a new client and the commencement of HACC Service/number of new clients who have received a HACC service]	0.00	13.00	-	Reporting on HACC ceased on 1 July 2016 due to the introduction of the Commonwealth Government's NDIS and CHSP programs
Service standard				
Compliance with Community Care Common Standards [Number of Community Care Common Standards expected outcomes met/number of expected outcomes under the Community Care Common Standards] x100	83.33%	83.33%	-	Reporting on HACC ceased on 1 July 2016 due to the introduction of the Commonwealth Government's NDIS and CHSP programs

STATE GOVERNMENT SERVICE PERFORMANCE INDICATORS

FOR THE YEAR ENDED 30 JUNE 2017

SERVICE / Indicator / Measure	**Results 2015**	**Results 2016**	**Results 2017**	**Material variations**
HOME AND COMMUNITY CARE (HACC) (CONTINUED)				
Service cost				
Cost of domestic care service [Cost of the domestic care service/ hours of domestic care service provided]	$0.00	$43.24	-	Reporting on HACC ceased on 1 July 2016 due to the introduction of the Commonwealth Government's NDIS and CHSP programs
Cost of personal care service [Cost of the personal care service/ hours of personal care service provided]	$0.00	$42.98	-	Reporting on HACC ceased on 1 July 2016 due to the introduction of the Commonwealth Government's NDIS and CHSP programs
Cost of respite care service [Cost of the respite care service/ hours of respite care service provided]	$0.00	$53.37	-	Reporting on HACC ceased on 1 July 2016 due to the introduction of the Commonwealth Government's NDIS and CHSP programs
Participation				
Participation in HACC service [Number of people that received a HACC service / municipal target population for HACC services] x100	26.00%	24.49%	-	Reporting on HACC ceased on 1 July 2016 due to the introduction of the Commonwealth Government's NDIS and CHSP programs
Participation in HACC service by culturally and linguistically diverse (CALD) people [Number of CALD people who receive a HACC service/municipal target population in relation to CALD people for HACC services] x100	21.51%	20.00%	-	Reporting on HACC ceased on 1 July 2016 due to the introduction of the Commonwealth Government's NDIS and CHSP programs
LIBRARIES				
Utilisation				
Library collection usage [Number of library collection item loans/number of library collection items]	7.87	8.31	8.21	
Resource standard				
Standard of library collection [Number of library collection items purchased in the last five years/number of library collection items] x100	71.00%	70.75%	73.17%	
Service cost				
Cost of library service [Direct cost to Council of the library service/number of visits]	$5.78	$5.83	$5.54	

STATE GOVERNMENT SERVICE PERFORMANCE INDICATORS

FOR THE YEAR ENDED 30 JUNE 2017

SERVICE / Indicator / Measure	**Results 2015**	**Results 2016**	**Results 2017**	**Material variations**
LIBRARIES (CONTINUED)				
Participation				
Active library members [Number of active library members/municipal population] x100	17.00%	17.18%	16.88%	
MATERNAL AND CHILD HEALTH (MCH)				
Satisfaction				
Participation in first MCH home visit [Number of first MCH home visits/number of birth notifications received] x100	105.09%	103.57%	104.13%	
Service standard				
Infant enrolments in the MCH Service [Number of infants enrolled in the MCH Service (from birth notifications received) / number of birth notifications received] x100	100.00%	99.19%	100%	
Service cost				
Cost of MCH Service [Cost to Council of the MCH Service hours worked by MCH nurses]	$0.00	$81.68	$75.16	
Participation				
Participation in the MCH Service [Number of children who attend the MCH Service at least once (in the year) /number of children enrolled in the MCH Service] x100	87.00%	87.51%	87.37%	
Participation in the MCH Service by Aboriginal children [Number of Aboriginal children who attend the MCH Service at least once (in the year) / number of Aboriginal children enrolled in the MCH Service] x100	88.00%	92.86%	109.09%	Twelve Aboriginal children were seen for Key Ages Stages visits throughout the year. At some stage during the year, one of these children has moved out of the council. We now only have 11 Aboriginal children enrolled at Glen Eira at year end.
ROADS				
Participation				
Sealed local road requests [Number of sealed local road requests/kilometres of sealed local roads] x100	41.25	56.74	66.20	There is an increase in the number of sealed local roads requests in the 2015–16 and 2016–17 reporting periods because of Railway Level Crossing Removal projects and large scale private developments in the Municipality. This is a result of an increase in heavy vehicle usage of the local roads causing some damage, potholes and deterioration.
Condition				
Sealed local roads below the intervention level [Number of kilometres of sealed local roads below the renewal intervention level set by Council/kilometres of sealed local roads] x100	97.00%	95.37%	96.58%	

STATE GOVERNMENT SERVICE PERFORMANCE INDICATORS

FOR THE YEAR ENDED 30 JUNE 2017

SERVICE / Indicator / Measure	**Results 2015**	**Results 2016**	**Results 2017**	**Material variations**
ROADS (CONTINUED)				
Service cost				
Cost of sealed local road reconstruction [Direct cost of sealed local road reconstruction/square metres of sealed local roads reconstructed]	$91.45	$125.56	$126.16	Council's asset renewal processes determine which local roads will be prioritised for work each year. The works are undertaken by contractors following a competitive procurement process. Individual road reconstruction costs can vary depending on the extent of reconstruction specified for each project.
Cost of sealed local road resealing [Direct cost of sealed local road resealing/square metres of sealed local roads resealed]	$19.38	$17.65	$17.61	
Satisfaction				
Satisfaction with sealed local roads [Community satisfaction rating out of 100 with how Council has performed on the condition of sealed local roads]	74.00	69.00	67.00	This measure is derived from the State Government's *Community Satisfaction Survey*. Main roads within the municipality are the responsibility of VicRoads whilst lesser roads are the responsibility of Local Government. The *Survey* does not differentiate between the responsibilities of State and Local Government. This measure risks measuring satisfaction with VicRoads and attributing it to councils.
STATUTORY PLANNING				
Timeliness				
Time taken to decide planning applications [The median number of days between receipt of a planning application and a decision on the application]	72.00	90.00	103.00	The increase in number and complexity of applications coupled with a substantial increase in the number of appeals has resulted in an increase in the time taken to decide planning applications. The Town Planning Department has conducted a service review that will be implemented during the 2017–18 financial year that will improve service standards and the time taken to decide planning applications.
Service standard				
Planning applications decided within required time frames [(Number of regular planning application decisions made within 60 days) + (Number of VicSmart planning application decisions made within 10 days) / Number of planning application decisions made] x100	77%	61.98%	57.81%	From 1 July 2016 this indicator will be updated to include VicSmart planning applications which should be assessed within 10 days. This may result in some variances year on year.
Service cost				
Cost of statutory planning service [Direct cost of the statutory planning service/number of planning applications received]	$2,341.87	$2,211.86	$2,287.66	The cost of service remains fairly consistent despite the overall increase in application numbers.
Decision-making				
Council planning decisions upheld at VCAT [Number of VCAT decisions that did not set aside Council's decision in relation to a planning application/number of VCAT decisions in relation to planning applications] x100	59%	56.86%	41.80%	During the last 12 months there has been an increase in the number of appeals for applications refused by Council. This has resulted in a decrease in the number of Council's decisions upheld at VCAT. VCAT is legally required to take account of Council's planning scheme policies but is not legally required to apply them. Further, applicants can change their plans significantly before they get to VCAT so VCAT may be considering a quite different proposal to the one decided by Council. It follows that VCAT is often not making the same decision as Council. The measure does not capture mediated outcomes.

STATE GOVERNMENT SERVICE PERFORMANCE INDICATORS

FOR THE YEAR ENDED 30 JUNE 2017

SERVICE / Indicator / Measure	**Results 2015**	**Results 2016**	**Results 2017**	**Material variations**
WASTE COLLECTION				
Satisfaction				
Kerbside bin collection requests [Number of kerbside garbage and recycling bin collection requests/number of kerbside bin collection households] x1000	161.80	122.64	116.90	
Service standard				
Kerbside collection bins missed [Number of kerbside garbage and recycling collection bins missed/number of scheduled kerbside garbage and recycling collection bin lifts] x10,000	3.33	1.20	1.18	
Service cost				
Cost of kerbside garbage bin collection service [Direct cost of the kerbside garbage bin collection service/number of kerbside garbage collection bins]	$114.93	$114.61	$115.29	
Cost of kerbside recyclables collection service [Direct cost of the kerbside recyclables bin collection service /number of kerbside recyclables collection bins]	$9.19	$10.08	$10.80	
Waste diversion				
Kerbside collection waste diverted from landfill [Weight of recyclables and green organics collected from kerbside bins/weight of garbage, recyclables and green organics collected from kerbside bins] x100	43%	44.18%	45.28%	

Definitions

"Aboriginal child" means a child who is an Aboriginal person

"Aboriginal person" has the same meaning as in the *Aboriginal Heritage Act 2006*

"active library member" means a member of a library who has borrowed a book from the library

"annual report" means an annual report prepared by a council under sections 131, 132 and 133 of the *Act*

"class 1 food premises" means food premises, within the meaning of the *Food Act 1984*, that have been declared as class 1 food premises under section 19C of that *Act*

"class 2 food premises" means food premises, within the meaning of the *Food Act 1984*, that have been declared as class 2 food premises under section 19C of that *Act*

"Community Care Common Standards "means the Community Care Common Standards for the delivery of HACC services, published from time to time by the Commonwealth

"critical non-compliance outcome notification" means a notification received by council under section 19N(3) or (4) of the *Food Act 1984*, or advice given to council by an authorised officer under that *Act*, of a deficiency that poses an immediate serious threat to public health

"food premises" has the same meaning as in the *Food Act 1984*

"*HACC* program" means the *Home and Community Care* program established under the Agreement entered into for the purpose of the *Home and Community Care Act 1985* of the Commonwealth

"*HACC* service" means home help, personal care or community respite provided under the *HACC* program

"local road" means a sealed or unsealed road for which the council is the responsible road authority under the *Road Management Act 2004*

"major non-compliance outcome notification" means a notification received by a council under section 19N(3) or (4) of the *Food Act 1984*, or advice given to council by an authorized officer under that *Act*, of a deficiency that does not pose an immediate serious threat to public health but may do so if no remedial action is taken

"MCH" means the Maternal and Child Health Service provided by a council to support the health and development of children within the municipality from birth until school age

"population" means the resident population estimated by council

"target population" has the same meaning as in the Agreement entered into for the purposes of the *Home and Community Care Act 1985* of the Commonwealth

"WorkSafe reportable aquatic facility safety incident" means an incident relating to a council aquatic facility that is required to be notified to the Victorian WorkCover Authority under Part 5 of the *Occupational Health and Safety Act 2004*

SUSTAINABLE CAPACITY INDICATORS

GLEN EIRA CITY COUNCIL

ANNUAL REPORT

2016–2017

BENTLEIGH • BENTLEIGH EAST • BRIGHTON EAST • CARNEGIE • CAULFIELD • ELSTERNWICK
GARDENVALE • GLEN HUNTLY • MCKINNON • MURRUMBEENA • ORMOND • ST KILDA EAST

City of GLEN EIRA

GLEN EIRA CITY COUNCIL

SUSTAINABLE CAPACITY INDICATORS

FOR THE YEAR ENDED 30 JUNE 2017

Indicator / Measure	**Results 2015**	**Results 2016**	**Results 2017**	**Material variations**
Population				
Expenses per head of municipal population [Total expenses/municipal population]	$928.91	$1,023.01	$970.70	Shows a reduction in expenses for 2016–17 as a result of one-off items in 2015–16 including: the restructuring of existing loan facilities $4.93m and the payment to the Clayton Landfill Site of $1.94m relating to undercharges.
Infrastructure per head of municipal population [Value of infrastructure/municipal population]	$3,207.12	$3,218.36	$3209.91	
Population density per length of road [Municipal population/kilometres of local roads]	289.86	294.37	299.49	
Own-source revenue				
Own-source revenue per head of municipal population [Own-source revenue/municipal population]	$834.01	$910.61	$935.63	2016–17 rate income incurred in line with Council's *Strategic Resource Plan* and additional revenue from parking infringements income and open space contributions.
Recurrent grants				
Recurrent grants per head of municipal population [Recurrent grants / Municipal population]	$164.92	$147.13	$170.20	Increase in recurrent grants due to the Commonwealth Government announcement that 50 per cent of Council's Victorian Grants Commission funding would be prepaid in 2016–17. The amount of $1.84m (50 per cent of the 2017–18 grants) was received for financial assistance and local roads funding during the 2016–17 financial year.
Disadvantage				
Relative socio-economic disadvantage [Index of relative socio-economic disadvantage by decile]	10.00	10.00	10.00	

Definitions

"adjusted underlying revenue" means total income other than —
(a) non-recurrent grants used to fund capital expenditure; and
(b) non-monetary asset contributions; and
(c) contributions to fund capital expenditure from sources other than those referred to in paragraphs (a) and (b)
"infrastructure" means non-current property, plant and equipment excluding land
"local road" means a sealed or unsealed road for which the council is the responsible road authority under the *Road Management Act 2004*
"population" means the resident population estimated by council
"own-source revenue" means adjusted underlying revenue other than revenue that is not under the control of council (including government grants)
"relative socio-economic disadvantage", in relation to a municipality, means the relative socio-economic disadvantage, expressed as a decile for the relevant financial year, of the area in which the municipality is located according to the Index of Relative Socio-Economic Disadvantage (Catalogue Number 2033.0.55.001) of SEIFA
"SEIFA" means the Socio-Economic Indexes for Areas published from time to time by the Australian Bureau of Statistics on its Internet website
"unrestricted cash" means all cash and cash equivalents other than restricted cash

FINANCIAL PERFORMANCE INDICATORS

GLEN EIRA CITY COUNCIL

ANNUAL REPORT

2016–2017

BENTLEIGH • BENTLEIGH EAST • BRIGHTON EAST • CARNEGIE • CAULFIELD • ELSTERNWICK
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City of GLEN EIRA

GLEN EIRA CITY COUNCIL

FINANCIAL PERFORMANCE INDICATORS

FOR THE YEAR ENDED 30 JUNE 2017

DIMENSIONS / Indicator / Measure	**Results**			**Forecasts**				**Material variations**
	2015	**2016**	**2017**	**2018**	**2019**	**2020**	**2021**	
EFFICIENCY								
Revenue level								
Average residential rate per residential property assessment [Residential rate revenue/number of residential property assessments]	$1,415.61	$1,485.03	$1,521.45	$1,549.42	$1,572.02	$1,599.97	$1,628.51	Movements in line with Council's *Strategic Resource Plan*.
Expenditure level								
Expenses per property assessment [Total expenses/number of property assessments]	$2,149.69	$2,332.85	$2,230.99	$2,341.25	$2,360.19	$2,382.49	$2,417.85	Shows a reduction in expenses for 2016–17 as a result of one-off items in 2015–16 including: the restructuring of existing loan facilities $4.93m and the payment to the Clayton Landfill Site of $1.94m relating to undercharges.
Workforce turnover								
Resignations and terminations compared to average staff [Number of permanent staff resignations and termination/average number of permanent staff for the financial year] ×100 [depreciation] ×100	9.82%	11.48%	9.23%	10.69%	10.69%	10.69%	10.69%	The workforce turnover indicator has seen a reduction from 2015–16. The movements are attributable to normal variances in operational departures.
LIQUIDITY								
Working capital								
Current assets compared to current liabilities [Current assets/current liabilities] ×100	98.80%	99.31%	123.96%	117.86%	112.96%	107.83%	103.66%	Increase in 2016–17 relates to: higher than anticipated income from parking infringements, open space contributions and brought forward income for Victorian Grants Commission funding. Forecast movements in line with Council's *Strategic Resource Plan*.
Unrestricted cash								
Unrestricted cash compared to current liabilities [Unrestricted cash/current liabilities] ×100	25.21%	28.15%	45.31%	26.16%	29.78%	23%	18.05%	Increase in 2016–17 relates to: higher than anticipated income from parking infringements, open space contributions and brought forward income for Victorian Grants Commission funding. Forecast movements in line with Council's *Strategic Resource Plan*.

FINANCIAL PERFORMANCE INDICATORS

FOR THE YEAR ENDED 30 JUNE 2017

DIMENSIONS / Indicator / Measure	**Results**			**Forecasts**				**Material variations**
	2015	**2016**	**2017**	**2018**	**2019**	**2020**	**2021**	
OBLIGATIONS								
Asset renewal								
Asset renewal compared to depreciation [Asset renewal expenses/asset depreciation] ×100	78.26%	82.14%	69.79%	79.03%	94.96%	83.73%	73.85%	Lower expenditure on asset renewal as a result of a reduced capital program in 2016–17. Forecast movements in line with Council's *Strategic Resource Plan*.
Loans and borrowings								
Loans and borrowings compared to rates [Interest bearing loans and borrowings/rate revenue] ×100	23.35%	25.68%	21.38%	17.55%	13.83%	10.16%	6.62%	Borrowings restructured in June 2016, which resulted in a net financial benefit to Council. Reflects repayment of loan borrowings according to schedule. The principal loan was to build the Glen Eira Sports and Aquatic Centre.
Loans and borrowings repayments compared to rates [Interest and principal repayments on interest bearing loans and borrowings/rate revenue] ×100	3.21%	3.11%	3.94%	3.84%	3.71%	3.59%	3.48%	Borrowings restructured in June 2016, which resulted in a net financial benefit to Council. Reflects repayment of loan borrowings according to schedule.
Indebtedness								
Non-current liabilities compared to own source revenue [Non-current liabilities/own source revenue] ×100	20.45%	19.44%	15.91%	13.17%	10.42%	7.64%	4.91%	Reflects Council's reduction in debt according to scheduled loan repayments.
OPERATING POSITION								
Adjusted underlying result								
Adjusted underlying surplus (or deficit) [Adjusted underlying surplus (deficit)/ adjusted underlying revenue] ×100	9.32%	6.90%	16.20%	9.43%	10.13%	10.32%	10.36%	Underlying result for 2015–16 impacted by one-off, unbudgeted expenditure items. Increase for 2016–17 relates to: higher than anticipated income from parking infringements, open space contributions and brought forward income for Victorian Grants Commission funding.

FINANCIAL PERFORMANCE INDICATORS

FOR THE YEAR ENDED 30 JUNE 2017

DIMENSIONS / Indicator / Measure	**Results**			**Forecasts**				**Material variations**
	2015	**2016**	**2017**	**2018**	**2019**	**2020**	**2021**	
STABILITY								
Rates concentration								
Rates compared to adjusted underlying revenue [Rate revenue/adjusted underlying revenue] x100	61.72%	61.12%	58.73%	61.36%	61.28%	61.65%	61.81%	Rates concentration was reduced in 2016–17 due to increased adjusted underlying revenue. This is a result of increased parking fees, increased planning and subdivision fees and prepayment of Victorian Grants Commission grant income.
Rates effort								
Rates compared to property values [Rate revenue/capital improved value of rateable properties in the municipality] x100	0.19%	0.20%	0.17%	0.16%	0.16%	0.16%	0.15%	The reduction in 2016–17 reflects a large increase in property values throughout the municipality compared to capped rate increases.

Definitions

"adjusted underlying revenue" means total income other than —
(a) non-recurrent grants used to fund capital expenditure; and
(b) non-monetary asset contributions; and
(c) contributions to fund capital expenditure from sources other than those referred to in paragraphs (a) and (b)
"adjusted underlying surplus (or deficit)" means adjusted underlying revenue less total expenditure
"asset renewal expenditure" means expenditure on an existing asset or on replacing an existing asset that returns the service capability of the asset to its original capability
"current assets" has the same meaning as in the AAS
"current liabilities" has the same meaning as in the AAS
"non-current assets" means all assets other than current assets
"non-current liabilities" means all liabilities other than current liabilities
"non-recurrent grant" means a grant obtained on the condition that it be expended in a specified manner and is not expected to be received again during the period covered by a council's *Strategic Resource Plan*
"own-source revenue" means adjusted underlying revenue other than revenue that is not under the control of Council (including government grants)
"population "means the resident population estimated by Council
"rate revenue" means revenue from general rates, municipal charges, service rates and service charges
"recurrent grant "means a grant other than a non-recurrent grant
"residential rates" means revenue from general rates, municipal charges, service rates and service charges levied on residential properties
"restricted cash" means cash and cash equivalents, within the meaning of the AAS, that are not available for use other than for a purpose for which it is restricted, and includes cash to be used to fund capital works expenditure from the previous financial year
"unrestricted cash" means all cash and cash equivalents other than restricted cash

ROLE OF COUNCIL

Local Government is a distinct and essential tier of government consisting of democratically elected councils having the functions and powers that Parliament considers are necessary to ensure the peace, order and good government of each municipal district (Section 74A(1) of the *Constitution Act 1975*).

Council governs for and on behalf of the Glen Eira community. Good governance is accountable, lawful, transparent, responsive, effective and efficient, equitable and inclusive.

Council's role, powers and functions are primarily governed by the *Local Government Act 1989* (*Act*). Under the *Act*, the main objective of a council is to endeavour to achieve the best outcomes for the local community having regard to the long-term and cumulative effects of decisions. Under the *Act*, the role of Council includes:

— acting as a representative government by taking into account the diverse needs of the local community in decision-making;

— providing leadership by establishing strategic objectives and monitoring their achievement;

— Maintaining the viability of Council by ensuring resources are managed in a responsible and accountable manner;

— advocating the interests of the local community to other communities and governments;

— acting as a responsible partner in government by taking into account the needs of other communities; and

— fostering community cohesion and encouraging active participation in civic life.

Council is responsible for setting the strategic direction of the municipality, establishing and guiding policies, setting service delivery standards and monitoring the performance of the organisation.

Glen Eira's nine Councillors are elected as representatives of all residents and ratepayers within the municipality.

Their broad roles and functions include:

— strategic planning for the whole of the municipality and a sustainable future;

— representation on behalf of all citizens;

— advocacy on a broad range of issues;

— co-ordination with other spheres of government, the private sector and non-government and community sectors;

— stewardship of the community's assets; and

— facilitation of community participation.

DELEGATIONS

Not all decisions are made at Council Meetings. Most decisions of an operational nature are delegated to the Chief Executive Officer (CEO) who, in turn, may delegate responsibility to other Council staff, ensuring Council's activities are carried out effectively and efficiently. This system recognises the CEO's statutory responsibility in managing the day-to-day operations of the organisation. Decisions under delegation may only be exercised in accordance with Council policies.

DEMOCRATIC GOVERNANCE

ELECTORAL REPRESENTATION

Glen Eira is divided into three wards — Camden, Rosstown and Tucker — each with three Councillor representatives. Each ward currently contains more than 34,000 voters.

Pursuant to the *Act*, the Victorian Electoral Commission (VEC) is required to conduct an electoral representation review at least every 12 years. The last review was in 2011 and resulted in minor boundary changes between Camden and Rosstown Wards. The new boundary took effect for the 2012 Council elections.

The last general election was held on 22 October 2016. Councils across Victoria held a general election on that date for a four year term.

The Glen Eira election was conducted by postal voting in accordance with Council's resolution of 2 February 2016. The Victorian Electoral Commission conducted the election.

COMPLIANCE

DOCUMENTS AVAILABLE ON COUNCIL'S WEBSITE

A wide range of documents and publications are available to the public on Council's website at www.gleneira.vic.gov.au These include community plans, annual reports, annual budgets, the Local Law and Council-adopted policies and strategies.

In addition, certain documents and information are available for inspection by the public in accordance with the *Local Government Act 1989* (*Act*) and Local Government (General) Regulations 2015 as listed below.

Documents available for public inspection include:

— Details of overseas or interstate travel (with the exception of interstate travel by land for less than three days) undertaken in an official capacity by Councillors or any member of Council staff in the previous 12 months, including the names of the Councillors or members of Council staff and the date, destination, purpose and total cost of the overseas or interstate travel.

— A register of the interests of Councillors, members of special committees and nominated officers consisting of the last three returns that those Councillors, members and officers were required to submit under this Section.

— Agendas for and minutes of Ordinary and Special Meetings held in the previous 12 months kept under Section 93 of the *Act* except if the minutes relate to parts of meetings, which have been closed to members of the public under Section 89 of the *Act*.

— A register of delegations kept under Sections 87(1) and 98(4) of the *Act*, including the date on which the last review under Section 86(6) and 98(6) of the *Act* took place.

— Details of all leases involving land which were entered into by Council as lessor, including the lessee and the terms and the value of the lease.

— A register of authorised officers appointed under Section 224(1A) of the *Act*.

— A list of donations and grants made by Council in the previous 12 months, including the names of persons or bodies, which have received a donation or grant and the amount of each donation or grant.

— Copies of election campaign donation returns.

FREEDOM OF INFORMATION

Where documents are not available for public inspection or available on Council's website, then access to them may be sought in accordance with the *Freedom of Information Act 1982* (*FOI Act*). The *FOI Act* grants the public the right to seek access to all Council documents.

This general right of access is limited by a number of exceptions and exemptions, which have been prescribed to protect public interests and the private and business affairs of the people Council holds information on. The *FOI Act* has four main principles:

— The public has a right of access to information.

— Local governments are required to publish information on the documents they hold.

— People may request that inaccurate, incomplete, out-of-date or misleading information in their personal records be amended.

— People may appeal against a decision not to give access to the information or not to amend a personal record.

FREEDOM OF INFORMATION REQUESTS

Requests for access to Council documents should initially be discussed with the relevant section of Council. Staff will attempt to provide the documents where permitted. Further enquiries concerning document access should be referred to Council's Freedom of Information Officer. Written requests for documents under the *FOI Act* must be sent via email to foi@gleneira.vic.gov.au marked for the attention of the freedom of information officer, or mailed to:

Freedom of Information Officer

Glen Eira City Council

PO Box 42

Caulfield South Vic 3162

The request must specify the document required or, if unable to do so, give sufficient detail to enable the relevant document to be located. The request should indicate the form of access required (eg. view original document under supervision or obtain copies) and include details of the applicant's name, address and telephone number for contact.

Applications must be accompanied by the prescribed fee. Other charges may also apply as prescribed by the Freedom of Information (Access Charges) Regulations 2014. Information about making an application is available on Council's website.

FREEDOM OF INFORMATION REQUESTS RECEIVED 2012–13 TO 2016–17

DETAILS	2012–13	2013–14	2014–15	2015–16	2016–17
Total number of new requests	21	28	41	28	27
Requests determined not to be Freedom of Information Act requests	0	0	1	1	2
Access granted in full	4	0	0	0	5
Access granted in part	6	19	25	16	8
Other	4	5	5	1	1
Access denied in full	0	1	0	3	7
Requests still under consideration	3	3	7	5	2
Requests withdrawn	4	0	3	2	3
Number of decisions referred to the FOI Commission*					
*The right to request an internal review was abolished on 1 December 2012 and replaced with a referral right to the recently established FOI Commission.	1	0	2	2	4
Appeals lodged with VCAT	0	0	0	0	0

PROTECTED DISCLOSURE

The *Protected Disclosure Act 2012* (*Act*) replaced the *Whistleblowers Protection Act 2001* on 10 February 2013.

As required by the *Protected Disclosure Act 2012*, Council adopted a policy and a set of procedures relating to protected disclosures in August 2013. A full copy of the policy and procedures can be downloaded from Council's website at www.gleneira.vic.gov.au or obtained from Council's Service Centre.

The *Act* is designed to encourage and facilitate the disclosure of information about improper conduct by public officers, including Council officers or Councillors. The *Act* protects those people who disclose information and provides a framework for investigation and rectifying action.

The procedures adopted by Council establish a system for reporting disclosures of improper conduct or detrimental action by Council, its employees or Councillors. Disclosures relating to Council or its employees may be made to either Council's Protected Disclosure co-ordinator or directly to the Independent Broad-based Anti-corruption Commission (IBAC), the Ombudsman, the Victorian Inspectorate or the Chief Commissioner of Police. A disclosure about a Councillor must be made to IBAC or the Ombudsman. Disclosures may be made by Council employees, Councillors, councils or the public.

Council is committed to the *Act's* aims and objectives. Accordingly, Council:

— does not tolerate improper or corrupt conduct by its employees, officers or Councillors;

— supports disclosures being made that reveal corrupt conduct, conduct involving a substantial mismanagement of public resources, and conduct involving a substantial risk to public health and safety or the environment; and

— will protect people who make disclosures from reprisals and give natural justice to the person who is the subject of the disclosure.

During 2016–17, there was one disclosure made to Council as required to be reported pursuant to the aforesaid legislation.

STATUTORY REPORTING

BEST VALUE

The *Best Value* model is a key component of Council's continuous improvement program. *Best Value* principles allow Council to benchmark services, assess its efficiency and gauge the extent to which it meets community needs. The aim is to improve the responsiveness, quality, efficiency, accessibility and value of the services Council provides to the community. The State Government introduced *Best Value* legislation in 1999 to replace compulsory competitive tendering. *Best Value Victoria* aims to ensure Local Government services are the best available and that they meet the needs of the community.

FRAMEWORK

The *Local Government Act 1989* requires the six *Best Value* principles be applied to all Council services since 31 December 2005. These are:

1. Best quality and value-for-money.
2. Responsiveness to community needs.
3. Accessibility of services to those who need them.
4. Continuous improvement of services.
5. Community consultation on all services and activities.
6. Regular community reporting on Council achievements.

CONTINUOUS IMPROVEMENT

Council is now in its 16th year of *Best Value*. Council continues to use *Best Value* to assist in continuous improvement. A focus on continuous improvement helps to ensure the process is not seen simply as a once-off service review but, importantly, a process that leads to constant improvements in service provision. Each completed *Best Value* review has a continuous improvement plan with systems and procedures in place to ensure Council obtains regular feedback regarding the particular service. This feedback is then used to make improvements to the service. Business units have developed a variety of approaches to capture feedback. These include regular surveys of their customers, annual performance benchmarking, annual and random audits and staff consultative mechanisms. Business units develop a plan to improve performance based on the feedback received. The quality and cost standards contained in each service's *Best Value* report are indicative of the improvements made.

REPORTING TO THE COMMUNITY

All services have now been reviewed against the *Best Value* principles. Each of the reviews established several quality and cost standards and Council will continue to report to the community against these standards. Performance against the quality and cost standards for each service review is published in Council's *Best Value Victoria* report which can be found on Council's website.

Key reporting against quality standards includes:

— Ninety four per cent of zero to one-year-olds fully immunised.

— Recreation and Open Space achieved its target of having 100 per cent capacity in respect to the level of sportsground usage.

— Traffic, Safety and Parking completed 92 per cent of detailed investigations within one month against a target of 90 per cent per month.

— Infrastructure Assets achieved 67 per cent satisfaction on its annual Community Satisfaction Survey for roads and footpaths.

— Council's three residential aged care facilities recorded resident satisfaction of 95 per cent, 94 per cent and 92 per cent against a target of 90 per cent.

— 6,538 young people participated in 279 Youth Services programs.

— All Glen Eira playgrounds are 100 per cent compliant with the Australian standards.

— The Immunisation Service received no complaints.

— Civic Compliance responded to 95.90 per cent of customer requests/complaints in time.

— Maternal and Child Health client satisfaction was 93 per cent.

— Corporate Counsel ensured that all contracts complied with the *Local Government Act 1989*.

— Family Day Care parent's satisfaction was 96.88 per cent.

Key reporting against efficiency and cost standards:

— Two thousand and fourteen inspections of Glen Eira's 900 registered food businesses were undertaken in 2016–2017.

— Community Care Services provided 92,222 hours of in-home support against a Department of Health and Human Services target of 95,473 hours and 22,397 social support hours against a target of 23,633.

— Fleet Services' workshop service costs were 1.13 cents per kilometre. This was more efficient than the target of 1.45 cents per kilometre.

— Council's Service Centre's average call waiting time was 34 seconds with 82 per cent of calls resolved at the first point of contact.

— Construction and Project Management had a target of completing more than 85 per cent of projects within final budget. This was achieved, with 97 per cent of projects being completed within the project budget.

— Infrastructure Maintenance's customer request response times were listed as a key performance indicator. The target of 95 per cent actioned within the agreed time frames was exceeded with greater than 99 per cent actioned within time.

— The target cost of each immunisation encounter was $22.71 and Council achieved $18.44.

Council's full *Best Value Report* (*Report*) is available at www.gleneira.vic.gov.au The *Report* provides further information on service improvements, benchmark data and consultative mechanisms. The *Report* also provides additional information as to how the five factors in section 208C of the *Local Government Act 1989* were taken into account when developing quality and cost standards for each service. These factors are:

1. Best quality and value-for-money.

2. Responsiveness to community needs.

3. Accessibility of services to those who need them.

4. Continuous improvement of services.

5. Community consultation on all services and activities.

6. Regular community reporting on Council achievements.

NET COST OF SERVICES WE DELIVERED

GLEN EIRA CITY COUNCIL

ANNUAL REPORT

2016–2017

BENTLEIGH • BENTLEIGH EAST • BRIGHTON EAST • CARNEGIE • CAULFIELD • ELSTERNWICK
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City of GLEN EIRA

GLEN EIRA CITY COUNCIL

NET COST OF SERVICES WE DELIVERED 2016–17

The table below indicates the services provided to the community by Glen Eira City Council during 2016–17 and how these performed against the adopted budget.

Each activity is described including the persons or sections of the community who are provided the services. The net cost of service can be influenced by community demand, government policy, expected income from grants and other factors not always regulated by Council.

BUSINESS AREA	DESCRIPTION OF SERVICES	2016–17 NET COST $'000 ACTUAL BUDGET VARIANCE
Environmental strategy and services	Looks after garbage, green waste and hard rubbish collections throughout the City and co-ordinates Council's environmental sustainability initiatives. Provides recycling services for paper, plastic, glass and cans. Also carries out street cleaning activities including rubbish bin emptying, street sweeping and weed control. The function includes the following areas: hard rubbish and green waste collection; bundled branch collection; street cleaning; refuse collection; litter bin collection; mixed recyclables collection; and waste management education and enforcement.	**9,914** 10,848 934
Planning and community safety	Services of strategic town planning and regulatory control of town planning, buildings, traffic engineering and local laws. The function includes the following areas: town planning; local laws; traffic and parking; school crossing safety; building control and animal control services.	**(570)** (699) (129)
Parks Services	Promote, manage, maintain and improve the City's open recreational space such as sporting ovals; playgrounds; barbecues; garden beds; park lighting; public toilets; general lawn areas; and irrigation systems. Also maintains all trees in streets, parks, reserves and nature strips. The function includes parks and gardens maintenance and street tree maintenance.	**11,065** 11,520 455
Recreation	Strategic planning for the City's recreation activities, facilities and reserves; maintains and allocates sportsgrounds; manages and schedules Council's public halls, sportsgrounds and Moorleigh Community Village; co-ordinates capital works in the City's parks and reserves; and manages contracts for recreational facilities. The function includes the following areas: swim centres; public halls; Caulfield Recreation Centre; sports administration; pavilions; and youth services.	**846** 1,150 305
Libraries and Learning Centres	Enables residents to access reference material; information; books; DVDs; magazines; games; CDs; eBooks; and eMagazines at Caulfield, Elsternwick, Carnegie and Bentleigh. Also provides school holiday programs, book reading sessions and access to computers.	**2,845** 3,039 194

BUSINESS AREA	DESCRIPTION OF SERVICES	2016–17 NET COST $'000 ACTUAL BUDGET VARIANCE
Community Care	Provides home and community-based services for elderly residents and residents with disabilities that aim to help them live as independently as possible. These services include Personal Care; Home Maintenance; Respite Care, Delivered Meals, and an adult day activity centre. The service also co-ordinates social and recreational programs for older residents and those with a disability. The function includes the following areas: older adults program; independent living units; in-home support; home care; property maintenance; community transport; Personal Care and Respite Care; senior citizens; social support; and Delivered Meals.	**(908)** 519 1,427
Family and Community Wellbeing	Provides a diverse range of high quality family and children's services to meet the needs of families with children from birth to six years. Also developed an integrated three-year *Municipal Early Years Plan* (*MEYP*), in partnership with the community, to improve all programs and services provided for children from birth to six years and ensure the health and wellbeing of children and their families. The function includes the following areas: maternal and child health; kindergartens central enrolment service; family day care; child care services; occasional care; children's support services; immunisation; and public health.	**4,966** 5,425 459
Cultural Services	Provides a comprehensive program of art and cultural activities including exhibitions, events, concerts and festivals to entertain, educate and culturally enrich residents.	**1,211** 1,153 (58)
Residential Aged Care facilities	To provide low and high-level care to eligible residents and older people with strong ties to the City. Eligibility is assessed by the Commonwealth Aged Care Assessment Service. Council's residential facilities are Warrawee, Spurway and Rosstown.	**2,196** 1,186 (1,010)
Customer Service and Council governance	Provides the facilities to allow Council to collectively govern the City of Glen Eira and to provide facilities and services to allow Councillors to discharge their governance and constituency responsibilities. The function includes the following areas: Mayor and Councillors; Service Centre; Community Relations; Community Services Management; City Management; Internal Audit; Corporate Policy and Planning; and Human Resources.	**6,207** 7,123 915
Media and Communications	This business unit informs the community about Council's activities and services by developing: publications; liaising with the media; co-ordinating events, promotions, advertising, marketing activities; publication of the *Glen Eira News*.	**1,168** 1,583 416

BUSINESS AREA	DESCRIPTION OF SERVICES	2016–17 NET COST $'000 ACTUAL BUDGET VARIANCE
Corporate Counsel	Ensures probity in the conduct of: tendering; protecting Council in legal relations with other entities; providing contract documentation; and providing internal advice on contracts; and other legal matters. Contributes to protection of Council by: ensuring sound risk management policy and practices are in place; maintaining the risk register; ensuring relevant insurance policies are in place; handling liability claims; and providing internal risk management, insurance advice, and election management.	**1,669** 2,056 387
City Futures	Undertakes the implementation of Council's recently adopted *Planning Scheme* and reviews work plans, including the development of an *Activity Centre Strategy* and structure plans across the City's major activity centres. In addition, the area will embark on a strategic 'whole of place' view to transport and urban design that aims to achieve integrated land use planning and sustainable transport outcomes. This business area will foster a dynamic and vibrant local economy through proactive place-making across our shopping strips and business programs that will encourage stronger local collaborative networks.	**2,069** 1,209 (859)
Financial Services	Provides a range of strategic and operational financial services to business units and to Council as a whole. The directorate has the responsibility for the day-to-day management of Council's financial assets. The function includes the following areas: Accounting Services; Information Technology and Systems; Records; Rating and Property; Purchasing; and Fleet Management.	**2,654** 5,221 2,567
Sports and aquatic facilities	The Glen Eira Sports and Aquatic Centre (GESAC) provides leisure, sport, recreation and health and wellbeing opportunities for the whole community. The Centre offers a number of different activity areas and programs that focus on building and promoting the health and wellness of the community. These include: hydrotherapy; Learn to Swim classes; swim training; gentle exercise; basketball; netball; gym; and fitness classes. The Carnegie Swim Centre is Council's outdoor swimming facility which has four heated outdoor pools, a kiosk, electric barbecues, Learn to Swim classes and a beach volleyball court. The Caulfield Recreation Centre has a variety of activities and fitness programs to suit all types and ages, from toddlers to older adults.	**(2,326)** (2,471) (146)

REQUIREMENTS UNDER CARERS RECOGNITION ACT 2012

Council has taken measures to comply with its responsibilities outlined in the *Carers Recognition Act 2012* (*Act*). The principles of the *Act* have been promoted to:

1. People in care relationships who receive Council services; to people in care relationships; and to the wider community by:

— distributing printed material through relevant Council services;

— displaying posters on the *Act* at Council community venues; and

— providing links to State Government resource materials on Council's website.

2. Council staff, Council agents and volunteers working for Council, who are informed about the principles and obligations of the *Act* by information on the care relationship included in:

— Council induction and training programs for staff working in Home and Community Care; and

— induction and training programs for volunteers working directly with the community.

Council has reviewed and modified policies, procedures and supports to include recognition of carers and has provided additional activities and resources to recognise the importance of the care relationship.

DISABILITY ACT 2006 (Vic)

To support community accessibility and inclusivity, the *Disability Act 2006 (Vic)* requires Council to develop a *Disability Action Plan* and to report on its implementation.

Council adopted a new *Disability Action Plan* in February 2017. A total 95 per cent of 43 actions outlined in the *Glen Eira Disability Action Plan* — spanning the previous *Plan* and the renewed *Plan* — were achieved in 2016–17.

Over 2016–17, Council delivered:

— social support to more than 80 clients and disability respite services to more than 100 clients throughout the Glen Eira community;

— disability awareness in school sessions to 10 local primary schools;

— 17 sessions of the *Chat n Chuckle* discussion group which connects community members who have acquired brain injuries;

— new multipurpose unstructured recreation facilities at Packer Park, Carnegie and King George VI Memorial Reserve, and Bentleigh East, all with a diverse array of all-abilities recreational activities.

— a rolling series of building and local footpath accessibility audits;

— five sensory-friendly movie sessions attended by more than 250 people;

— a program of events in support of *Social Inclusion Week*;

— a Come and Try inclusive sports day at Glen Eira Sports and Aquatic Centre (GESAC) for *International Day of People with a Disability*;

— the development of an online disability awareness training program, *YouMeUs*, in collaboration with neighbouring councils;

— a rolling series of specialised disability awareness training sessions for Council staff and communications training for GESAC staff;

— support for local disability organisations and accessibility initiatives through the *Community Grants Program*; and

— promotion of local businesses receiving *Access 4 All Disability Awards*.

DOMESTIC ANIMAL MANAGEMENT PLAN— PERFORMANCE INDICATORS

Council continued the implementation of its four-year *Domestic Animal Management (DAM) Plan*. *DAM* addresses issues such as dogs at large; cat overpopulation; nuisance pets; and registration and identification. Council has met or exceeded its targets in all but two of the nine performance indicators.

The cat registration target was met, with 458 new cats registered in the current year as opposed to 555 in the previous year — overall cat registration has increased. While we do have a high registration rate, it seems that our registration rate has stabilised to around 84 per cent of the estimated cat population. Consideration of another census in the future as part of the development of the next *DAM Plan* could readjust the estimates on which this target has been determined.

While the ratio of infringement to official warning target was not met, we note that the total number of infringements issued for the current year is the same as for last year. In the current year, however, officers resolved many complaints without the need to issue official warnings, which contributed to the target difference.

The cat reclaim/return rate is well above the target set and continues to increase steadily. This has been a strong focus for Council's animal management team over the past few years and is made easier by the number of cats that are now microchipped. However, it should be noted that these figures include cats that have been sold or adopted. Council acknowledges the exceptional work that our current pound provider (RSPCA) does in reducing the euthanasia rates by selling or adopting such a large number of cats.

The following table provides an assessment of the year ending 30 June 2017:

	INDICATOR	TARGET (%)	2012–13 (%)	2013–14 (%)	2014–15 (%)	2015–16 (%)	2016–17 (%)	2016–17 FIGURES
1	Dog registration rate: (per cent dogs registered/estimated dog population)	85	89.1	88.4	88	88.1	92	12,419[1]/13,558[2]
2	Cat registration rate: (per cent cats registered/estimated cat population)	85	85.5	83.7	83	83.8	86	5,276/6,102
3	Enforcement success rate: (percent successful prosecutions/total prosecutions)	100	100	100	100	100	100	26/26
4	Dog return/reclaim rate: (per cent total dogs reclaimed-returned/total dogs impounded) (includes adopted/sold dogs)	90	97.7	96.5	96	95.1	93	247/266
5	Cat reclaim/return rate: (per cent total cats reclaimed/total cats impounded) (includes adopted/sold cats)	20	57.3	61.3	75	65.41	71	116/164
6	Domestic animal business compliance rates: (registered/compliant)	93	100	100	100	100	100	12/12
7	Dog desexing rate (per cent dogs desexed/actual registered)	70	74.27	75.7	77	78.2	79	9,566/12,091
8	Cat desexing rate (per cent cats desexed/actual registered)	80	90.1	91	92	92.7	93	4,733/5,078
9	Infringements versus official warnings rates (per cent of infringements/warnings)	<40	30.3	20.8	39	38.1	43.5	87/200

1 Registration renewal follow-up is still being conducted. These figures may change once renewal follow-up has been completed.
2 Estimate from most recent animal census (2012).

FOOD ACT 1984

During the 2016–2017 financial year, Glen Eira City Council did not receive any ministerial directions under the provisions of Section 7e of the *Food Act 1984*.

ROAD MANAGEMENT ACT 2004

During the 2016–2017 financial year, Glen Eira City Council did not receive any ministerial directions under the provisions of the *Road Management Act 2004*.

CONTRACTS

During 2016–2017, Glen Eira City Council did not enter into any contracts because of an emergency valued at $150,000 or more, specified in Section 186(5)(a) of the *Local Government Act 1989*.

Council did not enter into any other contracts valued at $150,000 or more without engaging in a competitive process.

CONTACT INFO

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If you are deaf, hearing-impaired, or speech-impaired, we ask that you call us via the National Relay Service.

National Relay Service https://Internet-relay.nrscall.gov.au/ then enter 03 9524 3333

Teletypewriter (TTY): 13 36 77

Speak and Listen: 1300 555 727

SOCIAL MEDIA

WHAT'S ON IN GLEN EIRA:

www.facebook.com/GlenEiraCityCouncil

GLEN EIRA ARTS, GALLERY AND EVENTS:

www.facebook.com/gleneiraarts

GLEN EIRA LIBRARIES AND LEARNING CENTRES:

www.facebook.com/GlenEiraLibraries

GLEN EIRA MATERNAL AND CHILD HEALTH:

www.facebook.com/GlenEiraMaternalandChildHealth

GLEN EIRA SPORTS AND AQUATIC CENTRE (GESAC):

www.facebook.com/GESAConline

twitter.com/GESAConline

GLEN EIRA YOUTH SERVICES:

www.facebook.com/GlenEiraYouthServices

www.instagram.com/gleneirayouthservices

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PRIVACY

Council values individuals' rights to privacy and is strongly committed to protecting those rights.

Council complies with its obligations pursuant to the *Privacy and Data Protection Act 2014* (*Act*) and the Information Privacy Principles (IPPs) in relation to all personal information it collects.

COUNCIL'S OBLIGATIONS UNDER THE ACT AND INTERNATIONAL PRIVACY PRINCIPLES

Council:

- will only collect personal information that is necessary for its functions and activities and generally with an individual's knowledge (there are circumstances where a third party provides information to Council, eg: a maternal and child health centre may receive information from one parent about another parent or family member, or Council may receive a complaint about activities of a neighbour);
- will only use personal information provided for the primary purpose for which it was collected and related secondary purposes that could be reasonably expected or as otherwise permitted by law;
- will ensure personal information is protected from unauthorised access, improper use, disclosure or alteration, and unlawful or accidental destruction or loss (Council maintains secure systems for storing personal information and has security procedures in place to ensure the protection of personal information collected by Council);
- will only disclose personal information to a third party (including its contractors, government organisations and authorities) in accordance with its Privacy Policy, legislation requiring it to do so or with prior consent; and
- will not keep personal information on its systems for longer than is necessary (subject to the requirements of the *Public Records Act 1973* or any other legal requirement).

FURTHER INFORMATION

For further information about privacy at Glen Eira City Council, including the right to seek access to, or to amend your personal information, see Council's Privacy Policy available at www.gleneira.vic.gov.au or contact Council's privacy officer at privacy@gleneira.vic.gov.au or on 9524 3333.

DISCLAIMER

While care has been taken in the preparation of this *Annual Report* Glen Eira City Council takes no responsibility for the accuracy of the information provided.

The information in this *Annual Report* is of a general nature. Users should make their own, direct enquiries rather than rely on the contents of this *Annual Report*. No responsibility is accepted for loss arising from reliance on the contents of this *Annual Report*. Similarly, Glen Eira City Council does not accept any liability for any statements or any opinion, or for any errors or omissions contained herein.

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APPENDIX A: 2016–2017 FINANCIAL REPORT

FINANCIAL STATEMENTS AND PERFORMANCE SATEMENT FOR THE YEAR ENDED 30 JUNE 2017

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FINANCIAL REPORT

FINANCIAL STATEMENTS AND
PERFORMANCE STATEMENT
FOR THE YEAR ENDED 30 JUNE 2017

GLEN EIRA CITY COUNCIL
ANNUAL REPORT
2016–2017

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Introduction

The Financial Statements are prepared by Glen Eira City Council staff to meet requirements of the *Local Government Act 1989* and Australian Accounting Standards. In addition, the Department of Environment, Land, Water and Planning's model accounts are used to assist with standardised financial reporting for Local Government organisations in Victoria.

Council's *Financial Report* contains two statements — the Financial Statements and the Performance Statement.

The Financial Statements and Performance Statement are audited by the Victorian Auditor-General's Office (VAGO) and are reviewed by Council's Audit Committee, which recommends adoption by Council in principle.

The reports are then forwarded to the Auditor-General's office for provision of independent opinions on the *Financial Report* and Performance Statement.

Once approval has been obtained from the Auditor-General's office, the annual reports are made available to the public.

Glen Eira City Council is committed to accountability. This section has been developed to assist readers understand and analyse the *Financial Report*.

(1) Financial Statements

Council's *Financial Report* has two main sections — the Financial Statements and the accompanying explanatory notes. The Financial Statements comprise the five main statements, namely:

1. Comprehensive Income Statement
2. Balance Sheet
3. Statement of Changes in Equity
4. Statement of Cash Flows
5. Statement of Capital Works

Each statement assists in the overall understanding of Council's financial position.

Comprehensive Income Statement

This Statement outlines all sources of Council's income for the financial year under various headings such as general rates and garbage charges; and all expenses incurred in the day-to-day running of Council over the financial year. These expenses relate to the daily operation and do not include capital expenditure, however the depreciation and amortisation of assets are included. Expenses include items such as labour costs, materials and supplies, utility and insurance costs.

The Statement is prepared on an 'accrual' basis. This means that all income and expenses for the financial year are recognised even though the income may not have yet been received (eg. interest on investments) or that expenditure has not yet been paid (invoices received, but not yet paid for materials and services that have already been used).

The key figure in this Statement is the result for the reporting period, which is the best measure of Council's financial performance. This figure is determined by deducting total expenses from total income. The figure indicates whether Council operated at a surplus or a deficit (a figure inside brackets reflects a deficit).

Other comprehensive income comprises items of income and expense (including reclassification adjustments) that are not recognised in the surplus or deficit as required or permitted by other Australian Accounting Standards. The components of other comprehensive income include changes in revaluation reserve.

Balance Sheet

The Balance Sheet is a snapshot of Council's financial position as at 30 June. It outlines what Council owns (its assets) and what it owes (liabilities). Council's net worth (net assets or equity) is determined by deducting total liabilities from total assets — the larger the net equity, the stronger the financial position. Council's financial position at 30 June 2017 is sound, reflecting its commitment to financial and infrastructure sustainability.

The elements of the Balance Sheet are listed below:

Current and non-current assets

A current asset is expected to be used within a financial year, or can be easily converted to cash within 12 months. This includes items such as cash held, investments and money owed to Council by debtors. Net current assets are more commonly known as working capital. The figure is calculated by deducting current liabilities from current assets to ascertain whether Council can meet its short-term commitments. A non-current asset is not expected to be used or turned into cash within an operating cycle. Non-current assets include items such as roads, drains, buildings, artwork, furniture, fixtures and fittings, vehicles and equipment.

Current and non-current liabilities

1. Trade and other payables are those to whom Council owes money.
2. Provisions are made for employee benefits and include annual leave, long service leave and sick leave. Provision has also been made for environmental rehabilitation of the Clayton Landfill Tip site.
3. Trust monies are those funds that Council holds in trust.
4. Interest-bearing liabilities, which includes borrowings and leases.

Net assets

This term describes the difference between the value of total assets and the value of total liabilities.

Total equity

The value of total equity is equivalent to the value of net assets and comprises the following:

1. Asset revaluation reserve, which is the difference between the previously recorded value of Council's assets and their latest valuations.
2. Transfers from the asset replacement reserve during the financial year reflecting the funding of eligible open space capital works projects.
3. Accumulated surplus is the value of surpluses/profits accumulated over time.

Statement of Changes in Equity

The Statement of Changes in Equity summarises the change in Council's real worth throughout the financial year. It shows the changes that have happened during the year for each of the amounts shown under the net assets section of the Balance Sheet. Council's net worth can change as a result of a surplus or deficit as recorded in the Comprehensive Income Statement; or an increase in the net value of non-current assets resulting from a revaluation of those assets.

Statement of Cash Flows

The Statement of Cash Flows shows all the cash received and paid during the financial year. Figures without brackets are inflows (receipts) and figures inside brackets are outflows (payments). This Statement shows how much cash Council had at the beginning of the financial year, the inflows and outflows during the financial year and the cash balance at the end of the financial year.

Cash is generated or used in three main areas of activity of Council:

(i) Cash flows from operating activities

These activities refer to the cash generated or used in the normal service delivery functions of Council. They also include receipts of monies held in trust.

(ii) Cash flows from investing activities

These activities refer to the cash used or generated in the enhancement or creation of infrastructure and other assets. These activities also include the acquisition and sale of other assets such as vehicles, property equipment etc.

(iii) Cash flows from financing activities

These activities refer to cash used or generated in the financing of Council functions and include borrowings from financial institutions and advancing of repayable loans to other organisations. These activities also include repayment of borrowings and leases.

Statement of Capital Works

The Statement of Capital Works sets out all the capital expenditure in relation to non-current assets for the year. It also shows the amount of capital works expenditure that was spent on expanding, renewing or upgrading Council's asset base. This is important because each of these categories has a different impact on Council's future costs. A distinction is made between expenditure on new assets, asset renewal, upgrade and expansion as follows:

(a) Asset renewal expenditure — expenditure on an existing asset that returns the service potential or the life of the asset up to which it had originally. It is periodically required expenditure, relatively large (material) in value compared with the value of the components or sub-components of the asset being renewed. As it reinstates existing service potential it has no impact on revenue, but may reduce future operating and maintenance expenditure if completed at the optimum time.

(b) Asset upgrade expenditure — expenditure that enhances an existing asset to provide a higher level of service or expenditure that will increase the life of the asset beyond that which it had originally. Upgrade expenditure is discretional and often does not result in additional revenue unless direct user charges apply. It will increase operating and maintenance expenditure in the future because of the increase in Council's asset base.

(c) Asset expansion expenditure — expenditure that extends an existing asset at the same standard as is currently enjoyed by residents, to a new group of users. It is discretional expenditure which increases future operating and maintenance costs because it increases Council's asset base, but may be associated with additional revenue from the new user group.

(d) Asset new expenditure — this results in the creation/acquisition of a new asset.

Notes to the Financial Report

The notes to the *Financial Report* give greater meaning to the figures used in the four main statements. They should be read in conjunction with the statements to get a clearer picture of Council's finances. The notes give the details behind the summary line items contained in the statements, showing exactly what each of the accumulated amounts are made up of.

The notes also provide information on the rules and assumptions used to prepare the Financial Statements, advise the reader about any changes to the Australian Accounting Standards, policy or legislation that may affect the way the statements are prepared and disclose other information which cannot be incorporated into the statements.

Notes are particularly useful where there has been a significant change from the previous year's comparative figure.

Other notes include:
— the breakdown of expenses, revenues, reserves and other assets;
— contingent assets and liabilities; and
— transactions with persons related to Council.

(2) Performance Statement

Council is required to prepare and include a Performance Statement within its *Annual Report*. The Performance Statement includes the results of the prescribed sustainable capacity, service performance and financial performance indicators and measures together with a description of the municipal district and an explanation of material variations in the results. This Statement has been prepared to meet the requirements of the *Local Government Act 1989* and Local Government (Planning and Reporting) Regulations 2014.

Certifications

Each of the statements are certified by two Councillors, with the *Financial Report* and Performance Statement also being certified by Council's Chief Executive Officer and Principal Accounting Officer — or in Glen Eira City Council's case, the Chief Financial Officer. Two Councillors and the Chief Executive Officer must make certifications stating that in their opinion the relevant statements are fair, correct and not misleading. The Principal Accounting Officer, being the person responsible for the financial management of Council, must make a separate certification stating whether, in their opinion, the statements have met all the statutory and professional reporting requirements.

Auditor-General's reports

The Auditor-General's audit reports provide an external and independent opinion on the *Financial Report* and Performance Statement. They cover both the statutory and professional requirements and also the fairness aspects of the statements. They will also advise separately if there are any issues of concern. In this *Annual Report*, the Auditor-General has prepared an audit report for the *Financial Report* and a separate audit report for the Performance Statement.

Comprehensive Income Statement
for the year ended 30 June 2017

	Notes	2017 $ '000	2016 $ '000
Income			
Rates and charges	**3**	101,254	97,237
Statutory fees and fines	**4**	8,634	6,779
User fees	**5**	26,840	24,976
Grants — operating	**6**	24,668	20,703
Grants — capital	**6**	2,166	2,391
Other income	**7**	4,170	3,919
Contributions — monetary	**8**	7,811	5,865
Share of net surplus of joint operations	**9 (a)**	-	314
Total income		**175,543**	**162,184**
Expenses			
Employee costs	**10**	67,008	64,822
Materials and services	**11**	50,256	50,126
Depreciation and amortisation	**12**	21,503	21,331
Net loss on sale/disposal of property, infrastructure, plant and equipment	**13**	1,248	2,089
Borrowing costs	**14**	768	6,649
Other expenses	**15**	4,950	4,652
Share of net loss of joint operations	**9 (a)**	385	-
Total expenses		**146,118**	**149,669**
Surplus for the year		**29,425**	**12,515**
Other comprehensive income			
Items that will not be reclassified to surplus or deficit in future periods			
Net asset revaluation increment	**26 (a)**	124,259	332,196
Total comprehensive result		**153,684**	**344,711**

The above Comprehensive Income Statement should be read in conjunction with the accompanying notes.

Balance Sheet
as at 30 June 2017

	Notes	2017 $ '000	2016 $ '000
Assets			
Current assets			
Cash and cash equivalents	**16**	22,409	17,008
Other financial assets	**17**	38,703	28,922
Trade and other receivables	**18**	12,739	10,408
Other assets	**19**	1,497	1,297
Total current assets		**75,348**	**57,635**
Non-current assets			
Other financial assets	**17**	5	5
Investments in joint operations	**9 (a)**	1,592	2,125
Property, infrastructure, plant and equipment	**20**	2,183,334	2,047,138
Intangible assets	**21**	764	1,042
Total non-current assets		**2,185,695**	**2,050,310**
Total assets		**2,261,043**	**2,107,945**
Liabilities			
Current liabilities			
Trade and other payables	**22**	14,717	16,494
Trust funds and deposits	**23**	29,874	25,501
Provisions	**24**	12,850	12,891
Interest-bearing loans and borrowings	**25**	3,343	3,149
Total current liabilities		**60,784**	**58,035**
Non-current liabilities			
Provisions	**24**	1,431	1,186
Interest-bearing loans and borrowings	**25**	18,302	21,734
Other liabilities	**9 (b)**	2,420	2,568
Total non-current liabilities		**22,153**	**25,488**
Total liabilities		**82,937**	**83,523**
Net assets		**2,178,106**	**2,024,422**
Equity			
Accumulated surplus		919,972	890,150
Reserves	**26**	1,258,134	1,134,272
Total equity		**2,178,106**	**2,024,422**

The above Balance Sheet should be read in conjunction with the accompanying notes.

Statement of Changes in Equity
for the year ended 30 June 2017

2017	Notes	Total	Accumulated surplus	Public open space reserve	Asset revaluation reserve
		$ '000	$ '000	$ '000	$ '000
Balance at beginning of the financial year		2,024,422	890,150	4,093	1,130,179
Surplus for the year		29,425	29,425	-	-
Net asset revaluation increment	**26 (a)**	124,259	-	-	124,259
Transfers to public open space reserve	**26 (b)**	-	(7,811)	7,811	-
Transfers from public open space reserve	**26 (b)**	-	8,208	(8,208)	-
Balance at the end of the financial year		**2,178,106**	**919,972**	**3,696**	**1,254,438**

2016	Notes	Total	Accumulated surplus	Public open space reserve	Asset revaluation reserve
		$ '000	$ '000	$ '000	$ '000
Balance at beginning of the financial year		1,679,711	878,187	3,541	797,983
Surplus for the year		12,515	12,515	-	-
Net asset revaluation increment	**26 (a)**	332,196	-	-	332,196
Transfers to public open space reserve	**26 (b)**	-	(5,865)	5,865	-
Transfers from public open space reserve	**26 (b)**	-	5,313	(5,313)	-
Balance at the end of the financial year		**2,024,422**	**890,150**	**4,093**	**1,130,179**

The above Statement of Changes in Equity should be read in conjunction with the accompanying notes.

Statement of Cash Flows
for the year ended 30 June 2017

	Notes	2017 inflows/ (outflows) $ '000	2016 inflows/ (outflows) $ '000
Cash flows from operating activities			
Rates and charges		100,498	96,395
Statutory fees and fines		9,229	7,572
User fees		26,255	24,675
Other receipts		3,553	2,816
Grants — operating		24,668	20,703
Grants — capital		2,166	2,391
Contributions — monetary		7,807	5,871
Interest received		1,088	1,463
Trust funds and deposits taken		17,710	17,126
Net GST refund		6,406	7,053
Employee costs		(68,541)	(66,035)
Materials and services		(59,999)	(55,116)
Trust funds and deposits repaid		(13,338)	(16,295)
Other payments		(4,950)	(4,652)
Net cash provided by operating activities	**27**	**52,552**	**43,967**
Cash flows from investing activities			
Payments for property, infrastructure, plant and equipment		(33,895)	(36,783)
Proceeds from sale of property, infrastructure, plant and equipment		512	358
Proceeds from other financial assets		28,922	23,714
Payments for other financial assets		(38,703)	(28,922)
Net cash used in investing activities		**(43,164)**	**(41,633)**
Cash flows from financing activities			
Finance costs		(749)	(1,704)
Repayment of borrowings		(3,238)	(1,272)
Repayment of finance lease		-	(40)
Net cash provided used in financing activities		**(3,987)**	**(3,016)**
Net increase/(decrease) in cash and cash equivalents		5,401	(682)
Cash and cash equivalents at the beginning of the financial year		17,008	17,690
Cash and cash equivalents at the end of the financial year	**28**	**22,409**	**17,008**
Restrictions on cash assets	**16**		

The above Statement of Cash Flows should be read in conjunction with the accompanying notes.

Statement of Capital Works
for the year ended 30 June 2017

	2017 $ '000	2016 $ '000
Property		
Land	3,501	-
Buildings	3,795	5,965
Total property	**7,296**	**5,965**
Plant and equipment		
Plant, machinery and equipment	1,693	963
Computers and telecommunications	510	1,100
Library books, materials and equipment	1,112	826
Other plant and equipment	596	2,211
Total plant and equipment	**3,911**	**5,100**
Infrastructure		
Roads	7,747	7,946
Footpaths	1,763	1,798
Drainage	3,861	3,573
Open space and recreation	9,311	11,088
Car parks	698	1,083
Streetscape works	418	940
Total infrastructure	**23,798**	**26,428**
Total new capital works expenditure	**35,005**	**37,493**
Represented by:		
Asset renewal expenditure	14,798	17,153
Asset upgrade expenditure	11,806	13,152
Asset expansion expenditure	6,719	6,130
Asset new expenditure	1,682	1,058
Total capital works expenditure	**35,005**	**37,493**

The above Statement of Capital Works should be read in conjunction with the accompanying notes.

Introduction

Glen Eira City Council was established by an Order of the Governor in Council on 15 December 1994 and is a Body Corporate. Council's main office is located at the corner Glen Eira and Hawthorn Roads, Caulfield, Victoria.

Statement of compliance

These Financial Statements are a general purpose *Financial Report* that consists of a Comprehensive Income Statement, Balance Sheet, Statement of Changes in Equity, Statement of Cash Flows, Statement of Capital Works and notes accompanying these Financial Statements. The general purpose *Financial Report* complies with Australian Accounting Standards (AASs), other authoritative pronouncements of the Australian Accounting Standards Board (AASB), the *Local Government Act 1989* and the Local Government (Planning and Reporting) Regulations 2014.

Note 1 Significant accounting policies

(a) Basis of accounting

The accrual basis of accounting has been used in the preparation of these Financial Statements, whereby assets, liabilities, equity, income and expenses are recognised in the reporting period to which they relate, regardless of when cash is received or paid.

Judgements, estimates and assumptions are required to be made about the carrying values of assets and liabilities that are not readily apparent from other sources. The estimates and associated judgements are based on professional judgement derived from historical experience and various other factors that are believed to be reasonable under the circumstances. Actual results may differ from these estimates.

Revisions to accounting estimates are recognised in the period in which the estimate is revised and also in future periods that are affected by the revision. Judgements and assumptions made by management in the application of AASs that have significant effects on the Financial Statements and estimates relate to:

— the fair value of land, buildings, infrastructure, plant and equipment (refer to note 1(j));

— the determination of depreciation for buildings, infrastructure, plant and equipment (refer to note 1(k);

— the determination of employee provisions (refer to note 1(p)); and

— the determination of the landfill rehabilitation provision (refer to note 1(q)).

Unless otherwise stated, all accounting policies are consistent with those applied in the prior year. Where appropriate, comparative figures have been amended to accord with current presentation and disclosure has been made of any material changes to comparatives.

(b) Changes in accounting policies

There have been no changes in accounting policies from the previous period.

(c) Committees of management

Where Council has been appointed as Committee of management, the value of the asset has been included in Council's Financial Statements.

(d) Accounting for investments in associates and joint operations

Council's interest in joint operations are accounted for using the equity method. Under this method, the interest is initially recognised in the Balance Sheet at cost and adjusted thereafter to recognise Council’s share of the net assets of the entities. Council’s share of the financial result of the entity is recognised in the Comprehensive Income Statement.

Note 1 Significant accounting policies (continued)

(e) Revenue recognition

Income is recognised when Council obtains control of the contribution or the right to receive the contribution, it is probable that the economic benefits comprising the contribution will flow to Council and the amount of the contribution can be measured reliably.

Rates and charges

Annual rates and charges are recognised as revenues when Council issues annual rates notices. Supplementary rates are recognised when a valuation and reassessment is completed and a supplementary rates notice issued.

Statutory fees and fines

Statutory fees and fines (including parking fees and fines) are recognised as revenue when the service has been provided, the payment is received, or when the penalty has been applied, whichever occurs first.

User fees

User fees are recognised as revenue when the service has been provided or the payment is received, whichever occurs first.

Grants

Grant income is recognised when Council obtains control of the contribution. This is normally obtained upon receipt (or acquittal) or upon earlier notification that the grant has been secured, and valued at fair value at the date of transfer.

Where grants or contributions recognised as revenues during the financial year were obtained on condition that they be expended in a particular manner or used over a particular period and those conditions were undischarged at balance date, the unused grant or contribution is disclosed in note 6. The note also discloses the amount of unused grant or contribution from prior years that was expended on Council's operations during the current year.

Contributions

Monetary and non-monetary contributions are recognised as revenue when Council obtains control over the contributed asset.

Sale of property, infrastructure, plant and equipment

The profit or loss on sale of an asset is determined when control of the asset has irrevocably passed to the buyer.

Interest

Interest is recognised as it is earned.

Dividends

Dividend revenue is recognised when Council's right to receive payment is established.

Other income

Other income is measured at the fair value of the consideration received or receivable and is recognised when Council gains control over the right to receive the income.

Note 1 Significant accounting policies (continued)

(f) Fair value measurement

Council measures certain assets and liabilities at fair value where required or permitted by Australian Accounting Standards. AASB 13 Fair Value Measurement, aims to improve consistency and reduce complexity by providing a definition of fair value and a single source of fair value measurement and disclosure requirements for use across Australian Accounting Standards.

AASB 13 defines fair value as the price that would be received to sell an asset, or paid to transfer a liability, in an orderly transaction between market participants at the measurement date. Fair value under AASB 13 is an exit price regardless of whether that price is directly observable or estimated using another valuation technique.

All assets and liabilities for which fair value is measured or disclosed in the Financial Statements are categorised within a fair value hierarchy, described as follows, based on the lowest level input that is significant to the fair value measurement as a whole:

Level 1 — Quoted (unadjusted) market prices in active markets for identical assets or liabilities.

Level 2 — Valuation techniques for which the lowest level input that is significant to the fair value measurement is directly or indirectly observable.

Level 3 — Valuation techniques for which the lowest level input that is significant to the fair value measurement is unobservable.

For the purpose of fair value disclosures, Council has determined classes of assets and liabilities on the basis of the nature, characteristics and risks of the asset or liability and the level of the fair value hierarchy as explained above.

In addition, Council determines whether transfers have occurred between levels in the hierarchy by re-assessing categorisation (based on the lowest level input that is significant to the fair value measurement as a whole) at the end of each reporting period.

(g) Cash and cash equivalents

Cash and cash equivalents include cash on hand, deposits at call, and other highly liquid investments with original maturities of 90 days or less, net of outstanding bank overdrafts.

(h) Trade and other receivables

Short-term receivables are carried at invoice amount as amortised cost using the effective interest rate method would not impact the carrying value. A provision for doubtful debts is recognised when there is objective evidence that an impairment has occurred.

(i) Other financial assets

Other financial assets are valued at fair value, being market value, at balance date. Term deposits are measured at amortised cost. Any unrealised gains and losses on holdings at balance date are recognised as either a revenue or expense.

Note 1 Significant accounting policies (continued)

(j) Recognition and measurement of property, plant and equipment, infrastructure, intangibles

Acquisition

The purchase method of accounting is used for all acquisitions of assets, being the fair value of assets provided as consideration at the date of acquisition plus any incidental costs attributable to the acquisition. Fair value is the amount for which the asset could be exchanged between knowledgeable willing parties in an arm's length transaction.

Where assets are constructed by Council, cost includes all materials used in construction, direct labour, borrowing costs incurred during construction, and an appropriate share of directly attributable variable and fixed overheads.

In accordance with Council's policy, the threshold limits detailed in note 1(k) have been applied when recognising assets within an applicable asset class and unless otherwise stated are consistent with the prior year.

Revaluation

Subsequent to the initial recognition of assets, non-current physical assets, other than plant and equipment, are measured at their fair value, being the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. At balance date, Council reviewed the carrying value of the individual classes of assets measured at fair value to ensure that each asset materially approximated its fair value. Where the carrying value materially differed from the fair value at balance date, the class of asset was revalued.

Fair value valuations are determined in accordance with a valuation hierarchy. Changes to the valuation hierarchy will only occur if an external change in the restrictions or limitations of use of an asset result in changes to the permissible or practical highest and best use of the asset. Further details regarding the fair value hierarchy are disclosed at note 20, Property, infrastructure, plant and equipment.

In addition, Council undertakes a formal revaluation at the following intervals:

— Art collection every five years
— Infrastructure assets every four years and replacement costs adjusted annually
— Land and buildings every two years
— Land under roads every two years
— Municipal regalia every five years
— Parks and gardens every five years

The valuation is performed either by experienced Council officers or independent experts.

Where the assets are revalued, the revaluation increments are credited directly to the asset revaluation reserve except to the extent that an increment reverses a prior year decrement for that class of asset that had been recognised as an expense in which case the increment is recognised as revenue up to the amount of the expense. Revaluation decrements are recognised as an expense except where prior increments are included in the asset revaluation reserve for that class of asset in which case the decrement is taken to the reserve to the extent of the remaining increments. Within the same class of assets, revaluation increments and decrements within the year are offset.

Land under roads

Council recognises land under roads it controls at fair value.

Note 1 Significant accounting policies (continued)

(k) Depreciation and amortisation of property, infrastructure, plant and equipment and intangibles

Buildings, land improvements, plant and equipment, infrastructure and other assets having limited useful lives are systematically depreciated over their useful lives to Council in a manner that reflects consumption of the service potential embodied in those assets. Estimates of remaining useful lives and residual values are made on a regular basis with major asset classes reassessed annually. Depreciation rates and methods are reviewed annually.

Where assets have separate identifiable components that are subject to regular replacement, these components are assigned distinct useful lives and residual values and a separate depreciation rate is determined for each component.

Land, land under roads, art collection and municipal regalia are not depreciated.

Straight line depreciation is charged based on the residual useful life as determined each year.

Depreciation and amortisation periods used are listed below and are consistent with the prior year unless otherwise stated.

Asset recognition depreciation periods	Depreciation/ amortisation period	Threshold limit
Property		
Buildings	(20–120 years)	$10,000
Land	(indefinite)	-
Land under roads	(indefinite)	-
Leasehold improvements	(20 years)	$500
Plant and equipment		
Computer equipment	(3–5 years)	$500
Furniture and equipment	(5–10 years)	$2,000
Motor vehicles and trucks	(5–8 years)	$500
Plant and equipment	(3–15 years)	$500
Sports equipment (leased)	(4 years)	-
Infrastructure		
Car parks	(24 years)	$15,000
Drains	(100 years)	$1,500
Footpaths	(32–53 years)	-
Kerbs and channels	(98–111 years)	$1,000
Local area traffic management devices	(20–50 years)	$1,000–$50,000
Right of ways	(35–106 years)	$3,000
Roads substructure	(151–160 years)	$2,000
Roads surfaces	(25–141 years)	$2,000
Road formation and earthworks	-	$2,000
Street furniture and signs	(15–25 years)	$100–$2,000
Parks and gardens improvements	(5–60 years)	$1,500
Recreational facilities	(5–60 years)	$1,500
Art collection and municipal regalia		
Art collection	(indefinite)	-
Municipal regalia	(indefinite)	-
Intangibles		
Software and software licences	(5 years)	$10,000

Note 1 Significant accounting policies (continued)

(l) Repairs and maintenance

Routine maintenance, repair costs, and minor renewal costs are expensed as incurred. Where the repair relates to the replacement of a component of an asset and the cost exceeds the capitalisation threshold the cost is capitalised and depreciated. The carrying value of the replaced asset is expensed.

(m) Impairment of assets

At each reporting date, Council reviews the carrying value of its assets to determine whether there is any indication that these assets have been impaired. If such an indication exists, the recoverable amount of the asset, being the higher of the asset's fair value less costs to sell and value in use, is compared to the assets carrying value. Any excess of the assets carrying value over its recoverable amount is expensed to the Comprehensive Income Statement, unless the asset is carried at the revalued amount in which case, the impairment loss is recognised directly against the revaluation surplus in respect of the same class of asset to the extent that the impairment loss does not exceed the amount in the revaluation surplus for that same class of asset.

(n) Trust funds and deposits

Amounts received as deposits and retention amounts controlled by Council are recognised as trust funds until they are returned, transferred in accordance with the purpose of the receipt, or forfeited (refer to note 23).

(o) Borrowings

Borrowings are initially measured at fair value, being the cost of the interest-bearing liabilities, net of transaction costs. The measurement basis subsequent to initial recognition depends on whether Council has categorised its interest-bearing liabilities as either financial liabilities designated at fair value through the profit and loss, or financial liabilities at amortised cost. Any difference between the initial recognised amount and the redemption value is recognised in the net result over the period of the borrowing using the effective interest method. The classification depends on the nature and purpose of the interest-bearing liabilities. Council determines the classification of its interest-bearing liabilities at initial recognition.

Borrowing costs

Borrowing costs (debt servicing costs) are recognised as an expense in the period in which they are incurred.
Borrowing costs include interest on bank overdrafts, interest on borrowings and finance lease charges.

Note 1 Significant accounting policies (continued)

(p) Employee costs and benefits

The calculation of employee costs includes all relevant on-costs and are calculated as follows at reporting date.

Wages, salaries and annual leave

Liabilities for wages and salaries, including non-monetary benefits, annual leave and accumulated sick leave expected to be wholly settled within 12 months of the reporting date, are recognised in the provision for employee benefits in respect of employee services up to the reporting date, classified as current liabilities and measured at their nominal values.

Liabilities that are not expected to be wholly settled within 12 months of the reporting date are recognised in the provision for employee benefits as current liabilities, measured at present value of the amounts expected to be paid when the liabilities are settled using the remuneration rate expected to apply at the time of settlement.

Long service leave

Liability for long service leave (LSL) is recognised in the provision for employee benefits.

Current liability — unconditional LSL representing seven years' service is disclosed as a current liability even when Council does not expect to settle the liability within 12 months because it will not have the unconditional right to defer settlement of the entitlement should an employee take leave within 12 months.
The components of this current liability are measured at :
— present value — component that is not expected to be settled within 12 months.
— nominal value — component that is expected to be settled within 12 months.

Classification of employee costs

Non-current liability — conditional LSL representing less than seven years' service is disclosed as a non-current liability. There is an unconditional right to defer settlement of the entitlement until the employee has completed the requisite years of service.

Non-current LSL liability is measured at present value.

Sick leave

It was the former City of Caulfield's policy to make payments equivalent to 50 per cent of unused sick leave to some sections of its workforce on their retirement due to age or disability. This became payable after completing five years of service. There are no new entrants into the scheme since award restructuring in 1991. Provision for the estimated amount of this benefit for eligible employees is shown in note 24 as a current provision. Liability is measured at nominal value.

Superannuation

The amount charged to the Comprehensive Income Statement in respect of superannuation represents contributions made or due by Glen Eira City Council to the relevant superannuation plans in respect to the services of Glen Eira's staff (both past and present). Superannuation contributions are made to the plans based on the relevant rules of each plan and any relevant compulsory superannuation requirements that Glen Eira City Council is required to comply with.

Note 1 Significant accounting policies (continued)

(q) Landfill rehabilitation provision

The joint owners are obligated to restore the Clayton Regional Landfill site to a particular standard. The provision for landfill restoration has been calculated based on the present value of the expected cost of works to be undertaken. The expected cost of works has been estimated based on current understanding of work required to reinstate the site to a suitable standard. Accordingly, the estimation of the provision required is dependent on the accuracy of the forecast, timing of the work, work required and related costs (refer to notes 9 and 32).

(r) Leases

Finance leases

Leases of assets where substantially all the risks and rewards incidental to ownership of the asset, are transferred to Council are classified as finance leases. Finance leases are capitalised, recording an asset and a liability at the lower of the fair value of the asset and the present value of the minimum lease payments, including any guaranteed residual value. Lease payments are allocated between the reduction of the lease liability and the interest expense. Leased assets are amortised on a straight line basis over their estimated useful lives to Council where it is likely that Council will obtain ownership of the asset or over the term of the lease, whichever is the shorter. Leased assets are currently being amortised over a four-year period.

Operating leases

Lease payments for operating leases are required by the accounting standard to be recognised on a straight line basis, rather than expensed in the years in which they are incurred.

Leasehold improvements

Leasehold improvements are recognised at cost and are amortised over the unexpired period of the lease or the estimated useful life of the improvement, whichever is the shorter. At balance date, leasehold improvements are amortised over a 20-year period.

(s) Goods and services tax (GST)

Revenues, expenses and assets are recognised net of the amount of GST, except where the amount of GST incurred is not recoverable from the Australian Tax Office. In these circumstances the GST is recognised as part of the cost of acquisition of the asset or as part of an item of the expense. Receivables and payables in the Balance Sheet are shown inclusive of GST.

Cash flows are presented in the Statement of Cash Flows on a gross basis, except for the GST component of investing and financing activities, which are disclosed as operating cash flows.

Note 1 Significant accounting policies (continued)

(t) Financial guarantees

Financial guarantee contracts are not recognised as a liability in the Balance Sheet unless the lender has exercised their right to call on the guarantee or Council has other reasons to believe that it is probable that right will be exercised. Details of guarantees that Council has provided, that are not recognised in the Balance Sheet are disclosed at note 32 Contingent assets and liabilities.

(u) Contingent assets and liabilities and commitments

Contingent assets and liabilities are not recognised in the Balance Sheet, but are disclosed by way of a note and, if quantifiable, are measured at nominal value. Contingent assets and liabilities are presented inclusive of GST receivable or payable respectively.

Commitments are not recognised in the Balance Sheet. Commitments are disclosed at their nominal value by way of note and presented inclusive of the GST payable.

(v) Pending accounting standards

The following new AASs have been issued that are not mandatory for the 30 June 2017 reporting period. Council has assessed these pending standards and has identified the following potential impacts will flow from the application of these standards in future reporting periods.

Revenue from contracts with customers (AASB 15) (applies 2019-20)

The standard shifts the focus from the transaction-level to a contract-based approach. Recognition is determined based on what the customer expects to be entitled to (rights and obligations), while measurement encompasses estimation by the entity of the amount expected to be entitled for performing under the contract. The full impact of this standard is not known, however, it is most likely to impact where contracts extend over time, where there are rights and obligations that may vary the timing or amount of the consideration, or where there are multiple performance elements. This has the potential to impact on the recognition of certain grant income.

Leases (AASB 16) (applies 2019-20)

The classification of leases as either finance leases or operating leases is eliminated for lessees. Leases will be recognised in the Balance Sheet by capitalising the present value of the minimum lease payments and showing a 'right-of-use' asset, while future lease payments will be recognised as a financial liability. The nature of the expense recognised in the profit or loss will change. Rather than being shown as rent, or as leasing costs, it will be recognised as depreciation on the 'right-of-use' asset, and an interest charge on the lease liability. The interest charge will be calculated using the effective interest method, which will result in a gradual reduction of interest expense over the lease term.

(w) Rounding

Unless otherwise stated, amounts in the *Financial Report* have been rounded to the nearest thousand dollars. Figures in the Financial Statements may not equate due to rounding.

Note 2 Budget comparison

The *Budget* comparison notes compare Council's financial plan, expressed through its *Annual Budget*, with actual performance. The Local Government (Planning and Reporting) Regulations 2014 requires explanation of any material variances. Council has generally adopted a materiality threshold of the lower of 10 per cent or $1m where further explanation is warranted.

The *Budget* figures detailed below are those adopted by Council on 21 June 2016. The *Budget* was based on assumptions that were relevant at the time of adoption of the *Budget*. Council sets guidelines and parameters for revenue and expense targets in this budget in order to meet Council's planning and financial performance targets for both the short and long-term. The *Budget* did not reflect any changes to equity resulting from asset revaluations, as their impacts were not considered predictable.

These notes are prepared to meet the requirements of the *Local Government Act 1989* and the Local Government (Planning and Reporting) Regulations 2014.

(a) Income and expenditure	Budget 2017 $ '000	Actuals 2017 $ '000	Variance 2017 $ '000	Ref
Income				
Rates and charges	101,022	101,254	232	
Statutory fees and fines	5,260	8,634	3,374	(a)
User fees	25,500	26,840	1,340	(b)
Grants — operating	22,567	24,668	2,101	(c)
Grants — capital	1,876	2,166	290	(d)
Other income	3,221	4,170	949	(e)
Contributions — monetary	5,500	7,811	2,311	(f)
Total income	**164,946**	**175,543**	**10,597**	
Expenses				
Employee costs	68,692	67,008	1,684	(g)
Materials and services	50,274	50,256	18	
Depreciation and amortisation	22,514	21,503	1,011	(h)
Net loss on sale/disposal of property, infrastructure, plant and equipment	1,050	1,248	(198)	(i)
Borrowing costs	762	768	(6)	
Other expenses	4,438	4,950	(512)	(j)
Share of net loss of joint operations	-	385	(385)	(k)
Total expenses	**147,730**	**146,118**	**1,612**	
Surplus for the year	**17,216**	**29,425**	**12,209**	

Note 2 Budget comparison (continued)

Explanation of material variations — income statement

Variance reference	Explanation — income items
(a)	**Statutory fees and fines** — Statutory fees relate mainly to fees and fines levied in accordance with legislation and include animal registrations, health act registrations and parking fines. The favourable variance of $3.37m is due to higher than anticipated revenue from parking infringements of $3.2m to emphasise safety around schools and balance from trader and patron parking due to increased building activity and the grade separation works.
(b)	**User fees** — User fees relate mainly to the recovery of service delivery costs through the charging of fees to users of Council's services. These include use of leisure, community facilities and the provision of human services such as Family Day Care and Community Care Services. User fees are favourable to budget by $1.34m mainly due to increased town planning income reflecting the changes from the new planning and subdivision fee regulations applicable from October 2016 — $1.0m.
(c)	**Grants — operating** — was favourable by $2.10m due to the Commonwealth Government announcement that 50 per cent of Council's Victorian Grants Commission funding would be prepaid in 2016–17. The amount of $1.84m (50 per cent of the 2017–18 grants) was received for financial assistance and local roads funding during the 2016–17 financial year.
(d)	**Grants — capital** — includes all monies received from State, Federal and community sources for the purposes of funding the capital works program and were favourable to budget by $290k due to: (i) income received from the Department of Education for the Children's Facilities Capital Program including Brady Road Kindergarten and Bentleigh West Kindergarten early learning facility upgrades $225k; and (ii) receipt of *Black Spot Programme* funding from VicRoads of $109k offset by increased capital expenditure for road safety.
(e)	**Other income** — was favourable to budget by $949k due to: (i) increased interest income attributed to higher than anticipated cash holdings $504k; (ii) unbudgeted reimbursements of prior year expenditure from the Level Crossing Removal Authority $211k; and (iii) unbudgeted liquidation of bank guarantees resulting from contractual disputes with the construction of capital works projects $94k.
(f)	**Contributions — monetary** — higher than anticipated open space fees exceeding the budget by $2.31m. These contributions are levied on multi-unit property developments in order to fund open space and depend on decisions made by developers, not Council. Refer to notes 8 and 26(b) for further details.

Note 2 Budget comparison (continued)

Explanation of material variations — income statement

Variance reference	Explanation — expense items
(g)	**Employee costs** — includes all labour related expenditure and on-costs such as allowances, leave entitlements and employer superannuation. The favourable variance of $1.68m is due to favourable staff movements including vacancies during the year. Also contributing were savings against budget for Council's WorkSafe premium of $538k.
(h)	**Depreciation and Amortisation** — Depreciation and amortisation are accounting measures which attempt to allocate the value of an asset over its useful life for Council's property, plant and equipment including infrastructure assets such as roads and drains. The favourable variance of $1.01m is due to the impact of annual revaluations of Council's infrastructure assets being unknown at the time of setting the 2016–17 Budget.
(i)	**Net loss on sale/disposal of property, infrastructure, plant and equipment** — unfavourable variance of $198k was due mainly to higher than anticipated disposals of Council's infrastructure assets. Such items included in these assets are disposals for road surfaces, pavements, kerb and channels, footpaths, drains, right of ways and local area traffic management. These amounts are difficult to predict when the budget is set.
(j)	**Other expenses** — is unfavourable to budget by $512k mainly due to an increase in the provision for bad and doubtful parking debtors of $695k. This is due to a higher level of traffic infringement activity in 2016-17 and is offset by the increase in income (refer to statutory fees and fines income).
(k)	**Share of net loss of joint operations** — is unfavourable to budget by $385k. This is as a result of no profit or loss being budgeted due to the difficulty in estimating the result from the landfill site each financial year. The result of the Clayton Regional Landfill site reflects the completion of waste filling at the site and preparation for a program of rehabilitation works that include the construction of a landfill cap over the whole of the landfill. Refer to notes 9 and 32 for further details.

Note 2 Budget comparison (continued)

(b) Capital works	Budget 2017 $ '000	Actuals 2017 $ '000	Variance 2017 $ '000	Ref
New works				
Property				
Land	-	3,501	(3,501)	**(l)**
Buildings	3,727	2,803	924	**(m)**
Total property	**3,727**	**6,304**	**(2,577)**	
Plant and equipment				
Plant, machinery and equipment	1,706	1,693	13	
Computers and telecommunications	838	510	328	**(n)**
Library books, materials and equipment	1,106	1,112	(6)	
Other plant and equipment	943	596	347	**(o)**
Total plant and equipment	**4,593**	**3,911**	**682**	
Infrastructure				
Roads	8,145	7,425	720	
Footpaths	1,725	1,763	(38)	
Drainage	3,510	3,861	(351)	**(p)**
Open space	10,257	9,080	1,177	**(q)**
Car parks	775	698	77	**(r)**
Streetscape works	567	418	149	**(s)**
Total infrastructure	**24,979**	**23,245**	**1,734**	
Total new capital works expenditure	**33,299**	**33,460**	**(161)**	
Carried forward projects from previous year	**3,000**	**1,545**	**1,455**	**(t)**
Total capital works expenditure (including carry forwards)	**36,299**	**35,005**	**1,294**	
Represented by:				
Asset renewal expenditure	17,495	14,798	2,697	
Asset upgrade expenditure	9,984	11,806	(1,822)	
Asset expansion expenditure	6,642	6,719	(77)	
Asset new expenditure	2,178	1,682	496	
Total capital works expenditure	**36,299**	**35,005**	**1,294**	

Note 2 Budget comparison (continued)

Explanation of material variations — capital works statement

Variance reference	Explanation — capital items
(l)	**Land** — unbudgeted spend of $3.5m due to the acquisition of two land parcels during the 2016–17 year: (i) 53 Magnolia Road for $1.39m, approved by Council on 19 September 2016 to extend Gardenvale Park; and (ii) 6 Aileen Avenue, Caulfield South — $2.1m, approved by Council on 9 August 2016 to provide the community with additional open space.
(m)	**Buildings** — comprising buildings and building improvements, upgrade and renewal of community facilities; Municipal offices; sports facilities; and pavilions. Buildings were underspent by $924k in projects mainly relating to: Town Hall works, Lord Hex Pavilion, Carnegie; and Marlborough Pavilion, Bentleigh East. These works will be carried forward to the 2017–18 budget year.
(n)	**Computers and telecommunications** — were under budget by $328k due to early rollout of new PCs, which occurred during the prior financial year.
(o)	**Other plant and equipment** — were underspent to budget by $347k due to: (i) delay in installation of parking meters which has been deferred to 2017–18 pending development of Monash University master plan ($150k); (ii) a delay in the purchase of residential aged care equipment ($83k); and (iii) delay in installation of swipe card readers at various buildings capitalised within Buildings ($81k).
(p)	**Drainage** — includes drains in road reserves and sports grounds drainage and irrigation. Drainage expenditure was overspent by $351k due to additional works across the municipality.
(q)	**Open space** — includes open space initiatives; parks; playing surfaces; and playground equipment. Open space is underspent by $1.18m due to projects in progress at the end of June 2017. This includes the skate park redevelopment at Bailey Reserve, East Bentleigh; outer track works at Duncan Mackinnon Reserve, Murrumbeena; and *Open Space* initiatives at Pell Street, Bentleigh East and Marara Road Reserve, Caulfield South. These works will be carried forward to the 2017–18 budget year.
(r)	**Car parks** — were underspent by $77k. This will be carried forward into 2017–18 budget year for carpark renewal works.
(s)	**Streetscape works** — includes street beautification of Council's streets and shopping precincts. Capital spend is favourable to budget within streetscapes due to the Patterson Road works being postponed pending an additional needs analysis for pedestrian crossing associated with Patterson Station ($231k).
(t)	**Carried forward expenditure from 2015–16** — related to projects that were either incomplete or not commenced due to planning issues, weather delays, extended consultation etc. Amounts spent on carried forward projects from the 2015–16 financial year were lower than anticipated in the *2016–17 Budget*. Council approved carried forward projects of $2.05m in July 2016 of which $1.55m was spent as at 30 June 2017. At the time of adopting the *2016–17 Budget*, $3m was estimated for carried forward amounts for projects.

		2017 $ '000	2016 $ '000

Note 3 Rates and charges

Council uses Net Annual Value (NAV) as the basis of rating of all properties within the municipal district. For residential properties, NAV is fixed at five per cent of the Capital Improved Value (CIV). For all other properties, the NAV is the current value of a property's net annual rent ie. gross annual rental less all outgoings — such as land tax, building insurance and maintenance costs etc., (but excluding Council rates) and is a minimum of five per cent.

The valuation base used to calculate general rates for 2016–17 was $2,950m (2015–16 $2,357m). The 2016–17 rate in the dollar was 2.9033 cents (2015–16 3.4920 cents).

Municipal rates	85,346	81,723
Waste and recycling charges	14,769	14,314
Supplementary rates and rate adjustments	749	851
Interest on rates and charges	390	349
Total rates and charges	**101,254**	**97,237**

The date of the latest general revaluation of land for rating purposes within the municipality was 1 January 2016 and the valuation was applied to the rating period commencing 1 July 2016.

Note 4 Statutory fees and fines

Parking infringements*	7,253	5,724
Registration fees — food premises/*Health Act*	409	401
Voting infringement fees**	283	-
Property information	240	232
Building fees	187	171
Land information certificates	167	140
Magistrate court fees	75	95
Other statutory fees and fines	20	16
Total statutory fees and fines	**8,634**	**6,779**

* The increase in parking infringements is due to the emphasis on safety around schools and balancing trader and patron parking due to increased building activity and the grade separation works.

**Voting infringements relates to compulsory penalties imposed by the Victorian Electoral Commission (VEC) for failing to vote in the 2016 Local Government elections. The VEC had a legislative mandate to manage voting and the compulsory enforcement process for the elections. These funds were collected by the VEC and remitted to Council.

Note 5 User fees

Leisure centre and recreation	12,578	12,399
Aged and health services	3,672	3,788
Building and planning services*	2,914	1,784
Family and early learning centres	2,381	2,273
Animal registrations and local laws	1,410	1,231
Community care	1,000	1,204
Other fees and charges	626	489
Council facilities hire	534	507
Parking metre fees	479	454
State Revenue Office — valuation recoupment	361	95
Road openings and reinstatements	336	209
Footpath rentals	165	177
Waste and sustainability	146	121
Library and learning centres	130	125
Maintenance	108	120
Total user fees	**26,840**	**24,976**

* The increase in building and planning fees reflects the changes to the planning and subdivision fee regulations on 27 September 2016 with the new fees applying from 13 October 2016. Planning and responsible authorities provide services under the *Planning and Environment Act 1987* which attract a fee in accordance with the Planning and Environment (Fees) Regulations 2016.

Note 6 Grants

Grants were received in respect of the following:

	2017 $ '000	2016 $ '000
Summary of grants		
Commonwealth funded grants	16,172	12,731
State funded grants	9,771	9,657
Others	891	706
Total grants received	**26,834**	**23,094**
Operating grants		
Recurrent — Commonwealth Government		
Aged care	8,561	8,550
Family and early learning centres	1,174	1,128
Family day care	367	441
Victorian Grants Commission — general purpose*	4,457	1,458
Victorian Grants Commission — local roads*	929	311
Recurrent — State Government		
Community care	6,182	6,021
Immunisation	160	151
Libraries and learning centres	920	899
Maternal and child health	1,024	870
MetroAccess	132	127
Other	33	46
School crossing supervisors	229	212
Senior citizens	90	93
Social support	410	396
Total operating grants	**24,668**	**20,703**

* During the year, the Commonwealth Government announced prepayments of Council's Victorian Grants Commission funding for 2017–18. The amount of $1.84m (50 per cent of the grant) was received for financial assistance and local roads funding in the 2016–17 financial year.

	2017 $ '000	2016 $ '000
Note 6 Grants *(continued)*		
Capital grants		
Recurrent — Commonwealth Government		
Roads to Recovery Program	665	823
Total recurrent capital grants	**665**	**823**
Non-recurrent — Commonwealth Government		
Stronger Community Program — Allnutt Park toddlers playground	-	20
Stronger Community Program — EE Gunn Reserve playspace redevelopment	20	-
Non-recurrent — State Government		
Booran Reserve redevelopment	65	585
Centenary Park Pavilion redevelopment	-	50
The Children's Facilities Capital Program — Brady Road Kindergarten and Bentleigh West Kindergarten early learning facility upgrades	225	-
Duncan Mackinnon Pavilion redevelopment	-	100
Duncan Mackinnon Reserve athletic track reconstruction	100	-
Duncan Mackinnon Reserve netball courts	90	-
King George Reserve Pavilion female facilities redevelopment	90	-
Leckie Street Reserve play space redevelopment	-	75
Restoring Community War Memorial Grants Program	-	14
Tobacco inspection	20	8
Walk to School Program	-	10
Non-recurrent — Other		
Black Spot Programme	109	601
EE Gunn Reserve rehabilitation — warm season grasses	653	-
EE Gunn Reserve community projects	95	-
Living Rivers Program	23	105
Storm Water Community Education Program	6	-
VicRoads Community Road Safety	5	-
Total non-recurrent capital grants	**1,501**	**1,568**
Total capital grants	**2,166**	**2,391**

	2017 $ '000	2016 $ '000

Note 6 Grants *(continued)*

Conditions on grants

Grants recognised as revenue during the year that were obtained on condition that they be expended in a specified manner that had not occurred at balance date were:

Victorian Grants Commission — financial assistance and local roads funding

Open balance brought forward	-	-
Grants received during the financial year	5,386	-
Amounts expended during the financial year	(3,549)	-
Balance remaining to be spent	**1,837**	**-**

During the year, the Commonwealth Government announced prepayments of 50 per cent of Council's Victorian Grants Commission funding. The amount of $1.84m was received, comprising financial assistance and local roads funding.

Duncan Mackinnon Reserve athletic track reconstruction

Open balance brought forward	-	-
Grants received during the financial year	100	-
Amounts expended during the financial year	-	-
Balance remaining to be spent	**100**	**-**

The Department of Health and Human Services will contribute $250k in total towards the installation of a new sandwich polyurethane synthetic surface and base for the regional athletics track at Duncan Mackinnon Reserve. The project is expected to be completed during the 2017–18 financial year.

Duncan Mackinnon Reserve netball courts

Open balance brought forward	-	-
Grants received during the financial year	90	-
Amounts expended during the financial year	-	-
Balance remaining to be spent	**90**	**-**

The Department of Health and Human Services will contribute $100k in total towards the construction of two new netball courts with 200 lux lighting at Duncan Mackinnon Reserve. The project is expected to be completed during the 2017–18 financial year.

King George Reserve Pavilion female facilities

Open balance brought forward	-	-
Grants received during the financial year	90	-
Amounts expended during the financial year	-	-
Balance remaining to be spent	**90**	**-**

The Department of Health and Human Services will contribute $100k in total towards the redevelopment of the existing change rooms and amenities at King George Reserve. The project is expected to be completed during the 2017–18 financial year.

	2017 $ '000	2016 $ '000
Note 6 Grants *(continued)*		
Living Rivers Program		
Open balance brought forward	105	-
Grants received during the financial year	23	105
Amounts expended during the financial year	(128)	-
Balance remaining to be spent	**-**	**105**

Melbourne Water contributed $128k in total towards the water sensitive urban design of Booran Reserve. The project was completed during the 2016–17 financial year.

Walk to School Program		
Open balance brought forward	10	-
Grants received during the financial year	-	10
Amounts expended during the financial year	(10)	-
Balance remaining to be spent	**-**	**10**

Grant funding of $10k received from the Department of Public Health is for Council to promote *Walk to School* in the municipality, to liaise with local primary schools to encourage them to actively participate in *Walk to School* 2016, and undertake local initiatives to support ongoing active travel among primary school-aged children and their families.

Grants that were recognised as revenue in prior years and were expended during the current year in the manner specified by the grantor were:

Net increase/(decrease) in restricted assets resulting from grant revenues for the year:	**-**	**-**

Note 7 Other income		
Rentals and leases	1,494	1,464
Interest	1,404	1,377
Licences and permits* (grade separation works)	856	293
Other revenue	322	299
Bank guarantees**	94	486
Total other income	**4,170**	**3,919**

* The licences and permits income associated with the Level Crossing Removal Authority (LXRA) project relates to commercial licencing fees derived from the State Government's temporary occupation of Council's car parks within the municipality.

** Relates to the liquidation of bank guarantees resulting from contractual disputes with the construction of capital works projects — $94k (2016–17) for Booran Reserve and $486k (2015–16) for Duncan Mackinnon Pavilion.

Note 8 Contributions — monetary		
Public open space	7,811	5,865
Total contributions — monetary	**7,811**	**5,865**

Public open space fees received during the year are transferred to other reserves pursuant to section 18 of the *Subdivision Act 1988* (public open space reserve). Refer to note 26 (b).

	2017 $ '000	2016 $ '000

Note 9 Investments in joint operations

Glen Eira City Council has entered into a joint operation in connection with the Regional Landfill Clayton South Joint Venture. The main activity was the provision of a refuse disposal site for councils. The Clayton Regional Landfill site is now closed and has completed the waste filling and is preparing for a program of rehabilitation works. The registered office and principal place of business of the Joint Venture is Clayton Road, Clayton South, VIC 3169.

The landfill site is jointly owned by five councils including Glen Eira City Council and the equity is distributed accordingly: Boroondara 35.22 per cent, Glen Eira 21.10 per cent, Monash 16.80 per cent, Stonnington 12.76 per cent and Whitehorse 14.12 per cent.

Council has received the unaudited accounts of the joint operation and Council's 21.1 per cent share of the net liabilities employed in the joint operations is included in the Financial Statements as follows:

Note 9 (a) Summarised Statement of Comprehensive Income for the year ended 30 June 2017

Total income	104	1,800
Total expenses	489	1,486
Share of net (loss)/surplus of joint operations	**(385)**	**314**

Summarised Balance Sheet as at 30 June 2017

Assets		
Current assets	1,687	2,236
Total assets	**1,687**	**2,236**
Liabilities		
Current liabilities	745	847
Non-current liabilities	1,770	1,832
Total liabilities	**2,515**	**2,679**
Net liabilities	**(828)**	**(443)**
Equity/(deficit)		
Accumulated deficit	(828)	(443)
Total equity/(deficit)	**(828)**	**(443)**
Adjusted for rehabilitation costs (refer to note 9 (b))	2,420	2,568
Total investment in joint operations (excluding rehabilitation costs)	**1,592**	**2,125**

		2017 $ '000	2016 $ '000
Note 9	**Investments in joint operations (continued)**		
Note 9 (b)	**Other liabilities**		
	Provision for environmental rehabilitation	2,420	2,568
	Total other liabilities	**2,420**	**2,568**

At the reporting date the Joint Venture recognised a provision for rehabilitation works which is measured at the present value of the Joint Venturers' best estimate of the costs associated with remediation of the site over a period of 28 years. Remediation is expected to be completed by 2045.

The calculation of the provision is based on a review of the annual and event aftercare costs of the site. These costs have been inflated at an assumed inflation rate of 2.5 per cent annually for 28 years. The present value calculation uses the Milliman Group of 100 discount rate forecasts for 28 years.

The provision also takes into account a forecast $2.52m of capping and gas infrastructure works that are required to be completed primarily in 2017–18 in order to decommission the land fill.

The provision is assessed at the end of each reporting period in order to ensure it accurately reflects the cost of closing and restoring the site.

Council's share of the joint operation is also disclosed as a contingent liability in note 32. The environmental rehabilitation represents Council's future share of rehabilitation costs payable by Clayton Regional Landfill (not Council) but will translate into a cash injection by Council in the future.

Summarised statement of cash flows		
Net cash provided used in operating activities	(548)	(364)
Net decrease in cash and cash equivalents	**(548)**	**(364)**

Summary of joint operations		
Movements for the year		
Share of joint operations as at 1 July	(443)	(757)
Share of net (loss)/surplus of joint operations	(385)	314
Share of total equity of joint operations as at 30 June	**(828)**	**(443)**

		Notes	2017 $ '000	2016 $ '000
Note 10 (a)	**Employee costs**			
	Wages and salaries		55,166	53,649
	Superannuation (refer to note 10(b))		5,827	5,687
	Annual leave		4,644	4,480
	Long service leave		1,580	1,166
	WorkSafe		666	913
	Other employee costs		1,075	949
	Fringe benefits tax		206	226
	Total gross employee costs		**69,164**	**67,070**
	Capitalised salaries	**27**	(2,156)	(2,248)
	Total net employee costs		**67,008**	**64,822**

Note 10 (b) Superannuation

Council made contributions to the following funds:

Defined benefit plans		
Employer contributions to Local Authorities Superannuation Fund (Vision Super)	375	423
	375	**423**
Accumulation funds		
Employer contributions to Local Authorities Superannuation Fund (Vision Super)	4,494	4,386
Employer contributions to HESTA	705	657
Employer contributions to other funds	253	221
	5,452	**5,264**
Employer contributions payable to Local Authorities Superannuation Fund (Vision Super) at reporting date (accumulation fund)	545	490
	545	**490**

Summary

Employer contributions paid at reporting date	**5,827**	**5,687**
Employer contributions payable at reporting date	**545**	**490**

Refer to note 31 for further information relating to Council's superannuation obligations.

		2017 $ '000	2016 $ '000
Note 11	**Materials and services**		
	Contract payments	31,999	30,484
	Maintenance	6,671	7,625
	Materials and consumables	5,535	5,635
	Utilities	3,694	4,107
	Training	874	748
	Insurance	780	754
	Grants and subsidies	703	773
	Total materials and services	**50,256**	**50,126**
Note 12	**Depreciation and amortisation**		
	Infrastructure	11,718	11,437
	Plant and equipment	4,636	4,802
	Property	4,850	4,641
	Total depreciation	**21,204**	**20,880**
	Intangible assets	299	451
	Total depreciation and amortisation	**21,503**	**21,331**

Refer to note 20 and 21 for a more detailed breakdown of depreciation and amortisation charges.

Note 13	**Net loss on sale/disposal of property, infrastructure, plant and equipment**		
	Proceeds of sale	821	632
	Written down value (WDV) of assets disposed (refer to note 20)	(1,844)	(2,489)
	Disposal costs for laneway sales	(146)	(120)
	Discontinued capital works projects*	(79)	(112)
	Total net loss on sale/disposal of property, infrastructure, plant and equipment	**(1,248)**	**(2,089)**

*Relates to the write-off of design costs on projects that did not proceed.

		2017 $ '000	2016 $ '000
Note 14	**Borrowing costs**		
	Economic cost*	-	4,927
	Interest — borrowings	749	1,703
	Interest — equipment lease	19	18
	Interest — finance lease	-	1
	Total borrowing costs	**768**	**6,649**

*In 2016, Council considered a number of options to determine if cost savings were available from restructuring the existing borrowings. The options involved refixing the loan for a shorter term of seven years at a fixed rate of interest (as this was the optimum period for making a saving).

Note 15	**Other expenses**		
	Bad and doubtful debts*	954	658
	Other expenses	816	879
	Rentals (refer to note 30)	451	449
	Lodgement fees	451	341
	Councillors' allowances	344	351
	Advertising	327	364
	Memberships and subscriptions	230	215
	Leasing	224	333
	Program costs	222	141
	VicRoads extracts	139	109
	Document storage	136	149
	Laundry fees	129	136
	Licences and registrations	89	137
	Animal registrations and levies	71	79
	Business development seminars	60	68
	Party in the parks	32	27

* The increase in bad and doubtful debts is attributable to the increased activity in parking infringements throughout the municipality, refer to notes 3 and 18 of the Financial Statements.

	Auditors remuneration		
	Internal auditors*	186	107
	External auditors — VAGO — audit of the Financial Statements, Performance Statement and grant acquittals	63	75
	Other auditors remuneration costs	26	34
	Total other expenses	**4,950**	**4,652**

* The internal audit program for 2015–16 related to audits conducted for a partial year due to the tendering of the services in September 2015.

		2017 $ '000	2016 $ '000
Note 16	**Cash and cash equivalents**		
	Cash at bank and on hand	9,960	6,606
	Term deposits	12,449	10,402
	Total cash and cash equivalents	**22,409**	**17,008**
	Other financial assets (refer note 17)	38,703	28,922
	Total cash and cash equivalents and other financial assets	**61,112**	**45,930**

Restricted funds

Council's cash and cash equivalents are subject to a number of internal and external restrictions that limit amounts available for discretionary or future use. These include:

Trust funds and deposits (note 23)	(29,874)	(25,501)
Public open space reserve (note 8, 26 (b))	(3,696)	(4,093)
Total restricted funds	**(33,570)**	**(29,594)**
Total unrestricted cash and cash equivalents	**27,542**	**16,336**

Intended allocations

Although not externally restricted the following amounts have been allocated for specific future purposes by Council:

Cash held to fund carried forward capital works	6,000	3,000
Total funds subject to intended allocations	**6,000**	**3,000**

Refer also to Note 17 for details of other financial assets held by Council.

Note 17 Other financial assets

Current		
Term deposits (maturity greater than three months)	**38,703**	**28,922**
Non-current		
MAPS shareholding — at fair value*	**5**	**5**

* 5,020 shares were issued on 17 May 1995. These shares are held with MAPS Group Ltd Trading as Strategic Purchasing.

		2017 $ '000	2016 $ '000
Note 18	**Trade and other receivables**		
	Statutory receivables		
	Rates debtors	5,791	5,098
	Parking infringement debtors — Council	1,801	1,264
	Parking infringement debtors — PERIN Court	2,329	1,749
	Provision for doubtful debts — parking infringements	(2,276)	(1,701)
	Net GST Receivable	1,307	1,657
	Fire services property levy	642	579
	Non-statutory receivables		
	Other trade receivables	3,168	1,766
	Provision for doubtful debts — other trade receivables	(23)	(4)
	Total trade and other receivables	**12,739**	**10,408**

(a) Ageing of trade and other receivables

At balance date other debtors representing financial assets were past due but not impaired. The ageing of Council's other trade receivables (excluding statutory receivables) was:

Current (not yet overdue)	2,844	1,449
Past due by up to 30 days	120	267
Past due between 31 and 180 days	204	50
Total trade and other receivables	**3,168**	**1,766**

(b) Movements in provisions for doubtful debts

Balance at the beginning of the year	(1,705)	(1,261)
(Increase) in provisions recognised during the year	(594)	(444)
Balance at end of year	**(2,299)**	**(1,705)**

Note 19	**Other assets**		
	Accrued income	671	831
	Prepayments*	826	466
	Total other assets	**1,497**	**1,297**

* Prepayments are expenses that Council has paid in advance of service delivery as at 30 June. The increase in prepayments relates to the timing of Council receiving invoices from suppliers.

Note 20 Property, infrastructure plant and equipment

Summary of property, infrastructure plant and equipment

	WDV 30 June 2016	Acquisitions	Contributions	Revaluation	Depreciation	Disposal	Transfers	At fair value 30 June 2017
	$ '000	$ '000	$ '000	$ '000	$ '000	$ '000	$ '000	$ '000
Land	1,577,325	10,324	-	118,666	-	-	-	1,706,315
Buildings	174,803	3,653	-	-	(4,850)	(53)	-	173,553
Plant and equipment	13,894	4,037	-	-	(4,636)	(137)	-	13,158
Infrastructure	265,053	21,338	-	5,593	(11,718)	(1,641)	-	278,625
Art collection and municipal regalia	1,910	-	-		-	-	-	1,910
Work in progress	14,153	-	-	-	-	-	(4,380)	9,773
	2,047,138	**39,352**	**-**	**124,259**	**(21,204)**	**(1,831)**	**(4,380)**	**2,183,334**

Summary of work in progress (WIP)

	Opening WIP	Additions	Transfers to completed assets	Closing WIP
	$ '000	$ '000	$ '000	$ '000
Land and buildings	8,099	748	(7,296)	1,551
Plant and equipment	-	3,917	(3,911)	6
Infrastructure	6,054	25,960	(23,798)	8,216
	14,153	**30,625**	**(35,005)**	**9,773**

Note 20 Property, infrastructure plant and equipment (continued)

Property	Notes	Land - specialised	Land under roads	Total land	Buildings - non specialised	Buildings - specialised	Leasehold improvements	Total buildings	Total property
		$ '000	$ '000	$ '000	$ '000	$ '000	$ '000	$ '000	$ '000
At fair value 1 July 2016		998,768	578,557	**1,577,325**	219,098	42,713	382	**262,193**	**1,839,518**
Accumulated depreciation		-	-	**-**	(80,078)	(7,153)	(159)	**(87,390)**	**(87,390)**
Work in progress		-	-	**-**	8,091	8	-	**8,099**	**8,099**
		998,768	**578,557**	**1,577,325**	**147,111**	**35,568**	**223**	**182,902**	**1,760,227**
Movements in fair value									
Acquisition of assets at fair value		10,324	-	**10,324**	3,653		-	**3,653**	**13,977**
Contributed assets									
Revaluation increments	**26 (a)**	118,666	-	**118,666**	-	-	-	**-**	**118,666**
Fair value of assets disposed	**13**	-	-	**-**	(582)	-	-	**(582)**	**(582)**
Work in progress		-	-	**-**	(6,780)	232	-	**(6,548)**	**(6,548)**
		128,990	**-**	**128,990**	**(3,709)**	**232**	**-**	**(3,477)**	**125,513**
Movements in accumulated depreciation									
Depreciation	**12**	-	-	**-**	(4,273)	(559)	(18)	**(4,850)**	**(4,850)**
Accumulated depreciation of disposals	**13**	-	-	**-**	528	-	-	**528**	**528**
		-	**-**	**-**	**(3,745)**	**(559)**	**(18)**	**(4,322)**	**(4,322)**
At fair value 30 June 2017		1,127,758	578,557	**1,706,315**	222,169	42,713	382	**265,264**	**1,971,579**
Accumulated depreciation at 30 June 2017		-	-	**-**	(83,823)	(7,712)	(177)	**(91,712)**	**(91,712)**
Work in progress		-	-	**-**	1,311	240	-	**1,551**	**1,551**
		1,127,758	**578,557**	**1,706,315**	**139,657**	**35,241**	**205**	**175,103**	**1,881,418**

Note 20 Property, infrastructure plant and equipment (continued)

Plant and equipment	**Notes**	Plant and equipment	Furniture and equipment	**Total plant and equipment**
		$ '000	$ '000	**$ '000**
At cost 1 July 2016		8,930	33,042	**41,972**
Accumulated depreciation		(5,473)	(22,605)	**(28,078)**
Work in progress		-	-	**-**
		3,457	**10,437**	**13,894**
Movements in cost				
Acquisition of assets at cost		1,693	2,344	**4,037**
Contributed assets				
Revaluation increments/(decrements)	**26 (a)**	-	-	**-**
Cost of assets disposed	**13**	(1,242)	(235)	**(1,477)**
Work in progress			6	**6**
		451	**2,115**	**2,566**
Movements in accumulated depreciation				
Depreciation	**12**	(1,115)	(3,521)	**(4,636)**
Accumulated depreciation of disposals	**13**	1,105	235	**1,340**
		(10)	**(3,286)**	**(3,296)**
At cost 30 June 2017		9,381	35,150	**44,531**
Accumulated depreciation at 30 June 2017		(5,483)	(25,891)	**(31,374)**
Work in progress		-	6	**6**
		3,898	**9,266**	**13,164**

Note 20 Property, infrastructure plant and equipment (continued)

Infrastructure	**Notes**	Roads	Footpaths, furniture and signs	Drains	Parks and gardens	**Total infrastructure**
		$ '000	$ '000	$ '000	$ '000	**$ '000**
At fair value 1 July 2016		249,735	112,291	174,104	68,363	**604,493**
Accumulated depreciation		(133,855)	(71,747)	(98,833)	(35,005)	**(339,440)**
Work in progress		2,871	228	2,692	263	**6,054**
		118,751	**40,772**	**77,963**	**33,621**	**271,107**
Movements in fair value						
Acquisition of assets at fair value		5,005	2,331	5,264	8,738	**21,338**
Contributed assets						
Revaluation decrements at fair value	**26 (a)**	(5,440)	(2,209)	(4,131)	17,373	**5,593**
Fair value of assets disposed	**13**	(1,760)	(826)	(123)	(650)	**(3,359)**
Work in progress		1,252	110	44	756	**2,162**
		(943)	**(594)**	**1,054**	**26,217**	**25,734**
Movements in accumulated depreciation						
Depreciation	**12**	(4,256)	(2,272)	(1,749)	(3,441)	**(11,718)**
Accumulated depreciation of disposals	**13**	1,163	22	88	446	**1,719**
		(3,093)	**(2,250)**	**(1,661)**	**(2,995)**	**(9,999)**
At fair value 30 June 2017		247,540	111,587	175,114	93,825	**628,066**
Accumulated depreciation at 30 June 2017		(136,948)	(73,997)	(100,494)	(38,000)	**(349,439)**
Work in progress		4,123	338	2,736	1,019	**8,216**
		114,715	**37,928**	**77,356**	**56,843**	**286,842**

Note 20 Property, infrastructure plant and equipment (continued)

Art collection and municipal regalia	**Notes**	Art collection and municipal regalia	**Total art collection and municipal regalia**
		$ '000	$ '000
At fair value 1 July 2016		1,910	**1,910**
		1,910	**1,910**
Movements in fair value			
Acquisition of assets at fair value		-	**-**
Acquisition of assets at cost		-	**-**
Revaluation increments	**26 (a)**	-	**-**
Fair value of assets disposed	**13**	-	**-**
		-	**-**
At fair value 30 June 2017		1,910	**1,910**
		1,910	**1,910**

Note 20 Property, infrastructure plant and equipment (continued)

(a) Valuations of land and buildings

Valuations of land and buildings were undertaken by a qualified independent valuer, Belinda Macfarlane (A.A.P.I) Certified Practising Valuer from Patel Dore Valuers. The valuations of land and buildings are at fair value, being market value based on highest and best use permitted by relevant land planning provisions. Where land use is restricted through existing planning provisions the valuation is reduced to reflect this limitation. This adjustment is an unobservable input in the valuation. The adjustment has no impact on the Comprehensive Income Statement.

Specialised land is valued at fair value using site values adjusted for englobo (undeveloped and/or unserviced) characteristics, access rights and private interests of other parties and entitlements of infrastructure assets and services. This adjustment is an unobservable input in the valuation. The adjustment has no impact on the Comprehensive Income Statement.

Any significant movements in the unobservable inputs for land and land under roads will have a significant impact on the fair value of these assets.

The date of the current valuation is detailed in the following table. An indexed based revaluation was conducted in the current year and was based on sales data to determine the movement in fair value. A full revaluation of these assets will be conducted in 2017–18.

Details of Council's land and buildings and information about the fair value hierarchy as at 30 June 2017 are as follows:

	Level 1 $ '000	Level 2 $ '000	Level 3 $ '000	Date of Valuation
Land — specialised	-	-	1,127,758	01/16
Land under roads	-	-	578,557	01/16
Buildings — specialised	-	-	35,001	01/16
Buildings — non specialised	-	138,346	-	01/16
Total land and buildings	**-**	**138,346**	**1,741,316**	

(b) Valuations of infrastructure

Valuations of infrastructure assets, except for Parks and recreation assets, have been assessed by Glen Eira City Council's Director Infrastructure, Environment and Leisure Samantha Krull B.Science Engineering (Civil), GradD Engineering (Civil) as at 30 June 2017.

Parks and recreation assets were assessed by Greg McNally, Director of Corengal Pty Ltd, as at 30 April 2017. The next scheduled full revaluation for this purpose will be conducted in 2021–22.

The valuation of infrastructure assets is at fair value based on replacement cost less accumulated depreciation as at the date of valuation.

Details of the Council's infrastructure and information about the fair value hierarchy as at 30 June 2017 are as follows:

	Level 1 $ '000	Level 2 $ '000	Level 3 $ '000	Date of Valuation
Roads	-	-	110,592	06/14
Footpaths, furniture and signs	-	-	37,590	06/14
Drains	-	-	74,620	06/14
Parks and gardens	-	-	55,823	04/17
Total infrastructure	**-**	**-**	**278,625**	

Note 20 Property, infrastructure plant and equipment (continued)

(c) Valuation of art collection and municipal regalia

Art collection assets were assessed by Lauraine Diggins, Director Fine Art Pty Ltd as at 30 June 2015. The basis of valuation was market value.

Details of Council's art collection and municipal regalia and information about the fair value hierarchy as at 30 June 2017 are as follows:

	Level 1 $ '000	Level 2 $ '000	Level 3 $ '000	Date of Valuation
Art collection and municipal regalia	-	-	1,910	06/15
Total art collection and municipal regalia	**-**	**-**	**1,910**	

(d) Description of significant unobservable inputs into level 3 valuations

Specialised land and land under roads is valued using a market based direct comparison technique. Significant unobservable inputs include the extent and impact of restriction of use and the market cost of land per square metre. The extent and impact of restrictions on use varies and results in a reduction to surrounding land values between five per cent and 95 per cent. The market value of land varies significantly depending on the location of the land and the current market conditions. 2015–16 land values range between approximately $219 and $3,524 per square metre.

Specialised buildings are valued using a depreciated replacement cost technique. Significant unobservable inputs include the current replacement cost and remaining useful lives of the buildings. Current replacement cost is calculated on a square metre basis ranges from $186 to $3,840 per square metre. The remaining useful lives of the buildings are determined on the basis of the current condition of buildings and vary from 22 years to 107 years. Replacement cost is sensitive to changes in market conditions, with any increase or decrease in cost flowing through to the valuation. Useful lives of buildings are sensitive to changes in expectations or requirements that could either shorten or extend the useful lives of buildings.

Infrastructure assets are valued based on the depreciated replacement cost. Significant unobservable inputs include the current replacement cost and remaining useful lives of infrastructure. The remaining useful lives of infrastructure assets are determined on the basis of the current condition of the asset and vary from five years to 160 years. Replacement cost is sensitive to changes in market conditions, with any increase or decrease in cost flowing through to the valuation. Useful lives of infrastructure are sensitive to changes in use, expectations or requirements that could either shorten or extend the useful lives of infrastructure assets.

	2017 $'000	2016 $'000
Reconciliation of specialised land		
Land	1,127,758	998,768
Land under roads	578,557	578,557
Total specialised land	**1,706,315**	**1,577,325**

		2017 $'000	2016 $'000
Note 21	**Intangible assets**		
	Computer software and licences — at cost	4,934	5,238
	Accumulated amortisation	(4,170)	(4,196)
	Total intangible assets	**764**	**1,042**
	Movements for the year		
	Computer software and licences — as at 1 July	1,042	750
	Additions	37	743
	Disposals (note 13)	(14)	-
	Amortisation expense	(301)	(451)
	Net book value at 30 June	**764**	**1,042**
Note 22	**Trade and other payables**		
	Trade payables	8,310	11,009
	Accrued expenses	6,407	5,485
	Total trade and other payables	**14,717**	**16,494**
Note 23	**Trust funds and deposits**		
	Current — expected to be refundable within 12 months		
	Residential aged care bonds and deposits	7,420	6,257
	Refundable deposits	4,231	3,807
	Fire services property levy	910	837
		12,561	**10,901**
	Current — expected to be refundable after 12 months		
	Residential aged care bonds and deposits	17,313	14,600
		17,313	**14,600**
	Total trust funds and deposits	**29,874**	**25,501**

Purpose and nature of items:

Residential aged care bonds and deposits — relate to resident accommodation bonds and deposits for Council's nursing homes at Warrawee, Rosstown and Spurway. These amounts are to be refunded (less retention income) when residents leave the facility. Council forecasts that 30 per cent of residential aged care bonds and deposits will fall due within 12 months after the end of the period.

Refundable deposits — are taken by Council as a form of surety in a number of circumstances, including in relation to building works, tender deposits, contract deposits and the use of civic facilities.

Fire services property levy — Council is the collection agent for the fire services property levy on behalf of the State Government. Council remits amounts received on a quarterly basis. Amounts disclosed here will be remitted to the State Government in line with that process.

Note 24 Provisions

2017	Annual leave	Long service leave	Sick leave	Total
	$ '000	$ '000	$ '000	$ '000
Balance at beginning of the financial year	4,035	10,033	9	**14,077**
Additional provisions	4,615	1,630	1	**6,246**
Amounts used	(4,642)	(1,376)	-	**(6,018)**
Decrease in the discounted amount arising because of time and the effect of any change in the discount rate	-	(24)	-	**(24)**
Balance at the end of the financial year	**4,008**	**10,263**	**10**	**14,281**
2016				
Balance at beginning of the financial year	3,947	9,920	12	**13,879**
Additional provisions	4,449	1,124	-	**5,573**
Amounts used	(4,361)	(1,049)	(3)	**(5,413)**
Increase in the discounted amount arising because of time and the effect of any change in the discount rate	-	38	-	**38**
Balance at the end of the financial year	**4,035**	**10,033**	**9**	**14,077**

	2017 $ '000	2016 $ '000
Employee provisions		
Current provisions expected to be wholly settled within 12 months		
Annual leave	3,425	3,410
Long service leave	746	715
Sick leave	10	9
	4,181	**4,134**
Current provisions expected to be wholly settled after 12 months		
Annual leave	583	625
Long service leave	8,086	8,132
	8,669	**8,757**
Total current provisions	**12,850**	**12,891**
Non-current		
Long service leave	1,431	1,186
	1,431	**1,186**
Aggregate carrying amount of employee provisions:		
Current provisions	12,850	12,891
Non-current provisions	1,431	1,186
Total aggregate carrying amount of employee provisions	**14,281**	**14,077**

The following assumptions were adopted in measuring the present value of employee benefits:

Weighted average increase in employee costs	2.50%	3.70%
Weighted average discount rates	2.61%	1.99%
Weighted average settlement period	15.48 years	15.75 years

	2017 $'000	2016 $'000
Note 25 Interest-bearing loans and borrowings		
Current		
Borrowings — secured	3,343	3,149
	3,343	**3,149**
Non-current		
Borrowings — secured	18,302	21,734
	18,302	**21,734**
Total	**21,645**	**24,883**

Borrowings are secured over the General Rates of Council as per section 141 of the *Local Government Act 1989*.

(a) The maturity profile for Council's borrowings is:

Not later than one year	3,343	3,149
Later than one year and not later than five years	18,302	17,815
Later than five years	-	3,919
	21,645	**24,883**

Note 26 Reserves

(a) Asset revaluation reserve

2017	Balance at beginning of reporting period	Increment/ (decrement)	Balance at end of reporting period
	$ '000	$ '000	$ '000
Property			
Land	686,900	118,666	805,566
Land under roads	216,578	-	216,578
Buildings	81,266	-	81,266
Infrastructure			
Road assets	98,930	(5,440)	93,490
Footpaths	20,594	(2,209)	18,385
Drainage	17,898	(4,131)	13,767
Parks and gardens	6,925	17,373	24,298
Art collection and municipal regalia			
Art collection	1,088	-	1,088
	1,130,179	**124,259**	**1,254,438**

2016	Balance at beginning of reporting period	Increment/ (decrement)	Balance at end of reporting period
	$ '000	$ '000	$ '000
Property			
Land	568,970	117,930	686,900
Land under roads	-	216,578	216,578
Buildings	79,308	1,958	81,266
Infrastructure			
Road assets	101,298	(2,368)	98,930
Footpaths	22,222	(1,628)	20,594
Drainage	18,172	(274)	17,898
Parks and gardens	6,925	-	6,925
Art collection and municipal regalia			
Art collection	1,088	-	1,088
	797,983	**332,196**	**1,130,179**

The asset revaluation reserve is used to record the net movement of Council's assets over time.

Note 26 Reserves (continued)

(b) Public open space reserve

	Balance at beginning of reporting period	Transfers from accumulated surplus	Transfers to accumulated surplus	Balance at end of reporting period
	$ '000	$ '000	$ '000	$ '000
2017				
Public open space reserve	4,093	7,811	(8,208)	3,696
	4,093	**7,811**	**(8,208)**	**3,696**
2016				
Public open space reserve	3,541	5,865	(5,313)	4,093
	3,541	**5,865**	**(5,313)**	**4,093**

Expenditure on *Open Space* projects for 2016–17 totalled $8.21m and related to the following initiatives:

— Booran Reserve, corner Booran and Glenhuntly Roads, Glen Huntly $4.62m
— 6 Aileen Ave, Caulfield South $2.11m
— 53 Magnolia Road, Gardenvale $1.48m.

Council approved its *Open Space Strategy* on 8 April 2014 following community consultation.

Contributions to the public open space reserve during the financial year relate to contributions received as public open space levies pursuant to the provisions of Section 18 of the *Subdivision Act 1988*. Council has achieved the new uniform levy rate of 5.7 per cent (Amendment C120).

Transfers from the public open space reserve during the financial year reflect the funding of eligible open space capital works projects.

Summary of reserves	Balance at beginning of reporting period	Increment/ (decrement) and transfers	Balance at end of reporting period
	$ '000	$ '000	$ '000
2017			
Asset revaluation reserve	1,130,179	124,259	1,254,438
Public open space reserve	4,093	(397)	3,696
	1,134,272	**123,862**	**1,258,134**
2016			
Asset revaluation reserve	797,983	332,196	1,130,179
Public open space reserve	3,541	552	4,093
	801,524	**332,748**	**1,134,272**

		Notes	2017 $ '000	2016 $ '000
Note 27	**Reconciliation of cash flows from operating activities to surplus**			
	Surplus for the year		29,425	12,515
	Share of net loss/(surplus) of joint operations	**9**	385	(314)
	Capitalised salaries	**10 (a)**	(2,156)	(2,248)
	Depreciation and amortisation	**12**	21,503	21,331
	Loss on sale/disposal of property, infrastructure, plant and equipment	**13**	1,410	2,243
	Borrowing costs	**14**	748	1,704
	Economic cost of borrowings	**14**	-	4,927
	Change in assets and liabilities:			
	Increase in trade and other receivables	**18**	(2,169)	(1,588)
	(Increase)/decrease in other assets	**19**	(360)	176
	(Decrease)/increase in trade and other payables	**22**	(808)	4,192
	Increase in provisions	**24**	202	198
	Increase in trust funds and other deposits	**23**	4,372	831
	Net cash provided by operating activities		**52,552**	**43,967**
Note 28	**Reconciliation of cash and cash equivalents**			
	Cash and cash equivalents	**16**	22,409	17,008
			22,409	**17,008**

Note 29 Commitments

Council has entered into the following commitments:

Operating expenditure commitments — includes provision for the following: banking facilities; street cleaning; parking services; archival storage; cleaning services; audit services; agency staff; publications; telecommunications; delivered meals; litter bin collection; cleaning of public toilets; garbage collection; recyclables collection; green waste collection; building maintenance services; traffic management; and engineering services.

Capital expenditure commitments — includes provision for the following: sportsground lighting; park redevelopments; pavilion works; building improvements; information systems and technology; shopping centre upgrades; landscaping; road works; drainage works; and annual footpath concrete works.

Receivables — are contractual commitments for operating and capital related period costs for future services. These services have not been delivered as at 30 June 2017. Similarly, the receipt of future income (contract receivables) has not been recognised as it relates to future services post 30 June 2017.

2017	Not later than 1 year	Later than 1 year but less than 2 years	Later than 2 years but less than 5 years	Later than 5 years	**Total**
	$ '000	$ '000	$ '000	$ '000	**$ '000**
Operating					
Buildings	83	-	-	-	**83**
Cleaning	602	286	-	-	**888**
Community care	539	214	-	-	**753**
Consultancies	2,593	1,430	2,723	-	**6,746**
Maintenance	4,460	3,578	4,289	-	**12,327**
Parks and gardens	4,408	-	-	-	**4,408**
Plant and equipment	737	628	321	-	**1,686**
Traffic and parking	2,848	331	-	-	**3,179**
Waste and sustainability	8,713	8,539	19,105	8,800	**45,157**
Other contractual obligations	1,594	422	7	-	**2,023**
Total operating commitments	**26,577**	**15,428**	**26,445**	**8,800**	**77,250**
Capital					
Buildings	367	-	-	-	**367**
Parks and gardens	250	167	-	-	**417**
Roads	2,127	-	-	-	**2,127**
Total capital expenditure commitments	**2,744**	**167**	**-**	**-**	**2,911**
Receivables					
Other	1,040	1,040	2,079	-	**4,159**
Total contract receivables	**1,040**	**1,040**	**2,079**	**-**	**4,159**

Note 29 Commitments (continued)

2016	Not later than 1 year	Later than 1 year but less than 2 years	Later than 2 years but less than 5 years	Later than 5 years	Total
	$ '000	$ '000	$ '000	$ '000	$ '000
Operating					
Buildings	110	83	-	-	**193**
Cleaning	602	343	286	-	**1,231**
Community care	1,310	539	214	-	**2,063**
Consultancies	2,114	833	55	-	**3,002**
Drainage	57	57	76	-	**190**
Maintenance	1,457	1,032	668	-	**3,157**
Parks and gardens	4,453	8	-	-	**4,461**
Plant and equipment	780	630	745	-	**2,155**
Traffic and parking	2,524	2,250	100	-	**4,874**
Waste and sustainability	7,922	7,702	22,720	1,148	**39,492**
Other contractual obligations	1,719	945	336	-	**3,000**
Total operating commitments	**23,048**	**14,422**	**25,200**	**1,148**	**63,818**
Capital					
Buildings	367	-	-	-	**367**
Parks and gardens	250	250	167	-	**667**
Roads	2,931	1,002	-	-	**3,933**
Total capital expenditure commitments	**3,548**	**1,253**	**167**	**-**	**4,967**
Receivables					
Other	1,306	1,040	3,119	-	**5,465**
Total contract receivables	**1,306**	**1,040**	**3,119**	**-**	**5,465**

	2017 $ '000	2016 $ '000

Note 30 Leases

(a) Novated leases

At the reporting date, the municipality had the following obligations under novated finance leases for the use of motor vehicles:

Not later than one year	6	12
Later than one year and not later than five years	2	30
Total finance leases	**8**	**42**

(b) Operating lease commitments

At the reporting date, Council had the following obligations under non-cancellable operating leases for the lease of land and buildings for use within Council's activities (these obligations are not recognised as liabilities):

Not later than one year	448	373
Later than one year and not later than five years	1,440	69
Later than five years	1,843	4
Total operating lease commitments	**3,731**	**446**

The increase in operating lease commitments from 2015–16 to 2016–17 relates to the renewal of the building lease for Council's Works Depot.

(c) Operating lease receivables

Council has entered into leases on its properties. These properties held under operating leases have remaining non-cancellable lease terms of between one and 20 years.

At the reporting date, Council had the following future minimum lease payments receivable under non-cancellable operating leases (these receivables are not recognised as assets):

Not later than one year	271	473
Later than one year and not later than five years	831	284
Later than five years	-	38
Total operating lease receivables	**1,102**	**795**

No contingent rental payments will arise from the above leases.
Some of the leases are presently subject to month-to-month tenancy.
In relation to the independent living unit leases, both parties must comply with the *Residential Tenancies Act 1997*.
Some of the leases are subject to periodic rent reviews.

Rental payments made during period	**451**	**449**

Note 31 Superannuation

Glen Eira City Council makes employer superannuation contributions in respect of its employees to the Local Authorities Superannuation Fund (the Fund), the HESTA Superannuation Fund (HESTA) and other employee nominated funds in accordance with employment arrangements.

The HESTA Fund and other employee nominated funds are defined contribution plans and no further liability accrues to the employer as the benefits accruing to the employees are represented by their share of the net assets of their nominated superannuation funds.

The Fund has two categories of membership, Accumulation and Defined Benefit, each of which is funded differently. Obligations for contributions to the Fund are recognised in the Comprehensive Income Statement as an expense when they are made or due.

Accumulation

The Fund's accumulation categories, Vision MySuper/Vision Super Saver, receives both employer and employee contributions on a progressive basis. Employer contributions are normally based on a fixed percentage of employee earnings (for the year ended 30 June 2017, this was 9.5 per cent as required under Superannuation Guarantee (SG) legislation).

Defined Benefit

Glen Eira City Council does not use defined benefit accounting for its defined benefit obligations under the Fund's Defined Benefit category. This is because the Fund's Defined Benefit category is a pooled multi-employer sponsored plan.

There is no proportional split of the defined benefit liabilities, assets or costs between the participating employers as the defined benefit obligation is a floating obligation between the participating employers and the only time that the aggregate obligation is allocated to specific employers is when a call is made. As a result, the level of participation of Glen Eira City Council in the Fund cannot be measured as a percentage compared with other participating employers. Therefore, the Fund Actuary is unable to allocate benefit liabilities, assets and costs between employers for the purposes of AASB 119.

Funding arrangements

Glen Eira City Council makes employer contributions to the Defined Benefit category of the Fund at rates determined by the Trustee on the advice of the Fund Actuary.

As at 30 June 2017, an interim actuarial investigation was held as the Fund provides lifetime pensions in the Defined Benefit category. The vested benefit index (VBI) of the Defined Benefit category of which Council is a contributing employer was 103.1 per cent as at 30 June 2017. To determine the VBI, the Fund Actuary used the following long-term assumptions:

- Net investment returns 6.5 per cent per annum
- Salary information 3.5 per cent per annum
- Price inflation (CPI) 2.5 per cent per annum

Note 31 Superannuation (continued)

Employer contributions

Regular contributions

On the basis of the results of the 2017 interim actuarial investigation conducted by the Fund Actuary, Council makes employer contributions to the Fund's Defined Benefit category at rates determined by the Fund's Trustee. For the year ended 30 June 2017, this rate was 9.5 per cent of members' salaries (9.5 per cent in 2015–16). This rate will increase in line with any increase to the contribution rate. In addition, Council reimburses the Fund to cover the excess of the benefits paid as a consequence of retrenchment above the funded resignation or retirement benefit.

Funding calls

If the Defined Benefit category is in an unsatisfactory financial position at an actuarial investigation or the Defined Benefit category's VBI is below its shortfall limit at any time other than the date of the actuarial investigation, the Defined Benefit category has a shortfall for the purposes of Superannuation Prudential Standard 160 and the Fund is required to put a plan in place so that the shortfall is fully funded within three years of the shortfall occurring. The Fund monitors its VBI on a quarterly basis and the Fund has set its shortfall limit at 97 per cent.

In the event that the Fund Actuary determines that there is a shortfall based on the above requirement, the Fund's participating employers (including Glen Eira City Council) are required to make an employer contribution to cover the shortfall.

Using the agreed methodology, the shortfall amount is apportioned between the participating employers based on the pre-1 July 1993 and post-30 June 1993 service liabilities of the Fund's Defined Benefit category, together with the employer's payroll at 30 June 1993 and at the date the shortfall has been calculated.

Due to the nature of the contractual obligations between the participating employers and the Fund, and that the Fund includes lifetime pensioners and their reversionary beneficiaries, it is unlikely that the Fund will be wound-up.

If there is a surplus in the Fund, the surplus cannot be returned to the participating employers.

In the event that a participating employer is wound-up, the defined benefit obligations of that employer will be transferred to that employer's successor.

Note 31 Superannuation (continued)

2016 interim actuarial investigation surplus amounts

The Fund's interim actuarial investigation as at 30 June 2016 identified the following in the Defined Benefit category of which Glen Eira City Council is a contributing employer:

— A VBI surplus of $40.3 million; and
— A total service liability surplus of $156 million.

The VBI surplus means that the market value of the fund's assets supporting the Defined Benefit obligations exceed the vested benefits that the Defined Benefit members would have been entitled to if they had all exited on 30 June 2016.

The total service liability surplus means that the current value of the assets in the Defined Benefit category plus expected future contributions exceeds the value of expected future benefits and expenses.

2017 Full triennial actuarial investigation

A full actuarial investigation is being conducted for the Fund's position as at 30 June 2017. It is anticipated that this actuarial investigation will be completed in December 2017.

Future superannuation contributions

Contributions by Glen Eira City Council (excluding any unfunded liability payments) to the above superannuation plans for the financial year ended 30 June 2017 are detailed below:

Scheme	Type of scheme	Rate	2017 $'000	2016 $'000
Vision Super	Defined Benefits	9.50%	$375	$423
Vision Super	Accumulation	9.50%	$4,494	$4,386
Hesta	Accumulation	9.50%	$705	$657
Other	Accumulation	9.50%	$253	$221
Total			**$5,827**	**$5,687**

In addition to the above contributions, Glen Eira City Council has paid unfunded liability payments to Vision Super totalling $nil during the 2016-17 year ($nil paid during the 2015–16 year).

There were no contributions outstanding and loans issued from or to the above schemes as at 30 June 2017.

The expected contributions to be paid to the Defined Benefit category of Vision Super for the year ended 30 June 2018 is $nil.

Note 32 Contingent assets and liabilities

Contingent assets

As at 30 June 2017, there are no potential contingent assets.

Contingent liabilities

(a) Arising from legal matters

Council is presently involved in several confidential legal matters, which are being conducted through Council's solicitors.

As these matters are yet to be finalised and the financial outcomes are unable to be reliably estimated, no allowance for these contingencies has been made in the *Financial Report*.

(b) Arising from insurable claims

As a major enterprise, Council is subject to claims that may arise in areas such as: public liability for injury and/or property damage; professional indemnity for wrongful advice; Councillors' and officers' liability; employment practices liability; and discrimination.

Council maintains a comprehensive insurance portfolio in respect of all identified areas of potential liability. Council presently has no outstanding claims in these areas except in respect of public liability. Council has insurance coverage that exceeds the requirements of legislation and that is more than adequate to cover any outstanding claims that fall within the terms of the insurance coverage.

Council has no claims that fall outside the insurance coverage except for those which are not covered because they are 'under excess' in respect of the applicable coverage.

Council's liability therefore, is limited to minor 'under excess' claims and the 'under excess' component of claims that fall within the insurance coverage. Council makes allowance for these 'under excess' contingent liabilities in its *Annual Budget*.

(c) Regional Landfill Clayton South Joint Operation

Five councils have entered into a joint operation in connection with the Clayton Regional Landfill Joint Operation. The main activity is the provision of a refuse disposal site for councils.

The Clayton Regional Landfill site is now closed and has completed the waste filling and is undergoing for a program of rehabilitation works that include the construction of a landfill cap over the whole of the landfill.

The Joint Venturers are obligated to restore the landfill site to a particular standard. The site ceased operation at the end of January 2016 and restoration work has commenced.

The Joint Venture councils are required to progressively rehabilitate the site post closure and provide for future monitoring and after care of the site as well as a number of other obligations. The Joint Venturers have received a report into the post closure after care management cost assessment at the landfill. This report looked at the components of the after care assessment at the landfill.

At the reporting date the Joint Venture recognised a provision for rehabilitation works which is measured at the present value of the Joint Venturers' best estimate of the costs associated with remediation of the site over a period of 28 years. Remediation is expected to be completed by 2045. The provision is assessed at the end of each reporting period in order to ensure that it accurately reflects the cost of closing and restoring the site. Further costs may arise for the future after care of the landfill site, however, at this stage, these costs are too uncertain to reliably determine.

Note 33 Financial instruments

(a) Objectives and policies

Council's principal financial instruments comprise cash assets, term deposits, receivables (excluding statutory receivables), payables (excluding statutory payables) and bank borrowings. Details of the significant accounting policies and methods adopted, including the criteria for recognition, the basis of measurement and the basis on which income and expenses are recognised, in respect of each class of financial asset, financial liability and equity instrument is disclosed in note 1 of the Financial Statements. Risk management is carried out by senior management under policies approved by Council. These policies include identification and analysis of the risk exposure to Council and appropriate procedures, controls and risk minimisation.

(b) Market risk

Market risk is the risk that the fair value or future cash flows of our financial instruments will fluctuate because of changes in market prices. Council's exposures to market risk is primarily through interest rate risk with only insignificant exposure to other price risks and no exposure to foreign currency risk.

(c) Interest rate risk

Interest rate risk refers to the risk that the value of a financial instrument or cash flows associated with the instrument will fluctuate due to changes in market interest rates. Our interest rate liability risk arises primarily from long-term loans and borrowings at fixed rates. Council does not hold any interest-bearing financial instruments that are measured at fair value, and therefore has no exposure to fair value interest rate risk. Cash flow interest rate risk is the risk that the future cash flows of a financial instrument will fluctuate because of changes in market interest rates. Council has minimal exposure to cash flow interest rate risk through its cash and deposits that are at floating rate.

(d) Credit risk

Credit risk is the risk that a contracting entity will not complete its obligations under a financial instrument and cause us to make a financial loss. We have exposure to credit risk on some financial assets included in our Balance Sheet. To help manage this risk we only invest surplus funds with financial institutions that have a recognised credit rating specified in our investment policy.

Receivables consist of a large number of customers, spread across the ratepayer, business and government sectors. Credit risk associated with Council's financial assets is minimal because the main debtor is secured by a charge over the rateable property.

There are no material financial assets that are individually determined to be impaired.

We may also be subject to credit risk for transactions which are not included in the Balance Sheet, such as when we provide a guarantee for another party. Details of our contingent liabilities are disclosed in note 32.

The maximum exposure to credit risk at the reporting date to recognised financial assets is the carrying amount, net of any provisions for impairment of those assets, as disclosed in the Balance Sheet and notes to the Financial Statements. Council does not hold any collateral.

Note 33 Financial instruments (continued)

(e) Liquidity risk

Liquidity risk includes the risk that, as a result of our operational liquidity requirements or not having sufficient funds to settle a transaction when required, we will be forced to sell a financial asset at below value or may be unable to settle or recover a financial asset.

To help reduce these risks Council:

— has readily accessible standby facilities and other funding arrangements in place;

— has a liquidity portfolio structure that requires surplus funds to be invested within various bands of liquid instruments;

— monitors budget to actual performance on a regular basis; and

— sets limits on borrowings relating to the percentage of loans to rate revenue and percentage of loan principal repayments to rate revenue.

Council's maximum exposure to liquidity risk is the carrying amounts of financial liabilities as disclosed in the face of the Balance Sheet and the amounts related to financial guarantees, and is deemed insignificant based on prior periods' data and current assessment of risk.

There has been no significant change in Council's exposure, or its objectives, policies and processes for managing liquidity risk or the methods used to measure this risk from the previous reporting period.

With the exception of borrowings, all financial liabilities are expected to be settled within normal terms of trade. Details of the maturity profile for borrowings are disclosed at note 25.

(f) Fair value

Unless otherwise stated, the carrying amount of financial instruments reflect their fair value.

Fair value hierarchy

Council's financial assets and liabilities are not valued in accordance with the fair value hierarchy, Council's financial assets and liabilities are measured at amortised cost.

(g) Financial instruments — sensitivity disclosure analysis

Taking into account past performance, future expectations, economic forecasts, and management's knowledge and experience of the financial markets, Council believes the following movements are 'reasonably possible' over the next 12 months:

— A parallel shift of plus one and minus one per cent in market interest rates (AUD) from year-end rates of 1.5 per cent (assuming cash remains steady throughout the year).

These movements will not have a material impact on the valuation of Council's financial assets and liabilities, nor will they have a material impact on the results of Council's operations.

Note 34 Related party disclosures

(a) Related parties

Parent entity
Glen Eira City Council

Subsidiaries , associates and joint operations
Interests in joint operations are detailed in note 9.

(b) Key management personnel

Details of persons holding the position of Councillor or other members of key management personnel at any time during the year are:

Councillors

Tony Athanasopoulos	Councillor	8 November 2016—30 June 2017
Clare Davey	Councillor	8 November 2016—30 June 2017
Mary Delahunty	Councillor	1 July 2016—22 October 2016
	Mayor	8 November 2016—30 June 2017
Margaret Esakoff	Councillor	1 July 2016—22 October 2016
	Councillor	8 November 2016—30 June 2017
Kelvin Ho	Councillor	1 July 2016—22 October 2016
Jamie Hyams	Councillor	1 July 2016—22 October 2016
	Councillor	8 November 2016—30 June 2017
Michael Lipshutz	Councillor	1 July 2016—22 October 2016
Oscar Lobo	Councillor	1 July 2016—22 October 2016
Jim Magee	Councillor	1 July 2016—22 October 2016
	Deputy Mayor	8 November 2016—30 June 2017
Neil Pilling	Mayor	1 July 2016—22 October 2016
Joel Silver	Councillor	8 November 2016—30 June 2017
Thomas Sounness	Deputy Mayor	1 July 2016—22 October 2016
Dan Sztrajt	Councillor	8 November 2016—30 June 2017
Nina Taylor	Councillor	8 November 2016—30 June 2017

Chief Executive Officer and other key management personnel

Rebecca McKenzie	Chief Executive Officer	1 July 2016—30 June 2017
Samantha Krull	Director Infrastructure, Environment and Leisure	1 July 2016—30 June 2017
Peter Jones	Director Community Wellbeing	1 July 2016—30 June 2017
Peter Swabey	Director Corporate Services	1 July 2016—30 June 2017
Ron Torres	Director Planning and Place	1 July 2016—30 June 2017

	2017 No.
Summary	
Total number of Councillors*	14
Chief Executive Officer and other key management personnel	5
Total key management personnel	**19**

* Council elections were conducted on 22 October 2016 and new Councillors were sworn in on 8 November 2016.

For periods commencing on 1 July 2016 the requirements of Australian Accounting Standards Board 124 Related Party Disclosures (AASB 124) will apply to financial statements prepared by local governments within Victoria.

Note 34 Related party transactions (continued)

(c) Remuneration of key management personnel

	2017 $ '000
Total remuneration of key management personnel was as follows:	
Short-term benefits (salary and annual leave)	1,469
Post-employment benefits (superannuation)	174
Long-term benefits (long service leave)	33
Total	**1,676**

For the period commencing 1 July 2016 key management personnel includes Directors of Glen Eira Council (no comparative figures for 2015–16).

The numbers of key management personnel whose total remuneration from Council and any related entities, fall within the following bands:

Income range:	2017 No.
$0–$9,999	4
$20,000–$29,999	5
$30,000–$39,999	4
$80,000–$89,999	1
$230,000–$239,999	1
$240,000–$249,999	1
$250,000–$259,999	2
$320,000–$329,999	1
Total key management personnel	**19**

For the period commencing 1 July 2016 key management personnel includes Directors of Glen Eira Council (no comparative figures for 2015–16).

(d) Transactions with related parties

There were no transactions with related parties which required disclosure during the 2016–17 or 2015–16 reporting years.

(e) Outstanding balances with related parties

There were no outstanding balances with related parties which required disclosure during the 2016–17 or 2015–16 reporting years.

(f) Loans to/from related parties

No loans have been made, guaranteed, or secured by Council to related parties which required disclosure during the 2016–17 or 2015–16 reporting years.

(g) Commitments to/from related parties

No commitments have been made, guaranteed, or secured by Council to related parties which required disclosure during the 2016–17 or 2015–16 reporting years.

Note 35 Senior officer remuneration

A Senior Officer is an officer of Council, other than key management personnel, who:

— has management responsibilities and reports directly to the Chief Executive; or

— whose total annual remuneration exceeds $142,000 ($139,000 in 2015–16).

The above numbers include staff holding senior officer positions where two or more staff members have occupied a senior role in a given year.

The number of senior officers other than the key management personnel, are shown below in their relevant income bands:

Income range:	2017 No.	2016 No.
<$142,000	3	1
$142,001–$149,999	4	8
$150,000–$159,999	-	3
$160,000–$169,999	8	3
$170,000–$179,999	6	1
$180,000–$189,999	1	2
$190,000–$199,999	1	3
$200,000–$209,999	2	-
$210,000–$219,999	2	1
$230,000–$239,999	-	1
$240,000–$249,999	-	3
$460,000–$469,999*	1	-
Total senior officers	**28**	**26**

* Includes termination payments

The 2015–16 figures also include Directors who were classified as senior officers.

	2017 $ '000	2016 $ '000
Total remuneration for the reporting year for senior officers included above amounted to:	**4,910**	**4,473**

Note 36 Residential aged care facilities

Council is an approved provider of three residential aged care facilities — 173 total beds located at Warrawee (90), Spurway (30) and Rosstown (53) under the *Aged Care Act 1997*.

Council is required to disclose a segment note including residential aged care operations as defined under the *Aged Care Act 1997*. The reporting requirements include a detailed Income Statement and Balance Sheet.

The operations of the facilities have been included in the Comprehensive Income Statement, Balance Sheet, Statement of Cash Flows and Statement of Changes in Equity of Council. Terminology in the following Income Statement and Balance Sheet has been used in accordance with the Department of Social Services' disclosure requirements.

Income Statement for residential aged care facilities for the year ended 30 June 2017	**2017 $ '000**	**2016 $ '000**
Income		
Resident charges	3,672	3,789
Other income	2	2
Government grants	8,561	8,550
Interest on unpaid bonds	36	52
Investment income	644	750
Total income	**12,915**	**13,143**
Expenses		
Wages and superannuation — care	7,106	6,980
Wages and superannuation — administration	288	288
Wages and superannuation — other	3,070	2,939
Staff on-costs	1,281	1,252
Training	33	17
Agency costs	131	164
Materials and consumables	1,043	1,034
Contractor payments	390	397
Maintenance	109	116
Utility services	325	326
Other expenses	248	257
Management fees	443	346
Direct and indirect overheads	1,088	1,009
Depreciation on property, plant and equipment	814	1,294
Total expenses	**16,369**	**16,419**
Deficit	**(3,454)**	**(3,276)**

Note 36 Residential aged care facilities (continued)

Balance Sheet for residential aged care facilities as at 30 June 2017	2017 $ '000	2016 $ '000
Current assets		
Cash and financial assets	24,733	20,857
Trade and other receivables	113	147
Total current assets	**24,846**	**21,004**
Non-current assets		
Property, plant and equipment	17,666	18,335
Total non-current assets	**17,666**	**18,335**
Total assets	**42,512**	**39,339**
Current liabilities		
Trade and other payables	113	89
Residential aged care bonds and deposits	24,733	20,857
Employee provisions	2,324	2,342
Total current liabilities	**27,170**	**23,288**
Non-current liabilities		
Employee provisions	240	205
Total non-current liabilities	**240**	**205**
Total liabilities	**27,410**	**23,493**

The information provided above in connection with the Residential Aged Care Balance Sheet is derived from selected disclosure of key asset and liability accounts included in Glen Eira City Council's core Balance Sheet.

Note 37 Events occurring after balance date

Council has not received any information after the reporting date about conditions that existed at the reporting date which requires disclosure. In addition, there are no material non-adjusting events after the reporting date which have not been disclosed.

Note 38 Special committees and other activities

There are no material special committees or other activities to disclose at reporting date.

In my opinion the accompanying financial statements have been prepared in accordance with the *Local Government Act1989* , the Local Government (Planning and Reporting) Regulations 2014, Australian Accounting Standards and other mandatory professional reporting requirements.

John Vastianos
Principal Accounting Officer FCPA
Dated: 8 September 2017
Location: Glen Eira Town Hall, corner Glen Eira and Hawthorn Roads, Caulfield

In our opinion the accompanying Financial Statements present fairly the financial transactions of Glen Eira City Council for the year ended 30 June 2017 and the financial position of Council as at that date.

As at the date of signing, we are not aware of any circumstances that would render any particulars in the Financial Statements to be misleading or inaccurate.

We have been authorised by Council and by the Local Government (Planning and Reporting) Regulations 2014 to certify the Financial Statements in their final form.

Councillor Mary Delahunty
Mayor
Dated: 8 September 2017
Location: Glen Eira Town Hall, corner Glen Eira and Hawthorn Roads, Caulfield

Councillor Jim Magee
Deputy Mayor
Dated: 8 September 2017
Location: Glen Eira Town Hall, corner Glen Eira and Hawthorn Roads, Caulfield

Rebecca McKenzie
Chief Executive Officer
Dated: 8 September 2017
Location: Glen Eira Town Hall, corner Glen Eira and Hawthorn Roads, Caulfield

VAGO
Victorian Auditor-General's Office

Independent Auditor's Report

To the Councillors of Glen Eira City Council

Opinion	I have audited the financial report of Glen Eira City Council (the council) which comprises the: • balance sheet as at 30 June 2017 • comprehensive income statement for the year then ended • statement of changes in equity for the year then ended • statement of cash flows for the year then ended • statement of capital works for the year then ended • notes to the financial statements, including a summary of significant accounting policies • certification of the financial report. In my opinion the financial report presents fairly, in all material respects, the financial position of the council as at 30 June 2017 and their financial performance and cash flows for the year then ended in accordance with the financial reporting requirements of Part 6 of the *Local Government Act 1989* and applicable Australian Accounting Standards.
Basis for Opinion	I have conducted my audit in accordance with the *Audit Act 1994* which incorporates the Australian Auditing Standards. My responsibilities under the Act are further described in the *Auditor's Responsibilities for the Audit of the Financial Report* section of my report. My independence is established by the *Constitution Act 1975*. My staff and I are independent of the council in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants* (the Code) that are relevant to my audit of the financial report in Australia. My staff and I have also fulfilled our other ethical responsibilities in accordance with the Code. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.
Councillors' responsibilities for the financial report	The Councillors of the council are responsible for the preparation and fair presentation of the financial report in accordance with Australian Accounting Standards and the *Local Government Act 1989*, and for such internal control as the Councillors determine is necessary to enable the preparation and fair presentation of a financial report that is free from material misstatement, whether due to fraud or error. In preparing the financial report, the Councillors are responsible for assessing the council's ability to continue as a going concern, and using the going concern basis of accounting unless it is inappropriate to do so.

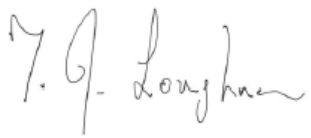
Auditor's responsibilities for the audit of the financial report

As required by the *Audit Act 1994,* my responsibility is to express an opinion on the financial report based on the audit. My objectives for the audit are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report.

As part of an audit in accordance with the Australian Auditing Standards, I exercise professional judgement and maintain professional scepticism throughout the audit. I also:

- identify and assess the risks of material misstatement of the financial report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the council's internal control
- evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Councillors
- conclude on the appropriateness of the Councillors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the council's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial report or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause the council to cease to continue as a going concern.
- evaluate the overall presentation, structure and content of the financial report, including the disclosures, and whether the financial report represents the underlying transactions and events in a manner that achieves fair presentation.

I communicate with the Councillors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.



MELBOURNE
14 September 2017

Tim Loughnan
as delegate for the Auditor-General of Victoria

Description of municipality

The City of Glen Eira is located in Melbourne's south-east suburbs, approximately 10 kilometres from Melbourne's central business district. It was created in 1994 following the merger of the former City of Caulfield and the nearby suburbs of Bentleigh, Bentleigh East, McKinnon and parts of Ormond, which were all in the former City of Moorabbin.

The City of Glen Eira includes the suburbs of Bentleigh; Bentleigh East; Carnegie; Caulfield; Caulfield East; Caulfield North; Caulfield South; Elsternwick; Gardenvale; Glen Huntly; McKinnon; Murrumbeena; Ormond; and part of the suburbs of Brighton East and St Kilda East.

Glen Eira is home to more than 148,846 people across more than 59,815 households — representing more than 160 different cultural backgrounds.

Indicator/Measure	Results 2017	Results 2016	Results 2015	Material variations
Population				
Expenses per head of municipal population [Total expenses/Municipal population]	$ 971	$ 1,023	$ 929	Shows a reduction in expenses for 2016–17 as a result of one-off unbudgeted items in 2015–16 including: the restructuring of existing loan facilities $4.93m and the payment to the Clayton Landfill site of $1.94m relating to undercharges.
Infrastructure per head of municipal population [Value of infrastructure/Municipal population]	$ 3,210	$ 3,218	$ 3,207	
Population density per length of road [Municipal population/Kilometres of local roads]	299	294	290	
Own-source revenue				
Own-source revenue per head of municipal population [Own-source revenue/Municipal population]	$ 936	$ 911	$ 834	2016–17 rate income incurred in line with Council's *Strategic Resource Plan* and additional revenue from parking infringements income and open space contributions.
Recurrent grants				
Recurrent grants per head of municipal population [Recurrent grants/Municipal population]	$ 170	$ 147	$ 165	Increase in recurrent grants due to the Commonwealth Government announcement that 50 per cent of Council's Victorian Grants Commission funding would be prepaid in 2016–17. The amount of $1.84m (50 per cent of the 2017–18 grants) was received for financial assistance and local roads funding during the 2016–17 financial year.

Indicator/Measure	Results			Material variations
	2017	2016	2015	
Disadvantage				
Relative socio-economic disadvantage [Index of relative socio-economic disadvantage by decile]	10	10	10	

Definitions

"adjusted underlying revenue" means total income other than:
(a) non-recurrent grants used to fund capital expenditure; and
(b) non-monetary asset contributions; and
(c) contributions to fund capital expenditure from sources other than those referred to above
"infrastructure" means non-current property, plant and equipment excluding land
"local road" means a sealed or unsealed road for which Council is the responsible road authority under the *Road Management Act 2004*
"population" means the resident population estimated by Council
"own-source revenue" means adjusted underlying revenue other than revenue that is not under the control of Council (including government grants)
"relative socio-economic disadvantage", in relation to a municipality, means the relative socio-economic disadvantage, expressed as a decile for the relevant financial year, of the area in which the municipality is located according to the Index of Relative Socio-Economic Disadvantage (Catalogue Number 2033.0.55.001) of SEIFA
"SEIFA" means the Socio-Economic Indexes for Areas published from time to time by the Australian Bureau of Statistics on its internet website
"unrestricted cash" means all cash and cash equivalents other than restricted cash.

Service/Indicator/Measure	Results 2017	Results 2016	Results 2015	Material variations
Aquatic facilities				
Utilisation				
Utilisation of aquatic facilities [Number of visits to aquatic facilities/Municipal population]	10	8	8	The Glen Eira Sports and Aquatic Centre delivers a diverse range of facilities including aquatics, gymnasium, child care, hydrotherapy, indoor stadium and fitness classes. A new overhead people counting system has been installed which is much more accurate than the older visitor counting system and reflects a higher level of visits to GESAC.
Animal management				
Health and safety				
Animal management prosecutions [Number of successful animal management prosecutions]	4	13	16	Successful education and patrols over the past twelve months has resulted in the reduction of serious dog attacks.
Food safety				
Health and safety				
Critical and major non-compliance notifications [Number of critical non-compliance notifications and major non-compliance notifications about a food premises followed up /Number of critical non-compliance notifications and major non-compliance notifications about food premises] x100	99%	100%	100%	From 1 July 2016, 'Critical and major non-compliance outcome notifications' will be reported by calendar year. Previously this indicator was reported by financial year. This has been implemented to better align reporting with the Department of Health and Human Services. This may result in some variances year on year.

Service/Indicator/Measure	Results 2017	Results 2016	Results 2015	Material variations
Governance				
Satisfaction				
Satisfaction with Council decisions [Community satisfaction rating out of 100 with how Council has performed in making decisions in the interest of the community]	55	54	60	
Home and Community Care				
Participation				
Participation in HACC service [Number of people that received a HACC service/Municipal target population for HACC services] x100	Reporting ceased 1 July 2016	24%	26%	Reporting on HACC ceased on 1 July 2016 due to the introduction of the Commonwealth Government's NDIS and CHSP programs.
Participation in HACC service by culturally and linguistically diverse (CALD) people [Number of CALD people who receive a HACC service/Municipal target population in relation to CALD people for HACC services] x100	Reporting ceased 1 July 2016	20%	22%	Reporting on HACC ceased on 1 July 2016 due to the introduction of the Commonwealth Government's NDIS and CHSP programs.

Service/Indicator/Measure	Results 2017	Results 2016	Results 2015	Material variations
Libraries				
Participation				
Active library members [Number of active library members/ Municipal population] x100	17%	17%	17%	
Maternal and child health				
Participation				
Participation in the MCH service [Number of children who attend the MCH service at least once (in the year) /Number of children enrolled in the MCH service] x100	87%	88%	87%	

Service/Indicator/Measure	Results 2017	Results 2016	Results 2015	Material variations
Maternal and child health				
Participation				
Participation in the MCH service by Aboriginal children [Number of aboriginal children who attend the MCH service at least once (in the year)/Number of aboriginal children enrolled in the MCH service] x100	109%	93%	88%	Twelve Aboriginal children were seen for Key Ages Stages visits throughout the year. At some stage during the year, one of these children has moved out of the municipality. We now only have 11 Aboriginal children enrolled in Glen Eira at year end.
Roads				
Satisfaction				
Satisfaction with sealed local roads [Community satisfaction rating out of 100 with how Council has performed on the condition of sealed local roads]	69	69	74	This measure is derived from the State Government's *Community Satisfaction Survey* . Main roads within the municipality are the responsibility of VicRoads whilst lesser roads are the responsibility of Local Government. The *Survey* does not differentiate between the responsibilities of State and Local Government. This measure risks measuring satisfaction with VicRoads and attributing it to Council.

Service/Indicator/Measure	Results 2017	Results 2016	Results 2015	Material variations
Statutory Planning				
Decision making				
Council planning decisions upheld at VCAT [Number of VCAT decisions that did not set aside Council's decision in relation to a planning application/Number of VCAT decisions in relation to planning applications] x100	42%	57%	59%	During the last 12 months there has been an increase in the number of appeals for applications refused by Council. This has resulted in a decrease in the number of Council's decisions upheld at VCAT. VCAT is legally required to take account of Council's planning scheme policies but is not legally required to apply them. Further, applicants can change their plans significantly before they get to VCAT so VCAT may be considering a quite different proposal to the one decided by Council. It follows that VCAT is often not making the same decision as Council. The measure does not capture mediated outcomes.
Waste Collection				
Waste diversion				
Kerbside collection waste diverted from landfill [Weight of recyclables and green organics collected from kerbside bins/Weight of garbage, recyclables and green organics collected from kerbside bins] x100	45%	44%	43%	

Definitions

"Aboriginal child" means a child who is an Aboriginal person
"Aboriginal person" has the same meaning as in the *Aboriginal Heritage Act 2006*
"active library member" means a member of a library who has borrowed a book from the library
"annual report" means an annual report prepared by a council under sections 131, 132 and 133 of the *Act*
"CALD" means culturally and linguistically diverse and refers to persons born outside Australia in a country whose national language is not English
"class 1 food premises" means food premises, within the meaning of the *Food Act 1984*, that have been declared as class 1 food premises under section 19C of that *Act*
"class 2 food premises" means food premises, within the meaning of the *Food Act 1984*, that have been declared as class 2 food premises under section 19C of that *Act*
"Community Care Common Standards "means the Community Care Common Standards for the delivery of HACC services, published from time to time by the Commonwealth
"critical non-compliance outcome notification" means a notification received by council under section 19N(3) or (4) of the *Food Act 1984*, or advice given to council by an authorised officer under that *Act*, of a deficiency that poses an immediate serious threat to public health
"food premises" has the same meaning as in the *Food Act 1984*
"*HACC* program" means the *Home and Community Care* program established under the Agreement entered into for the purpose of the *Home and Community Care Act 1985* of the Commonwealth
"*HACC* service" means home help, personal care or community respite provided under the *HACC* program
"local road" means a sealed or unsealed road for which Council is the responsible road authority under the *Road Management Act 2004*
"major non-compliance outcome notification" means a notification received by a council under section 19N(3) or (4) of the *Food Act 1984*, or advice given to council by an authorised officer under that *Act*, of a deficiency that does not pose an immediate serious threat to public health but may do so if no remedial action is taken
"MCH" means the Maternal and Child Health Service provided by a Council to support the health and development of children within the municipality from birth until school age
"population" means the resident population estimated by council
"target population" has the same meaning as in the Agreement entered into for the purposes of the *Home and Community Care Act 1985* of the Commonwealth
"WorkSafe reportable aquatic facility safety incident" means an incident relating to a council aquatic facility that is required to be notified to the Victorian WorkCover Authority under Part 5 of the *Occupational Health and Safety Act 2004*

Performance Statement
Financial performance indicators
for the year ended 30 June 2017

	Results				Forecasts			
Dimension/Indicator/Measure	**2015**	**2016**	**2017**	**2018**	**2019**	**2020**	**2021**	**Material variations**
Efficiency								
Revenue level								
Average residential rate per residential property assessment [Residential rate revenue/Number of residential property assessments]	$ 1,416	$ 1,485	$ 1,521	$ 1,549	$ 1,572	$ 1,600	$ 1,629	Movements in line with Council's *Strategic Resource Plan* .
Expenditure level								
Expenses per property assessment [Total expenses/Number of property assessments]	$ 2,150	$ 2,233	$ 2,231	$ 2,341	$ 2,360	$ 2,382	$ 2,418	
Workforce turnover								
Resignations and terminations compared to average staff [Number of permanent staff resignations and terminations/Average number of permanent staff for the financial year] x100	10%	11%	9%	11%	11%	11%	11%	
Liquidity								
Working capital								
Current assets compared to current liabilities [Current assets/Current liabilities] x100	99%	99%	124%	118%	113%	108%	104%	Increase in 2016–17 relates to: higher than anticipated income from parking infringements, open space contributions and brought forward income for VGC funding. Forecast movements in line with Council's *Strategic Resource Plan* .

	Results			Forecasts				
Dimension/Indicator/Measure	**2015**	**2016**	**2017**	**2018**	**2019**	**2020**	**2021**	**Material variations**
Unrestricted cash								
Unrestricted cash compared to current liabilities [Unrestricted cash/Current liabilities] x100	25%	28%	45%	26%	30%	23%	18%	Increase in 2016–17 relates to: higher than anticipated income from parking infringements, open space contributions and brought forward income for VGC funding. Forecast movements in line with Council's *Strategic Resource Plan* .
Obligations								
Asset renewal								
Asset renewal compared to depreciation [Asset renewal expenses/Asset depreciation] x100	78%	82%	70%	79%	95%	84%	74%	Lower expenditure on asset renewal as a result of a reduced capital program in 2016–17. Forecast movements in line with Council's *Strategic Resource Plan* .
Loans and borrowings								
Loans and borrowings compared to rates [Interest-bearing loans and borrowings/Rate revenue] x100	23%	26%	21%	18%	14%	10%	7%	Borrowings restructured in June 2016 which resulted in a net financial benefit to Council. Reflects repayment of loan borrowings according to schedule. The principal loan was to build GESAC.
Loans and borrowings								
Loans and borrowings repayments compared to rates [Interest and principal repayments on interest-bearing loans and borrowings/Rate revenue] x100	3%	3%	4%	4%	4%	4%	3%	Borrowings restructured in June 2016 which resulted in a net financial benefit to Council. Reflects repayment of loan borrowings according to schedule.

	Results			Forecasts				
Dimension/Indicator/Measure	**2015**	**2016**	**2017**	**2018**	**2019**	**2020**	**2021**	**Material variations**
Indebtedness								
Non-current liabilities compared to own source Non-current liabilities/Own source revenue] x100	20%	19%	16%	13%	10%	8%	5%	Reflects Council's reduction in debt according to scheduled loan repayments.
Operating position								
Adjusted underlying result								
Adjusted underlying surplus (or deficit) [Adjusted underlying surplus (deficit)/Adjusted underlying revenue] x100	9%	7%	16%	9%	10%	10%	10%	Underlying result for 2016 impacted by one-off, unbudgeted expenditure items. Increase for 2017 relates to higher than anticipated income from parking infringements, open space contributions and brought forward income for VGC funding.
Stability								
Rates concentration								
Rates compared to adjusted underlying revenue [Rate revenue/Adjusted underlying revenue] x100	62%	61%	59%	61%	61%	62%	62%	Rates concentration was reduced in 2016–17 due to increased adjusted underlying revenue. This is a result of increased parking fees, increased planning and subdivision fees and prepayment of VGC grant income.
Rates effort								
Rates compared to property values [Rate revenue/Capital improved value of rateable properties in the municipality] x100	0.2%	0.2%	0.2%	0.2%	0.2%	0.2%	0.2%	

Definitions

"adjusted underlying revenue" means total income other than:
(a) non-recurrent grants used to fund capital expenditure; and
(b) non-monetary asset contributions; and
(c) contributions to fund capital expenditure from sources other than those referred to above
"adjusted underlying surplus (or deficit)" means adjusted underlying revenue less total expenditure
"asset renewal expenditure" means expenditure on an existing asset or on replacing an existing asset that returns the service capability of the asset to its original capability
“current assets” has the same meaning as in the AAS
"current liabilities" has the same meaning as in the AAS
“non-current assets” means all assets other than current assets
"non-current liabilities" means all liabilities other than current liabilities
“non-recurrent grant” means a grant obtained on the condition that it be expended in a specified manner and is not expected to be received again during the period covered by a council's *Strategic Resource Plan*
"own-source revenue" means adjusted underlying revenue other than revenue that is not under the control of Council (including government grants)
"population "means the resident population estimated by Council
“rate revenue” means revenue from general rates, municipal charges, service rates and service charges
"recurrent grant "means a grant other than a non-recurrent grant
"residential rates" means revenue from general rates, municipal charges, service rates and service charges levied on residential properties
"restricted cash" means cash and cash equivalents, within the meaning of the AAS, that are not available for use other than for a purpose for which it is restricted, and includes cash to be used to fund capital works expenditure from the previous financial year
"unrestricted cash" means all cash and cash equivalents other than restricted cash

1. Basis of preparation

Council is required to prepare and include a Performance Statement within its *Annual Report*. The Performance Statement includes the results of the prescribed sustainable capacity, service performance and financial performance indicators and measures together with a description of the municipal district and an explanation of material variations in the results. This Statement has been prepared to meet the requirements of the *Local Government Act 1989* and Local Government (Planning and Reporting) Regulations 2014.

Where applicable the results in the Performance Statement have been prepared on accounting bases consistent with those reported in the Financial Statements. The other results are based on information drawn from Council information systems or from third parties (eg. Australian Bureau of Statistics).

The Performance Statement presents the actual results for the current year and for the prescribed financial performance indicators and measures, the results forecast by Council's *Strategic Resource Plan*. The Local Government (Planning and Reporting) Regulations 2014 requires explanation of any material variations in the results contained in the Performance Statement. Council has adopted materiality thresholds relevant to each indicator and measure and explanations have not been provided for variations below the materiality thresholds unless the variance is considered to be material because of its nature.

The forecast figures included in the Performance Statement are those adopted by Council in its *Strategic Resource Plan* on 27 June 2017 and which forms part of the *Council and Community Plan*. The *Strategic Resource Plan* includes estimates based on key assumptions about the future that were relevant at the time of adoption and aimed at achieving sustainability over the long-term. Detailed information on the actual financial results is contained in the General Purpose Financial Statements. The *Strategic Resource Plan* can be obtained by contacting Council.

In my opinion, the accompanying Performance Statement has been prepared in accordance with the *Local Government Act 1989 and* the Local Government (Planning and Reporting) Regulations 2014.

John Vastianos
Principal Accounting Officer FCPA
Dated: 8 September 2017
Location: Glen Eira Town Hall, corner Glen Eira and Hawthorn Roads, Caulfield

In our opinion, the accompanying Performance Statement of Glen Eira City Council for the year ended 30 June 2017 presents fairly the results of Council's performance in accordance with the *Local Government Act 1989* and the Local Government (Planning and Reporting) Regulations 2014.

The Performance Statement contains the relevant performance indicators, measures and results in relation to service performance, financial performance and sustainable capacity.

At the date of signing, we are not aware of any circumstances that would render any particulars in the Performance Statement to be misleading or inaccurate.

We have been authorised by Council and by the Local Government (Planning and Reporting) Regulations 2014 to certify this Performance Statement in its final form.

Councillor Mary Delahunty
Mayor
Dated: 8 September 2017
Location: Glen Eira Town Hall, corner Glen Eira and Hawthorn Roads, Caulfield

Councillor Jim Magee
Deputy Mayor
Dated: 8 September 2017
Location: Glen Eira Town Hall, corner Glen Eira and Hawthorn Roads, Caulfield

Rebecca McKenzie
Chief Executive Officer

VAGO
Victorian Auditor-General's Office

Independent Auditor's Report

To the Councillors of Glen Eira City Council

Opinion	I have audited the accompanying performance statement of Glen Eira City Council (the council) which comprises the: • description of municipality for the year ended 30 June 2017 • sustainable capacity indicators for the year ended 30 June 2017 • service performance indicators for the year ended 30 June 2017 • financial performance indicators for the year ended 30 June 2017 • other information and • the certification of the performance statement. In my opinion, the performance statement of Glen Eira City Council in respect of the year ended 30 June 2017 presents fairly, in all material respects, in accordance with the performance reporting requirements of Part 6 of the *Local Government Act 1989*.
Basis for Opinion	I have conducted my audit in accordance with the *Audit Act 1994* which incorporates the Australian Standards on Assurance Engagements. My responsibilities under the Act are further described in the *Auditor's responsibilities for the audit of the performance statement* section of my report. My independence is established by the *Constitution Act 1975*. I and my staff are independent of the council in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants* (the Code) that are relevant to my audit of the performance statement in Australia and have also fulfilled our other ethical responsibilities in accordance with the Code. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.
Councillors' responsibilities for the performance statement	The Councillors is responsible for the preparation and fair presentation of the performance statement in accordance with the performance reporting requirements of the *Local Government Act 1989* and for such internal control as the Councillors determines is necessary to enable the preparation and fair presentation of the statement of performance that is free from material misstatement, whether due to fraud or error.

Auditor's responsibilities for the audit of the performance statement

As required by the *Audit Act 1994*, my responsibility is to express an opinion on the performance statement based on the audit. My objectives for the audit are to obtain reasonable assurance about whether the performance statement as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Standards on Assurance Engagements will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this performance report.

As part of an audit in accordance with the Australian Standards on Assurance Engagements, I exercise professional judgement and maintain professional scepticism throughout the audit. I also:

- identify and assess the risks of material misstatement of performance statement, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the council's internal control
- evaluate the overall presentation, structure and content of the statement of performance, including the disclosures, and whether the statement of performance represents the underlying events and results in a manner that achieves fair presentation.

I communicate with the Councillors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

MELBOURNE
14 September 2017

Tim Loughnan
as delegate for the Auditor-General of Victoria