

GLEN EIRA
CITY COUNCIL



UNIFY • GROW • FLOURISH

GLEN EIRA CITY COUNCIL **ANNUAL REPORT 2015–2016**

WELCOME TO GLEN EIRA CITY COUNCIL'S ANNUAL REPORT 2015–2016

Glen Eira City Council's *Annual Report 2015–2016* provides our community with comprehensive and transparent information against the *Community Plan*. It analyses Council's operational, financial, environmental and social performance during 2015–16 (see *About this Annual Report*, page 5) and is compliant with the *Local Government Performance Reporting Framework (LGPRF)* (see *LGPRF* checklist and prescribed indicators, page 148). It has also been prepared in accordance with the *Global Reporting Initiative (GRI) G4* sustainability reporting guidelines released in May 2013 (see *About this Annual Report*, page 5). This is Council's third *Report* using *GRI*.

Reporting in accordance with *GRI* represents an important opportunity for Council to provide comprehensive information about Council's operational, financial, environmental and social impacts during 2015–2016. Council is doing this to improve and strengthen its current and future reporting.

The *Report* outlines how Council fulfils its commitment to the community through consultation (see page 58) and identifies key projects and programs that have been implemented to improve and enhance the quality of life for our residents. The back section of the *Report* details our financial performance and other important information regarding the quality and provision of infrastructure and services (see pages 162–235).

The *Report* also documents Council's highlights, our achievements and setbacks and our response to emerging challenges in 2016–17 (see pages 71–131).

INDIGENOUS ACKNOWLEDGEMENT

In the spirit of respect, Council acknowledges the people and elders of the Kulin Nation who have traditional connections and responsibilities for the land on which Council meets.

HIGHLIGHTS AND ACHIEVEMENTS

66	Council acquired a property at Magnolia Road in Gardenvale to extend Gardenvale Park and provide the community with an additional 500 square metres of open space.
66	Elsternwick Plaza on Glenhuntly Road in Elsternwick officially opened in February. The Plaza is welcoming and provides spaces for rest, relaxation and play.
66	The Forecourt at Carnegie Library and Community Centre was upgraded to make it a more inviting and useable space for the community. Works included a raised seating area for informal gatherings, or small community performances, and the planting of 13 additional jacaranda trees and new garden beds.
50	Works to remove three of Victoria's worst level crossings commenced at Centre Road, Bentleigh; McKinnon Road, McKinnon; and North Road, Ormond and are expected to be completed by late 2016.
67	Council officially opened Duncan Mackinnon Reserve Pavilion and Community Room in Murrumbeena in October 2015. The new all-abilities pavilion includes grandstands for both netball and athletics; change rooms; two kiosks; umpire change facilities; first aid facilities; and an all-weather control room.
96	Council was named a winner in the <i>Employer of Choice</i> category at the 2015 <i>Australian Business Awards</i> in August.
130	Council awarded more than \$399,000 in community grants to 137 not-for-profit community groups and organisations as part of Glen Eira City Council's 2015–16 <i>Community Grants Program</i> .
96	Council launched a new website in February, which is user-friendly and fully accessible across desktop, tablet and mobile devices. The website is compliant with <i>Web Content Accessibility Guidelines 2.0</i> AA accessibility standards.
67	Council installed two solar photovoltaic (PV) systems on two of its buildings — Glen Eira Sports and Aquatic Centre and Glen Eira Town Hall. Combined, the systems will generate clean electricity in the order of 232,000 kilowatt hours per year, the equivalent of the power used by approximately 50 average homes in Glen Eira.
50	In July 2015, Council secured a commitment from the State Government to review town planning fees, to ensure more of the cost is paid for by developers and less by ratepayers.
95	Council received an overall performance weighted index of 65 in the <i>Community Satisfaction Survey 2016</i> . This is 10 per cent higher than the state average.
128	<i>Open Country</i> — <i>The Murrumbeena Boyds Exhibition</i> was held in Council's Gallery attracting more than 4,500 visitors.
102	Council scored top marks in the 2015 <i>Benchmark Park User Satisfaction Survey</i> conducted by Integrated Open Space Services, recording the overall highest Victorian mean score of 8.4 for satisfaction with the level of maintenance across all Glen Eira's parks.

SETBACKS

119	The review of Council's <i>Environmental Sustainability Strategy (ESS)</i> is in progress but was deferred to allow more time for consideration and research. A draft <i>ESS</i> is scheduled for consideration by Council early in 2016–17. Council's <i>ESS</i> was written in 2009 and remains in effect until a revised strategy is adopted. A review was scheduled for 2014–15 to reflect current and anticipated sustainability issues.
103	The new Wellness Centre at Glen Eira Sports and Aquatic Centre (GESAC) did not open this financial year due to additional Council funds being needed to complete the project.
50	The State Government awarded the contract for the Caulfield to Dandenong Level Crossing Removal Project (which includes elevated sections along the rail corridor), despite our calls for greater transparency leading up to the award of contracts. Council was seeking full reports on noise; environmental, amenity and community impacts; vibration analysis; safety; and a cost-benefit analysis to be made available for full and open public scrutiny prior to the award of contracts.
128	The State Government's works to remove level crossings at Centre Road, Bentleigh, McKinnon and Ormond shopping centres have caused major disruptions for traders resulting in a decline in sales. Council has been calling for more support for impacted traders and helping with support for business such as running promotional campaigns to encourage residents to shop locally.
85	Delayed approvals from VicTrack and VicRoads have led to seven actions contained in the <i>Bicycle Strategy</i> not being implemented.
75	The Service Centre has seen approximately 30 per cent of staff depart over the last 12 months, which has impacted operations, specifically the average call wait time and ability to resolve calls at the first point of contact.

EMERGING CHALLENGES 2016–2017

50	Grade separation projects of road and rail intersections will continue throughout 2016–17. Construction will commence at Koornang Road, Carnegie; Murrumbeena Road, Murrumbeena; and Poath Road, Hughesdale. Council will need to continue working with local traders and the community to assist them during the disruption.
103	Many sports clubs in Glen Eira are at capacity and Council cannot accommodate the requests from clubs to increase the number of teams while the number of grounds remains the same. Council 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 at Caulfield Racecourse.
76	Transition of the <i>Home and Community Care Program</i> (State Government) to the Commonwealth was meant to take effect from 1 July 2016 but was delayed until 1 August 2016. Council's Community Care Department will need to continue to prepare for the significant change throughout 2016–17. The Commonwealth Government will assume full responsibility for the <i>Commonwealth Home Support Program and Assessment</i> in Victoria on 1 July 2019.

STRATEGY AND PERFORMANCE

Services to support the community: 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.

STRATEGY	ACTION	MEASURE	RESULT
Page 78. 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.	✗
	Ensure telephone calls are answered promptly.	Average call waiting time of 15 seconds or less achieved for all calls.	✗
Page 79. 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 94,499 hours.	✓
		Deliver all funded hours of property maintenance to eligible residents currently set by the Department of Health and Human Services at 4,957 hours.	✗

Traffic, parking and transport: 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.

STRATEGY	ACTION	MEASURE	RESULT
Page 85. Continue to promote walking, cycling and public transport options in Glen Eira as alternatives to motor vehicle use.	Implement actions outlined in the <i>Walking Strategy Action Plan</i> .	Complete implementation of budgeted actions.	✗
	Implement actions in the <i>Bicycle Strategy Action Plan</i> .	Complete implementation of budgeted actions.	✗
Page 86. 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 <i>Transport Strategy</i> , <i>Road Safety Strategy</i> and the <i>Local Area Traffic Management Priority System</i> .	All traffic capital works projects (identified in the Budget) completed.	✗

Town Planning and Development: 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.

STRATEGY	ACTION	MEASURE	RESULT
Page 91. 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) and also by encouraging a mix of one, two and three bedroom dwellings in larger medium density proposals.	At least 50 per cent of new dwellings to be located within the General Residential, Residential Growth and Commercial Zones.	✓
Page 91. Enforce the provisions of the <i>Glen Eira Planning Scheme</i> 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.	✓

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

STRATEGY	ACTION	MEASURE	RESULT
Page 98. Implement the <i>Council Risk Management Strategy</i> to ensure that risk is effectively managed throughout the organisation.	Implement <i>Council's Risk Management Strategy</i> .	Rolling program of business unit risks to Audit Committee meetings.	✓
Page 98. 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 (<i>SafetyMAP</i>).	Council complies with <i>SafetyMAP</i> criteria and maintains accreditation status.	✓

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

STRATEGY	ACTION	MEASURE	RESULT
Page 106. Implement an annual capital works program in relation to the open space and sporting facility upgrade.	Resurface Duncan Mackinnon Reserve regional athletics track, subject to Sport and Recreation Victoria major facility funding.	Complete resurfacing.	✗
	Commence construction of Glen Huntly Reservoir (Booran Reserve).	All major construction contracts let.	✓
	Eskdale Road and Fitzgibbon Crescent, Caulfield North new local park development.	Complete new local park.	✓

Waste, graffiti and cleanliness: To maintain a safe, clean and attractive City.

STRATEGY	ACTION	MEASURE	RESULT
Page 113. Develop and implement programs to reduce waste and increase rates of recycling within the community.	Investigate implementation options for the introduction of a food waste collection as part of organics recycling services for the community.	Investigation complete.	✓
Page 113. 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.	✓

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

STRATEGY	ACTION	MEASURE	RESULT
Page 121. Maintain, renew and upgrade Council's drainage system to reduce the risk of flood damage.	Inspect Council drainage pits.	Ten thousand pits inspected.	✗
Page 121. Continue to promote and support strategies to increase environmental biodiversity.	As part of the implementation of the <i>Street Tree Strategy</i> , plant additional street trees.	Plant 2,000 street trees (estimated to be 1,000 replacement trees and 1,000 additional trees).	✓
Page 122. Support community members to reduce their impact on the environment.	Continue to rollout the <i>Neighbourhood Sustainable Gardening Program</i> and the <i>Glen Eira Energy Saving Program</i> .	Increase participation for each program by 200.	✗

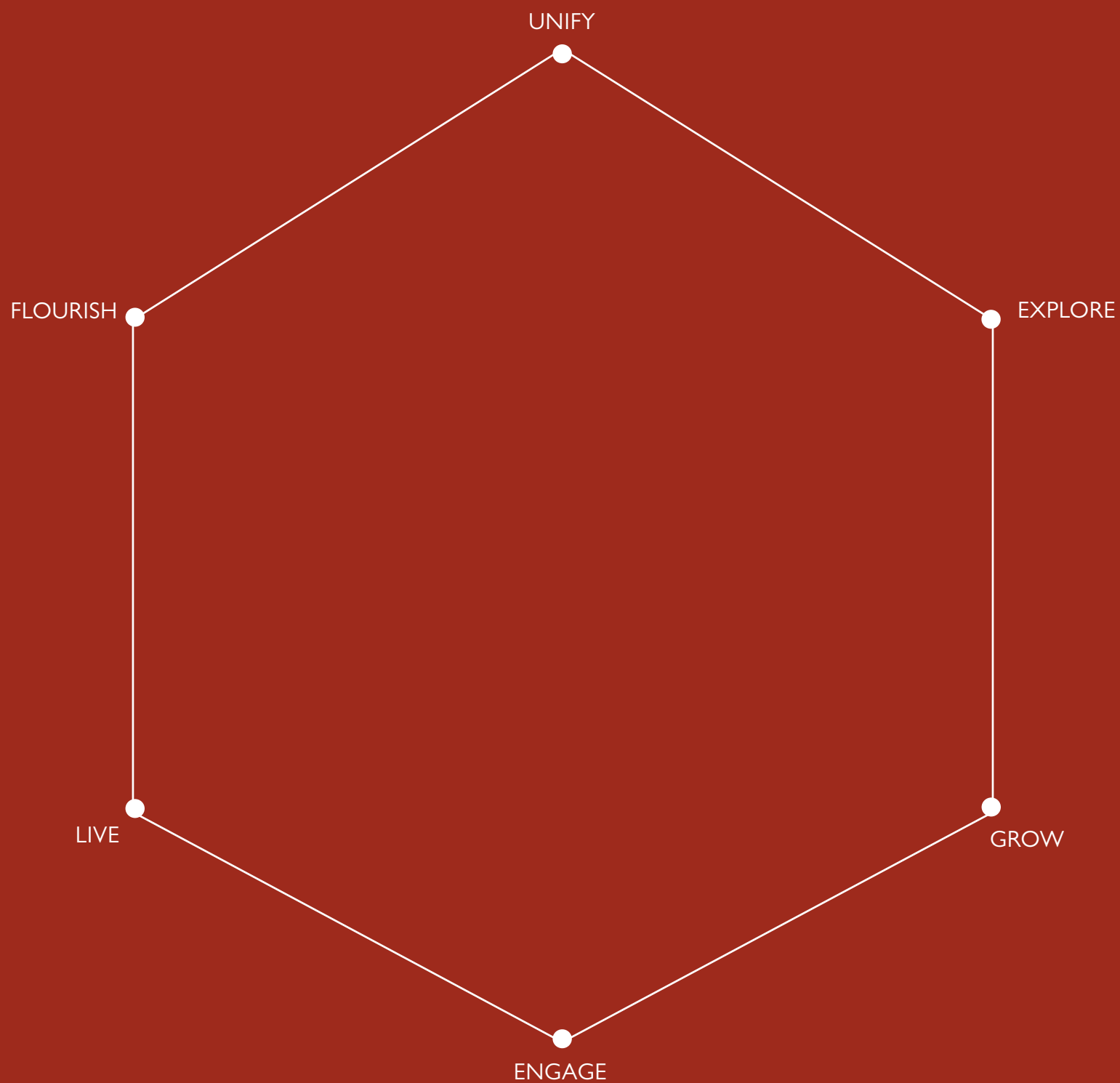
Community building and engagement: To build a strong and connected community that actively participates and engages with Council to improve outcomes for the community.

STRATEGY	ACTION	MEASURE	RESULT
Page 129. Provide a range of events, festivals and community celebrations to build social connectedness and promote community inclusion.	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 <i>Small Business 2016</i> educational program.	✓
Page 130. Provide a range of initiatives and programs to build strong and connected community groups.	Deliver an annual community conference for community groups to promote effective community organisations.	Conference for community groups delivered.	✓
Page 130. Support local community groups through the provision of community grants to assist groups to meet identified community needs.	Continue to implement Council's <i>Community Grants Program</i> 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.	✓



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OUR GLEN EIRA

OUR CONCEPT

The theme for this year's *Annual Report* is *UNIFY • GROW • FLOURISH* — a continuation of last year's theme and the final in a sequence on open space.

Public open space contributes to the liveability and character of Glen Eira. The theme reflects the commitment Glen Eira City Council has made over the past three years to grow its open space within the municipality. The City of Glen Eira currently has the least amount of open space per head of population in metropolitan Melbourne, making it an essential part of future planning.

The inclusion of a significant historical and cultural icon — a Wattle Flower — depicts the importance Glen Eira places on diversity within the community and recognises the need to combine open space developments and indigenous flora.

The pollinating bee and hexagon shape are symbolic of the next phase in Glen Eira's open space developments — moving from planning to established, working within unified spaces which are designed to encourage connectivity and create a flourishing community.





ABOUT THIS ANNUAL REPORT

Glen Eira City Council's *2015–16 Annual Report* aims to fulfil Council's statutory responsibilities under the *Local Government Act 1989* and other legislation and complies with the *Local Government Performance Reporting Framework (LGPRF)* that was introduced in 2014–15.

The *LGPRF* is a mandatory system of performance reporting to ensure councils are measuring and reporting on their performance in a consistent way. The *Framework* is made up of 67 measures and a governance and management checklist of 24 items, which together build a comprehensive picture of council performance. For a comparison of the performance of Victorian councils, visit <https://knowyourcouncil.vic.gov.au>

Council has incorporated a table at the back of this *Report* that details its operations in accordance with the *LGPRF* for the year ending 30 June 2016.

In addition to this, the *Report* has been developed in accordance with the *Global Reporting Initiative (GRI)* G4 sustainability reporting guidelines that were released in May 2013. This is Council's third *Report* using *GRI* guidelines.

The *GRI* is an independent institution that provides a universal framework for all organisations, large and small, across the world for sustainability reporting.

The *Report* has been prepared in accordance with the *GRI Core* application level.

Reporting in accordance with *GRI* represents an important opportunity for Council to provide comprehensive information about Council's operational, financial, environmental and social impacts during 2015–16. A *GRI* content index is featured at the back of this *Report* on page 239.

At the centre of preparing the sustainability report is identifying material aspects (ie. significant topics or impacts) to report on. Material aspects

are those that reflect the organisation's significant economic, environmental and social impacts; or substantially influence the assessments and decisions of stakeholders. Our material aspects were outlined in our *Community Plan* and further prioritised for this *Report* (see pages 72–131).

The *Report* outlines how Council is meeting the strategic objectives identified and prioritised in its *Community Plan* to effectively and strategically address these material aspects. It provides a comprehensive account of Council's financial performance (see *Financial sustainability*, page 14 and *Financial Report*, page 162). These strategic objectives, which will be reported on until 30 June 2017, have been formulated and prioritised through community engagement (see *Consultation and planning*, page 58 and *Stakeholder engagement*, page 53).

This *Report* demonstrates the breadth of Council operations and the services provided to the community throughout the year. It also describes how the organisation is governed and managed, and introduces Councillors and identifies directors' and employees' responsibilities (see pages 29–34).

The *Report* aims to provide open, accurate and transparent information for residents, ratepayers, business operators, visitors and workers in Glen Eira, as well as for Local, State and Federal Governments.

To obtain further copies of this or past *Annual Reports*, contact Council's Service Centre on 9524 3333 or visit www.gleneira.vic.gov.au

HOW TO USE THIS ANNUAL REPORT

This *Annual Report* begins with an overview section — pages 1–67 — to provide a clear summary of Council's overall performance for 2015–16.

The *table of contents* is on page VI and *Index* on page 244.

The summary outlines our highlights and setbacks for the financial year and the key challenges for 2016–17. A scorecard that targets the *Community Plan* folds out from inside the front cover and provides balanced information on our performance. The indented pages include a message from the Mayor and Chief Executive Officer and information on our financial performance; significant projects; sustainability projects; occupational health and safety; staff training; advocacy; and community consultations.

The main body of the *Report* — from page 70 — details our *Community Plan* targets in Council's eight key objectives. The eight sections are colour coded for easy reference.

Each section begins with an introduction, snapshot statistics and a highlight of the year. This is followed by performance tables, achievements and challenges, information on future projects and statistical information.

The *Financial Report* — from page 162 — includes detailed statements that fulfil Council's reporting requirements.

STATEMENT OF PURPOSE

Glen Eira City Council works with and for the community:

- to provide quality facilities, services, safeguards and supports;
- 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.

STRATEGIC PLANNING PROCESS (SEE PAGE 70)

Medium-term planning (three to five years)

Developed and approved by Council in consultation with the community, Council's *Community Plan* sets out our direction for the coming years. The *Community Plan* 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* (which are derived from the overall *Community Plan*) sustainably and effectively.

Reporting

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

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 page 116).
- Undertaking strategic and land use planning for the municipal district (see page 88).
- Raising revenue to enable Council to perform its functions.
- Making and enforcing local laws (see page 141).
- Exercising, performing and discharging the duties, functions and powers of councils under the *Local Government Act 1989* and other Acts (see pages 133–134).
- Providing any other function relating to the peace, order and good government of the municipal district (see pages 133–136).

GUIDING VALUES

Community focused, responsive and inclusive

Council works to develop an inclusive and caring community, where everyone can feel they belong and participate in the decision-making that 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.

173 hectares of parks and reserves — enough parkland to fill 80 MCGs

Enough footpaths to reach Sydney (848km)

Enough drains to reach Mildura (573km)

Enough roads to reach South Australia (465km)

\$1.38 billion of town planning projects

1,987 food safety inspections

4,000 off-street car spaces

1,357,495 library loans

49,801 meals delivered to frail and disabled residents

16,438 Key Ages and Stages visits conducted

10,368 vaccinations

68 school crossings

48,302 street trees

56 shopping centres

45 sportsgrounds

47 playgrounds

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 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 in 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 more than 145,000* people across almost 60,000* households — representing more than 160 different cultural backgrounds and is the centre of Melbourne's Jewish community.

*forecast.id (the population experts), prepared November 2015.

GLEN EIRA'S DIVERSE POPULATION

- 34.6 per cent of residents were born overseas — more than one quarter of residents (26 per cent) were born in a non-English speaking country.
- Other than English, the most common languages spoken at home are Greek (4.5 per cent), Chinese languages including Mandarin and Cantonese (4.5 per cent), Russian (3.8 per cent) and Hebrew (2.3 per cent).
- 42.8 per cent of residents identify as Christian, with the most practised Christian religions being Catholicism, Anglican and Greek Orthodox.
- 18.9 per cent of residents identify their religion as Judaism.
- 22.9 per cent of residents nominated no religion, close to the Melbourne average.

	CITY OF GLEN EIRA		GREATER MELBOURNE
	NUMBER	%	%
Males	63,763	48.7	49.2
Females	67,252	51.3	50.8
Australian citizens	108,207	82.6	83
Eligible voters (citizens aged 18+)	83,389	63.6	63.6

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

AGE STRUCTURE	CITY OF GLEN EIRA		GREATER MELBOURNE
	NUMBER	%	%
Babies and preschoolers (0 to 4)	8,499	6.5	6.5
Primary schoolers (5 to 11)	10,777	8.2	8.4
Secondary schoolers (12 to 17)	8,628	6.6	7.3
Tertiary education and independence (18 to 24)	11,983	9.1	10.1
Young workforce (25 to 34)	19,889	15.2	15.4
Parents and homebuilders (35 to 49)	29,347	22.4	22.0
Older workers and pre-retirees (50 to 59)	15,880	12.1	12.1
Empty nesters and retirees (60 to 69)	11,220	8.6	9.0
Seniors (70 to 84)	10,700	8.2	7.4
Elderly aged (85 and over)	4,092	3.1	1.8

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

— 5,574 residents (4.3 per cent of residents) have a disability requiring daily assistance with life tasks, and 12,401 residents (11.5 per cent) are carers of the elderly and people with disabilities.

The population consists of 19.9 per cent of people aged 60 years and over.

THE GLEN EIRA WORKFORCE

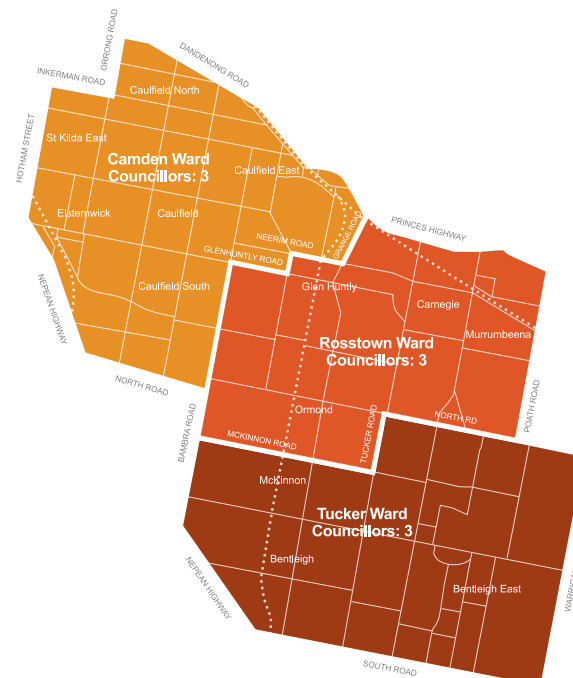
More than 66,000 people living in the City of Glen Eira are employed or looking for work, of whom 59.4 per cent are working full-time; 34.1 per cent part-time; and 6.5 per cent did not state their hours of work or were unemployed and looking for work.

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 working as professionals; 15.3 per cent clerical and administrative workers; and 12.5 per cent employed as managers.



HOUSING

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 26.7 per cent (Melbourne average 22.3 per cent) and has fewer families with children (both couples and one parent families), totalling 39.9 per cent compared to Melbourne's 44 per cent.

The dominance of smaller households is reducing, with many families attracted to live in the area. The average household size in Glen Eira is 2.47** people.

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



Welcome to Council's *Annual Report 2015–16* 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 2015–16, Council achieved 92 out of the 103 measures in the *Glen Eira Community Plan*.

GLEN EIRA CITY COUNCIL CEO REBECCA MCKENZIE AND
GLEN EIRA MAYOR CR NEIL PILLING AT CAULFIELD PARK.

MAYOR AND CEO OVERVIEW

PUBLIC OPEN SPACE

Public open space continues to be a priority for Council. We acquired 53 Magnolia Road, Gardenvale and extended Gardenvale Park to provide an extra 500 square metres of open space; modified the previously broad kerb radius at the intersection of Nina Court and Claude Street, Bentleigh East, to create an additional 250 square metres of additional open space; completed a new park at Eskdale Road and Fitzgibbon Crescent, Caulfield; upgraded the Elsternwick Plaza open space; enhanced the Carnegie Library and Community Centre Forecourt; upgraded Leckie Street Reserve, Bentleigh East to improve accessibility and appearance; and continued to convert the former Glen Huntly Reservoir to 1.6 hectares of new open space. We also generated \$5,864,808 to fund more and better open space as a result of the introduction of a 5.7 per cent levy on multi-unit development in 2015.

We scored top marks in the 2015 *Benchmark Park User Satisfaction Survey* conducted by Integrated Open Space Services, recording the overall highest Victorian mean score of 8.4 for satisfaction with the level of maintenance in Glen Eira's parks.

DEVELOPMENT

Works to remove three of Victoria's worst level crossings commenced at Centre Road, Bentleigh; McKinnon Road, McKinnon; and North Road, Ormond and are expected to be completed by August 2016. Eighty seven per cent of new dwellings (apartments and townhouses) in Glen Eira are located within the General Residential (GRZ), Residential Growth (RGZ) and Commercial Zone (CIZ) areas.

GOVERNANCE

Former CEO Andrew Newton concluded his service on 26 January 2016. He was replaced by Rebecca McKenzie, former CEO of Mitchell Shire Council on 8 February 2016. Cr Karina Okotel resigned as Councillor and Deputy Mayor on 16 March. Through an official countback conducted by the Victorian Electoral Commission, Cr Kelvin Ho was elected to replace Cr Okotel on 12 April. At a Special Council Meeting on 19 April, Cr Thomas Sounness was elected Deputy Mayor.

ADVOCACY

We secured a commitment from the State Government to review town planning fees, so more of the cost is paid for by developers and less by ratepayers. Glen Eira ratepayers are currently subsidising multi-unit property developers, with more than \$1 million being used to administer planning applications, which are not funded by planning application fees.

SUSTAINABILITY

We completed the installation of two solar photovoltaic (PV) systems on our buildings — Glen Eira Sports and Aquatic Centre (GESAC) and Glen Eira Town Hall. The GESAC system is among the largest solar power systems on a Local Government building. Combined, the systems will generate clean electricity in the order of 232,000 kilowatt hours per year; the equivalent of the power used by approximately 50 average homes in Glen Eira. We collected 5.07 per cent more green waste (11,067 tonnes) for recycling, which would otherwise have gone to landfill. We planted 1,050 replacement and 950 additional street trees.

COMMUNITY WELLBEING

Council provided \$399,336 to 137 local not-for-profit community groups and organisations to encourage community strengthening and inclusion. We accommodated 507 teams playing community sport and delivered 114,435 hours of in-home support to 2,722 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 60,296 children and parents. Glen Eira Sports and Aquatic Centre (GESAC) hosted 1,140,654 visitors.

COMMUNITY FACILITIES AND ASSETS

We invested \$37.49 million in community infrastructure and facilities. We completed more than 100 per cent of the capital budget. The program comprised 81 per cent renewal and upgrade of existing assets, 16 per cent expansion and three per cent new. We opened Julie Cooper Pavilion at Centenary Park, Bentleigh East and Duncan Mackinnon Reserve Pavilion and Community Room, Murrumbidgee. We removed 6,148.9 square metres of graffiti from private property.

FINANCE AND RISK MANAGEMENT

Our operating result was a \$12.52 million surplus. This was unfavourable to budget by \$769,000 due to:

- Adjustment to borrowings of \$4.93 million due to Council restructuring its loan facility in 2015–16. (NB: restructuring resulted in a net financial benefit of approx \$1.7million.)
- Higher than anticipated revenue from parking infringements income of \$2.71 million.
- Higher than budgeted open space fees of \$865,000.
- Unbudgeted payment to the Clayton Landfill Site of \$1.94 million relating to refuse disposed by Council not being invoiced correctly.

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

We continued to invest in development, leadership and wellbeing programs for our staff. Thirty three staff were recognised for demonstrating our values in practice. Staff turnover was 11.24 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 State Government awarded the contract for the Caulfield to Dandenong Level Crossing Removal Project, despite our calls for greater transparency leading up to the decision. We were seeking full reports on noise; environmental, amenity and community impacts; vibration analysis; safety; and a cost-benefit analysis to be made available for full and open public scrutiny. Despite an improvement in the community recycling rate, approximately 15 per cent of recyclable material is still going to landfill.

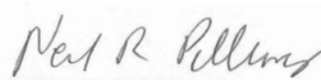
KEY CHALLENGES

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. Grade separation projects of road and rail intersections will continue throughout 2016–17. We will need to continue working with local traders and the community to assist with the disruption.

FUTURE OUTLOOK

Next year we will implement a new organisational structure to accurately reflect the operations of Council.

We will also seek to continue to engage with the community through consultation to achieve the best outcomes for the Glen Eira community.



Cr Neil Pilling
MAYOR



Rebecca McKenzie
CHIEF EXECUTIVE OFFICER



FINANCIAL SUSTAINABILITY

FAST FACTS 2015–16

\$37.49 million of capital works completed

\$12.52 million operating surplus

**\$344.71 million increase in net assets
from \$1,680 million to \$2,024 million**

**\$162.18 million revenue with 59.74
per cent coming from rates and charges**

\$149.7 million expenditure

\$45.93 million holdings of cash/investments

\$24.88 million of borrowings outstanding

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*.

Glen Eira City Council is high investing, low cost and has low municipal rates. The value of rateable property at 1 January 2016 was \$58 billion. Council is focused on generating funds to improve 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.

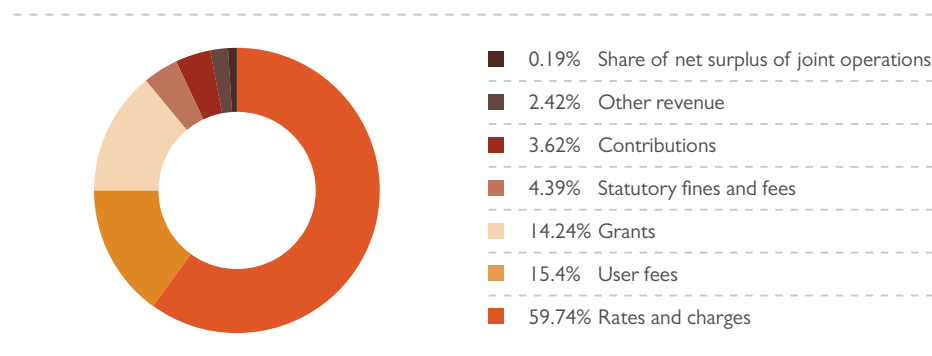
OPERATING POSITION

Council's operating position for 2015–16 was a surplus of \$12.52 million. The operating result is slightly lower than Council's *2015–16 Budget* by \$769,000. Factors contributing to this include:

- Lower than anticipated operating grants due to the early receipt of the 2015–16 payment from the Victorian Grants Commission of \$1.75 million. The amount of \$1.75 million (50 per cent of the 2015–16 grants) was received for financial assistance and local roads funding during the 2014–15 financial year. At the time of approving the *2015–16 Budget*, Council had provided for the full amount to be received during 2015–16. This variance is offset by increased operating grants including residential aged care \$350,000 *Aged Care Funding Instrument (ACFI)*, childcare fee relief funding \$295,000 and Home and Community Care \$120,000.
- Adjustment to borrowing costs of \$4.93 million due to Council restructuring its loan facility in 2015–16. Despite the early repayment break fee of \$4.93 million, restructuring the old loan facility results in a net financial benefit of approximately \$1.7 million to Council.
- Higher than anticipated revenue from parking infringements income of \$2.71 million.
- Higher capital grants by \$357,000 due to additional funding.
- Unbudgeted liquidation of bank guarantees relating to contractual disputes with the construction of Duncan Mackinnon Pavilion of \$486,000.
- Higher than budgeted open space fees of \$865,000.
- Better than budget interest income of \$477,000 and rates and charges of \$482,000.
- Savings in employee costs of \$2.5 million and lower depreciation and amortisation \$319,000.
- Unbudgeted surplus of Council's share of the joint operations (Clayton Landfill Site) of \$314,000.
- Unbudgeted payment to the Clayton Landfill Site joint operation of \$1.94m. A recent Environment Protection Authority Victoria (EPA) audit identified that the Clayton South Landfill had underpaid the EPA Landfill Levy by approximately \$1.9 million, dating back to 2008–09. This was caused by charges for refuse disposed by Council not being invoiced correctly to Glen Eira City Council by the landfill site operator.

For further information see note 2(a) starting on page 179.

FIGURE 1
2015–16 SOURCES OF INCOME



INCOME

Council's total revenue for the 2015–16 financial year was \$162.18 million, \$5.16 million favourable to budget (3.29 per cent). The main factors contributing to the favourable variance included:

- rates and charges \$482,000;
- statutory fees and fines \$2.85 million;
- grants — capital \$357,000;
- other income \$1.42 million;
- contributions — monetary \$865,000; and
- share of net surplus of joint operations \$314,000.

Rates and charges revenue was in line with budget in 2015–16. 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 — approximately \$16.6 million per annum less than the average).

Statutory fees and fines were favourable to budget by \$2.85 million mainly due to higher than anticipated revenue from parking infringements income of \$2.71 million to emphasise safety around schools and balancing trader and patron parking due to increased building activity and the grade separation works.

Grants — capital were favourable to budget by \$357,000 due to additional income from the *Black Spot Programme* funding of \$601,000 for traffic management projects and *Roads to Recovery Program* of \$247,000.

Offsetting this favourable variance was an adverse variance of \$650,000 relating to Council being unsuccessful in receiving funding from Sports and Recreation Victoria in 2015–16, in relation to the redevelopment of Duncan Mackinnon Reserve athletics track. Council has included the athletics track upgrade in Council's *Strategic Resource Plan* for 2017–18 and will continue to advocate for additional State and Federal Government grant funds for this project.

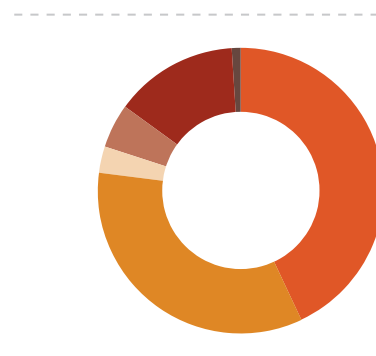
Other income is higher than budget by \$1.42 million due to unbudgeted items such as: liquidation of bank guarantees relating to contractual disputes with the construction of Duncan Mackinnon Pavilion of \$486,000 and licence/permit fee income of \$293,000 in relation to the grade separation works (Level Crossing Removal Project) within the municipality. In addition, Council's interest on investments was better than budget by \$477,000.

Monetary contributions were higher due to better than anticipated open space fees exceeding the budget by \$865,000. Better than budget open space contributions included the stage one development of Caulfield Village of \$575,000.

Share of net surplus of joint operations is favourable to budget by \$314,000. 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.

Refer to Figure 1.

FIGURE 2
2015–16 CATEGORIES OF EXPENDITURE



EXPENSES

Council's total expenditure for 2015–16 was \$149.7 million (4.13 per cent unfavourable to budget).

Contributing to this unfavourable variance was an adverse variance in borrowing costs of \$4.98 million.

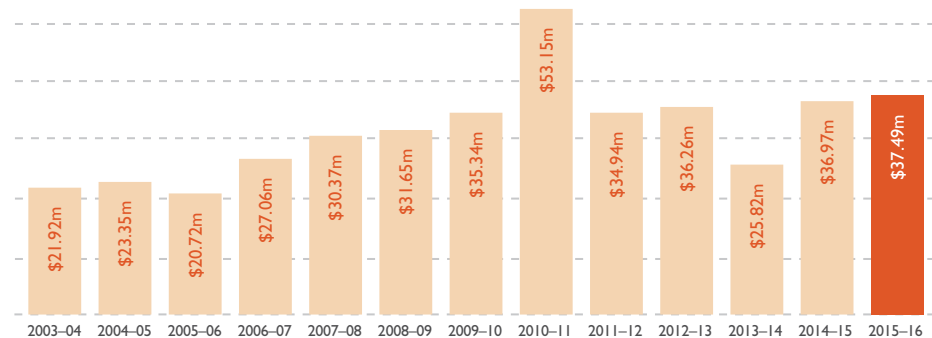
In early 2016, Council considered a number of options to determine if cost savings were available from restructuring the existing borrowings. The options involved refixing the loan for a shorter term of seven years at a fixed rate of interest (as this was the optimum period for making a saving). On 17 May 2016, Council approved to restructuring the existing loan facilities into a seven-year principal plus interest loan (with an early repayment cost of \$4.93 million to be absorbed into the existing loan). Despite the early repayment penalty, restructuring the old loan facility will result in a net financial benefit of approximately \$1.7 million to Council.

Other variances included: net loss on disposal of assets of \$1.04 million and other expenses of \$651,000 and unbudgeted payment to the Clayton Landfill Site joint operation of \$1.94 million. Partly offsetting these were favourable variances in employee costs of \$2.5 million and depreciation and amortisation expense of \$319,000.

Refer to Figure 2.

FIGURE 3
CAPITAL WORKS EXPENDITURE 2003–04 TO 2015–16

- 1.40% Net (loss) on sale of assets disposed
- 14.25% Depreciation and amortisation
- 4.44% Borrowing costs
- 3.11% Other expenses
- 33.49% Materials and services
- 43.31% Employee costs



CAPITAL INVESTMENT

During 2015–16, \$37.49 million was spent on capital (more than 100 per cent of new capital works was spent). Variances in capital expenditure included:

- Buildings — additional funds required to complete the construction of Duncan Mackinnon of \$1 million.
- Computers and telecommunications — were over budget as a result of \$206,000 by bringing forward the PC rollout from 2016–17 to 2015–16.
- Other plant and equipment — additional spend for solar panels renewal \$116,000 and plant renewal works of \$141,000.
- Roads — increased traffic management works relating to *Black Spot Programme* funding received of \$601,000.
- Car parks — were over budget by \$212,000 mainly due to reprioritising work on the car park at Centenary Park of \$509,000 offset by delaying works on other car parks to 2016–17.

Refer to Figure 3.

PUBLIC OPEN SPACE

Expenditure on open space projects for 2015–16 (\$5.31 million) relates to initiatives for: Booran Reserve \$5.02 million and Eskdale/Fitzgibbon Crescent new local open space \$291,000.

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*).

ASSET EXPENDITURE CATEGORIES

The major asset expenditure categories of capital works were:

- buildings \$5.45 million;
- plant and equipment \$4.66 million;
- roads \$7.95 million;
- footpaths \$1.8 million;
- drainage \$3.58 million;
- open space and recreation \$10.06 million;
- car parks \$772,000;
- streetscape works \$616,000; and
- carried forward projects from 2014–15 \$2.61 million.

For further information see note 2(b) starting on page 182.

The \$37.49 million comprised: renewal 45.75 per cent (\$17.15 million); upgrade 35.08 per cent (\$13.15 million); expansion 16.35 per cent (\$6.13 million); and 2.82 per cent new expenditure (\$1.06 million).

Refer to Figure 4.

ASSET RENEWAL

To bridge the infrastructure gap, Council invested \$37.49 million in renewing, upgrading and expanding assets during the 2015–16 year. This was funded from operations and without new borrowings.

Council's asset renewal ratio, which is measured by comparing asset renewal and upgrade expenditure to depreciation, was 145 per cent. This was due to renewal expenditure of \$17.15 million and upgrade expenditure of \$13.15 million.

Refer to 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) were \$45.93 million as at 30 June 2016. This cash balance is sufficient to cover Council's short-term restricted assets, including trust funds and aged care deposits of \$25.5 million and funding for the public open space reserve of \$4.09 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 Council has available to meet its current liabilities.

One of the items which has placed additional pressure on Council's liquidity ratio is classification of leave entitlements. Notwithstanding a majority of leave entitlements are not expected to

FIGURE 4
2015–16 CAPITAL WORKS EXPENDITURE — BY TYPE

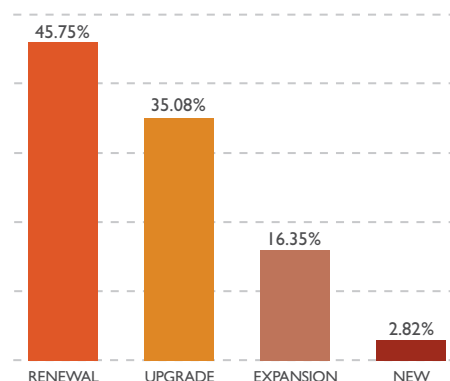


FIGURE 5
ASSET RENEWAL RATIO (INCLUDING UPGRADE)
2011–12 TO 2015–16

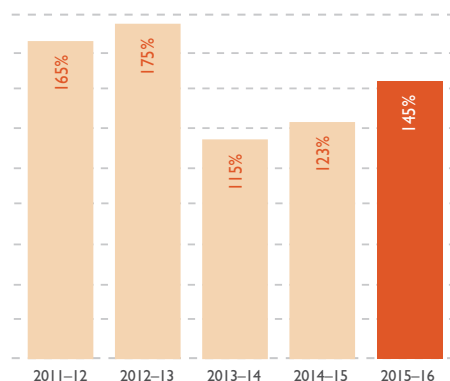
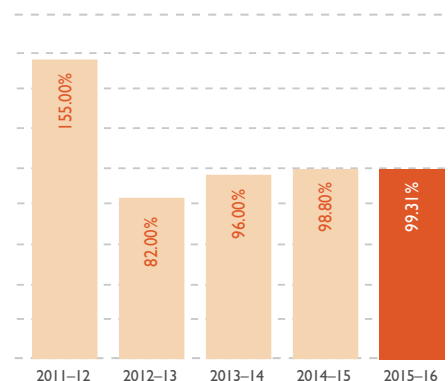


FIGURE 6
LIQUIDITY RATIO 2011–12 TO 2015–16



be settled within 12 months, almost all leave entitlements are classified as current liability provisions in Council's balance sheet, placing greater pressure on the liquidity ratio.

Refer to Figure 6.

OBLIGATIONS

Council aims to ensure it is able to maintain its infrastructure assets at the expected levels, while at the same time continuing to deliver the services required by the community.

At the end of the 2015–16 year, Council's debt ratio, which is measured by comparing interest-bearing loans and borrowings to rate revenue, was 25.68 per cent and within the expected target band of 40 per cent or less.

Refer to Figure 7.

STABILITY AND EFFICIENCY

Council raises a wide range of revenues including rates, statutory fees and fines, user fees and grants. Council's rates concentration, which compares rate revenue to adjusted underlying revenue, was 61.12 per cent for the 2015–16 year.

Refer to Figure 8.

Rates per assessment is probably the more accurate guide to rating levels as it cancels out the impact of various population densities and levels of commercial ratepayers.

In terms of rates per assessment, Glen Eira is the second lowest of the 22 inner Melbourne councils (2013–2014: also second lowest) and is \$266 per assessment (\$16.6 million) below the average outcome.

This outcome demonstrates Council is rating at lower levels than similar councils.

Refer to Figure 9.

ASSETS

Council's asset base increased from \$1,757 million to \$2,108 million, mostly due to the increased value of Council's fixed assets — up from \$1,702 million to \$2,048 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 10.

LOOKING AHEAD

As part of the *Glen Eira Council Plan*, Council has prepared a *Strategic Resource Plan* for the 10 years from 2015–16 to 2024–25. 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.
- Generate funds to provide additional public open space and renew and upgrade our ageing assets and community facilities.
- Maintain essential services at not less than current levels.
- Set rates and fee increases that are manageable and sustainable.

— Focus on continuous improvement.

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

The *2016–17 Annual Budget* is based on a rate increase of 2.5 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 2.5 per cent in the Consumer Price Index (CPI). Following community consultation, Council elected not to apply to the Essential Services Commission (ESC) for a variation. See page 61.

Our focus for the next 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:

- Ensuring sound financial management given the effects of the new *FGRS*.
- Ongoing cost shifting. This occurs where Local Government provides a service to the community on behalf of the State and Federal Governments. Over time, the funds received by local governments do not increase in line with real cost increases.
- The need for increasing investment in the maintenance of our ageing community and infrastructure assets.
- Grade separation projects that will bring changes to how activity centres, open space networks and transport networks function in Glen Eira.
- Growth in the population within the municipality. In the *2016–17 Budget* Council

FIGURE 7
LOANS AND BORROWINGS RATIO
2011-12 TO 2015-16

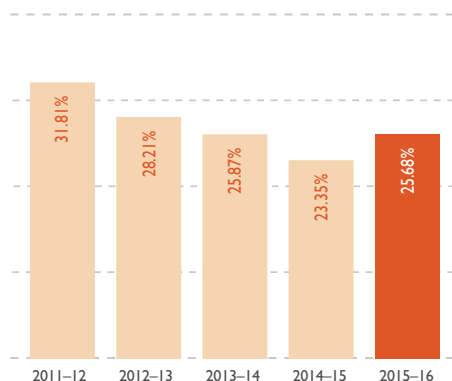
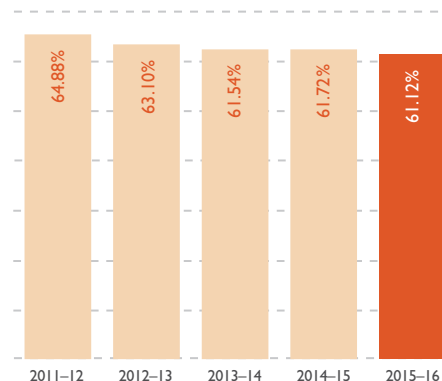
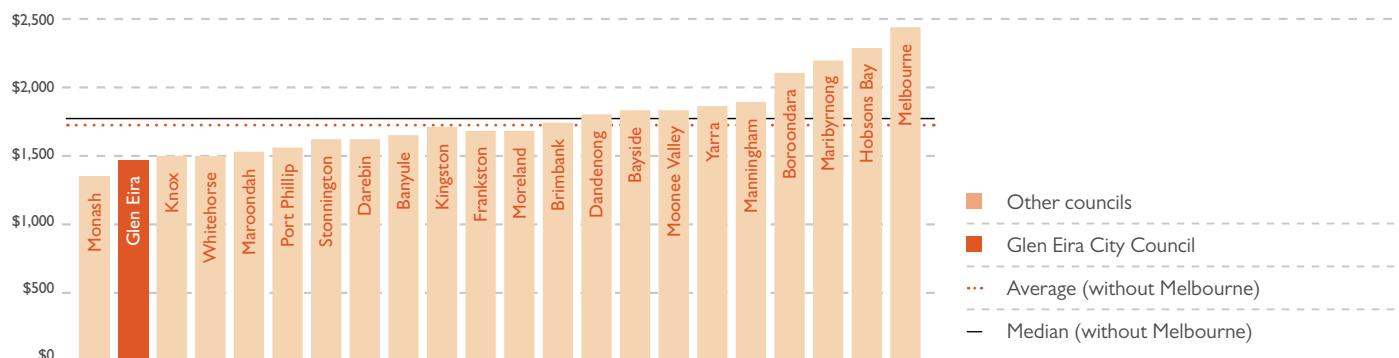


FIGURE 8
RATES CONCENTRATION RATIO 2011-12 TO 2015-16*



* Rates Concentration is one of the financial indicators from the Local Government Performance Reporting Framework (LGPRF). Rates Concentration is rate revenue divided by the adjusted underlying revenue (being adjusted for non-recurrent capital grants to fund capital expenditure and net loss on disposal of assets).

FIGURE 9
RATES PER ASSESSMENT 2014-15*



* Source: Strategy Plus.

has allocated funding of \$33.3 million for asset renewals, upgrades and expansions. Priority items including the renewal and upgrade of Council's major infrastructure assets such as:

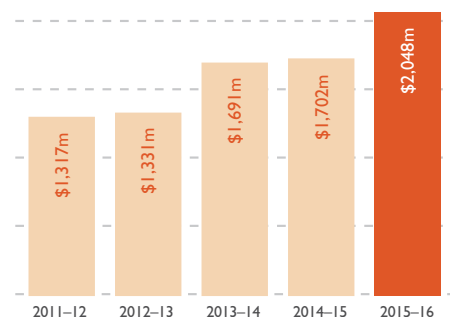
- Infrastructure: roads \$8.92 million includes: road reconstruction \$4.46 million, local traffic management \$1.69 million, local road resurfacing \$1.5 million, car parks \$775,000, right of ways \$330,000 and kerb and channel \$160,000. Other infrastructure including: *Drainage Improvement Program* \$3.5 million and footpaths \$1.73 million.
- Building works: \$3.73 million — comprises buildings and building improvements including community facilities, municipal offices, sports facilities and pavilions.

— Open space: \$10.26 million — includes open space initiatives, parks, playing surfaces and playground equipment. This includes the completion of Booran Reserve.

- Plant and equipment \$4.59 million — includes plant, machinery and equipment, computers and telecommunications, and library collections.
- Streetscape works of \$567,000 for street beautification of Council's streets and shopping precincts.

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

FIGURE 10
PROPERTY, INFRASTRUCTURE, PLANT AND EQUIPMENT AND INTANGIBLES 2011-12 TO 2015-16





SERVICE DELIVERY

SERVICES THAT COUNCIL DELIVERS FOR EVERY \$100 OF RATES AND CHARGES REVENUE (2015–2016)

- 1. Capital works program \$30.64
- 2. Parks and recreation \$17.15
- 3. Footpaths, roads, drains and building maintenance \$13.76
- 4. Recycling and waste \$12.79
- 5. Services for the aged \$6.42
- 6. Family and children’s services \$6.71
- 7. Libraries \$5.17
- 8. Community safety \$3.52
- 9. Town planning \$2.52
- 10. Cultural services \$1.32

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).





ENVIRONMENTAL SUSTAINABILITY

Council is committed to fostering a healthy environment and managing environmental risk. This is evident in the *Environmental Sustainability Strategy*, which details Council's vision to improve our environmental performance.

FAST FACTS 2015–16

11,879 tonnes of carbon dioxide equivalent emissions

213.9 megalitres of water used on parks

96.8 megalitres of water used in other facilities

31,015 tonnes of household garbage collected and disposed of to landfill*

13,476 tonnes of mixed recycling collected and recycled

11,067 tonnes of green waste collected and recycled as mulch

2,643 tonnes of hard waste collected

455 tonnes of steel collected and recycled

236 tonnes of e-waste recycled

42,536 household green waste bins

FAST FACTS 2014–15

12,016 tonnes of carbon dioxide equivalent emissions

180.5 megalitres of water used on parks

87.9 megalitres of water used in other facilities

57,342 tonnes of household garbage collected and disposed of to landfill

13,394 tonnes of mixed recycling collected and recycled

10,533 tonnes of green waste collected and recycled as mulch

3,107 tonnes of hard waste collected

246 tonnes of steel collected and recycled

251 tonnes of e-waste recycled

41,831 household green waste bins

*Prior year results have been updated after an Environment Protection Authority Victoria (EPA) audit identified that the Clayton South Landfill had underpaid the EPA Landfill Levy, dating back to 2008–09. This was caused by charges for refuse disposed of by Council not being invoiced correctly to Glen Eira City Council by the landfill site operator; see page 111.

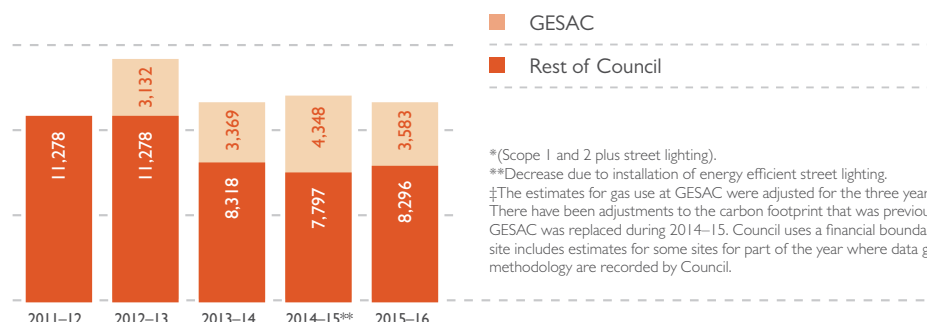
Climate change and other environmental concerns highlight the need for Council and the broader community to manage services and resources more sustainably. Council's *Environmental Sustainability Strategy* (ESS) and *Carbon Emission Reduction Plan* (CERP) have been developed to reduce the impact Council's operations have on the environment and to encourage and support the community to live sustainably. The ESS was adopted in 2010 and the CERP in 2011.

A review of Council's ESS was scheduled for 2014–15 however, due to the need for more extensive research, was delayed. A new draft ESS and *Action Plan* have since been completed in 2015–16 and residents will have the opportunity to comment on the draft in July 2016 before Council aims to adopt the new *Strategy* by the end of 2016. For further information, see page 119.

The new ESS builds on Council's work to date and incorporates and replaces the 2010 *Environmental Sustainability Strategy*, 2009 *Sustainable Water Use Plan* and the 2011 *Carbon Emissions Reduction Plan*. Once adopted, an annual *Action Plan* will be developed and reported against each year to remain consistent with and relevant to evolving environmental sustainability practices.

The most significant impact on the environment from Council operations continues to be carbon emissions (see Figure 12, page 24) generated from purchased electricity used in the operation of buildings and street lighting.

FIGURE 11
CARBON FOOTPRINT*
(TONNES CO₂ EQUIVALENT EMISSIONS)‡



*(Scope 1 and 2 plus street lighting).

**Decrease due to installation of energy efficient street lighting.

‡The estimates for gas use at GESAC were adjusted for the three years from 2012–13 to 2014–15 and this increased Council's total. There have been adjustments to the carbon footprint that was previously reported. In 2015–16 actuals were available after a faulty meter at GESAC was replaced during 2014–15. Council uses a financial boundary for reporting. The methodology used to identify emissions at each site includes estimates for some sites for part of the year where data gaps exist. These are not considered to be material and details of the methodology are recorded by Council.

Council also manages the community's garbage, which generates large amounts of greenhouse gas if not recycled. Council uses a large amount of water to maintain its parks and gardens (see tables, page 24) and purchases a large amount of materials. These actions have potential environmental impacts on biodiversity in other areas.

Ways to reduce Council's environmental impact have been identified in the draft *Environmental Sustainability Strategy Action Plan*. Actions have been developed for climate change; recycling and waste; biodiversity; water conservation; and how we will support and advocate on behalf of the community. These may change after consultation occurs with the community in July 2016.

GREENHOUSE GAS EMISSIONS

Council's *Carbon Emissions Reduction Plan* and *Environmental Sustainability Policy* outline Council's commitment to reducing emissions from energy use and prioritising energy efficiency.

Council's carbon footprint is mostly the result of energy use for street lights and buildings (see Figure 11). Waste disposal to landfill for the community also generates greenhouse gas emissions, but as this is community waste, Council does not report it as part of its carbon footprint.

In 2015–16, Council's carbon footprint (11,879 tonnes CO₂ equivalent emissions) increased by more than 3.9 per cent compared to the previous

year (11,433 tonnes CO₂ equivalent emissions). This was largely due to an unintended drop in the amount of green power (15 per cent) purchased and an increase in energy use in small buildings (12.5 per cent). The decrease in the amount of green power purchased was the result of green power being incorrectly applied by Council's energy retailer. This is currently being investigated and these errors are expected to be fixed in 2016–17. Energy use at small buildings increased, the reasons for this are unclear and will be investigated by Council officers.

Despite the increase in Council's carbon footprint, overall energy demand has dropped by 1.1 per cent as a result of improving energy efficiency and installing renewable energy in Council buildings. In 2015–16, Council focused on reducing emissions at its large energy use sites including at GESAC and Town Hall. Emissions from energy use at Glen Eira Sports and Aquatic Centre (GESAC) decreased by five per cent, with reductions in both gas (3.6 per cent) and electricity use (4.6 per cent).

The carbon footprint includes renewable energy generated from solar power systems for the second year in 2015–16, most of which supplied Council's own buildings. The amount of solar power generated and supplied to Council buildings increased by 110 per cent in 2015–16 compared to 2014–15. A small amount was exported to the grid for use by others. Refer to Figure 16.

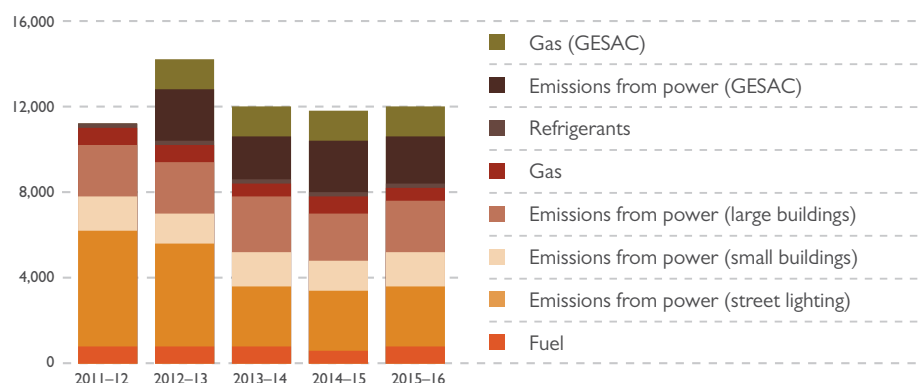
In 2015–16, Council continued to rollout its solar program. Solar panel systems were installed on four Council buildings — Town Hall, GESAC, Caulfield Senior Citizen Centre and Carnegie Library and Community Centre (see page 67). The new solar systems range in size from 6.6 kilowatts to 99.94 kilowatts. Combined, the systems will generate clean electricity in the order of 339,000 kilowatt hours per year — the equivalent of power used by approximately 51 average homes. It is estimated that there will be a combined average annual saving of \$47,500 on electricity.

In 2016–17, solar panels will be installed at four additional Council buildings — Moorleigh Community Village, Bentleigh East; McKinnon Maternal and Child Health Centre, McKinnon; Glen Huntly Maternal and Child Health Centre, Glen Huntly; and the Youth Information Centre, Bentleigh.

ENERGY USE

Energy use dropped slightly in 2015–16 compared to 2014–15. This was largely because gas and electricity use dropped at Glen Eira Sports and Aquatic Centre (GESAC) due to energy efficiency measures such as LED lights being installed in the stadium and pool hall and inefficient air handling units being changed over. The reason the carbon footprint increased by contrast was that more energy came from carbon intensive sources. Improved estimates for gas consumption at GESAC

FIGURE 12
CARBON EMISSIONS (TONNES CO₂ EQUIVALENT)



have been included in this year's report based on actual results for 2015-16 and part of the 2014-15 year. These estimates have been adjusted for the three years from 2012-13 to 2014-15 (and show the same consumption in each of the three years). This has decreased both the reported energy consumption as well as the carbon emissions in comparison to quantities reported in previous years. Refer to Figures 14 and 15.

WATER USE

Water use was 17 per cent higher in 2015-16 than in 2014-15 (see tables below). This increase was largely due to drier weather from October 2015 to March 2016, which saw increased irrigation across our parks and more significantly at Allnutt Park, McKinnon and Bentleigh Hodgson Reserve, Bentleigh. Other contributors were the installation of some new irrigation systems (such as the one at Koornang Park, Carnegie).

Water use also increased due to the redevelopment of Princes Park Oval 4 in Caulfield South; refilling the lake after works at Caulfield Park in Caulfield North; and construction at Duncan Mackinnon Reserve in Murrumbena. In addition to this, a number of major leaks occurred at Bailey Reserve, Duncan Mackinnon, Caulfield Park and Victory Park during the year, but these have now been repaired.

Council did not achieve the target of 25 per cent for water use reduction, which was set in its

2009 *Sustainable Water Use Plan* and water use was only slightly lower than in the baseline year of 2000 (311 mega litres). However, since the target was set, Melbourne has extended its water supply network, which has decreased the pressure to reduce water use in the last couple of years. Council has prioritised keeping open spaces green and healthy and improving efficiency of water use. In 2015-16, Council completed a review of its *Sustainable Water Use Plan* as part of the *Environmental Sustainability Strategy* review.

To help minimise water use in Council parks, water sensitive urban design features have been incorporated into the construction of Booran Reserve in Glen Huntly where a 500,000 litre stormwater harvesting system was installed for capturing rainwater, which will be treated and re-used for irrigation and toilet flushing. In addition, Princes Park Oval in Caulfield South has been converted to warm season grasses. Council also planted 7,335 drought tolerant plants in its maintenance and renewal of parks and gardens. Major plantings occurred at Bailey Reserve, Bentleigh East — 952 plants, Greenmeadows Gardens, St Kilda East — 1,229 plants and the Princes Park — scented garden, Caulfield South — 2,053 plants.

Water use at Glen Eira Sports and Aquatic Centre (GESAC) decreased by four per cent compared to 2014-15. To minimise mains water use at GESAC, Council has incorporated highly efficient

water use technology and recycled rainwater is used to help reduce reliance on mains water. The recycled water is used for toilet flushing and irrigation in various locations around the Centre and in Bailey Reserve, Bentleigh East. The approximate volume of water recycled and re-used by GESAC was 8.904 megalitres (20.6 per cent of GESAC water use) and total potable water use was 32.9 megalitres. GESAC is the only Council building that currently uses recycled water.

MAINS WATER USE: PARKS (MEGALITRES)

2011-12	2012-13	2013-14	2014-15	2015-16
70	208.6*	146.8	180.5	213.9**

*Additional water was used for irrigation in 2012-13 as it was a dry year and tight water restrictions were eased.

**Increased irrigation across Glen Eira's parks due to drier weather.

MAINS WATER USE: NON PARKS (MEGALITRES)

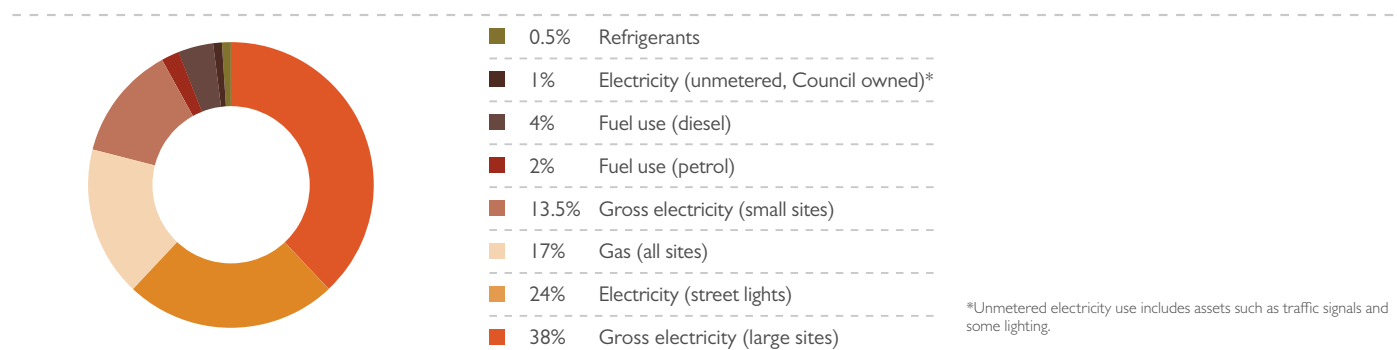
2011-12	2012-13	2013-14	2014-15	2015-16
39.6	75.1*	89.2	87.9	96.8

*The extra water used in 2012-13 was due to additional consumption at GESAC.

BIODIVERSITY CONSERVATION

Council's *Environmental Sustainability Strategy* aims to conserve and enhance biodiversity. Council's *Open Space Strategy* outlines that indigenous plants will generally be used where there are existing remnant trees and vegetation and where there are existing indigenous plants. Approximately nine

FIGURE 13
SOURCE OF EMISSIONS 2015–16



per cent of the plants that Council's Park Services planted in 2015–16 were local indigenous plants from the sand belt region of Melbourne (south of the Yarra extending to Frankston), with the balance being mostly native Australian species. An additional 950 street trees were planted as part of a long-term commitment to increase the number of street trees.

Since implementing Council's *Street Tree Strategy* (reviewed in 2007), Council has planted thousands of trees and continuously improved tree management.

Forest Stewardship Certified paper is used for all Council publications and Council sources sustainably managed copy paper in all of its operations.

Benches installed in streetscapes now use recycled plastic in the place of wooden slats.

WASTE MANAGEMENT

Council's primary role in relation to waste management for the Glen Eira community is to collect and transport municipal waste to a resource recovery facility and/or landfill.

Council's *Environmental Sustainability Strategy* and *Carbon Emissions Reduction Plan* outline Council's commitment to reduce greenhouse gas emissions generated from waste disposal.

From 1 July 2014, Council enhanced its green waste services to residents, at no extra cost, as part of its standard waste services. To implement

this change, Council conducted a major rollout of green waste bins and delivered 14,809 new green waste bins to residential properties in September 2014. In 2015–16, a total of 705 additional green waste bins were distributed. The amount of green waste recycled increased by five per cent compared to 2014–15, an increase of more than 20 per cent in the last two years.

In 2016–17, Council will focus on long-term strategies to improve recycling and reduce garbage through a recycling education program and will develop a five-year communications plan to support the program. Council hopes to be able to introduce food waste recycling in 2017, but this is subject to final commissioning of the facilities in the region. See page 112.

The recycling rate was 44.2 per cent for waste from Glen Eira community wheelie bins in 2015–16.

COMMUNITY INFORMATION

Council's *Environmental Sustainability Strategy* aims to support and encourage the Glen Eira community to live more sustainably. In 2015–16, Council delivered 12 community presentations to 792 community members on topics including sustainable gardening; reducing water and energy consumption; enhancing biodiversity; and recycling. In addition to this, 53 articles were published in *Glen Eira News* and *Leader* newspapers (*Caulfield* and *Moorabbin*) on sustainability issues, including promoting community presentations;

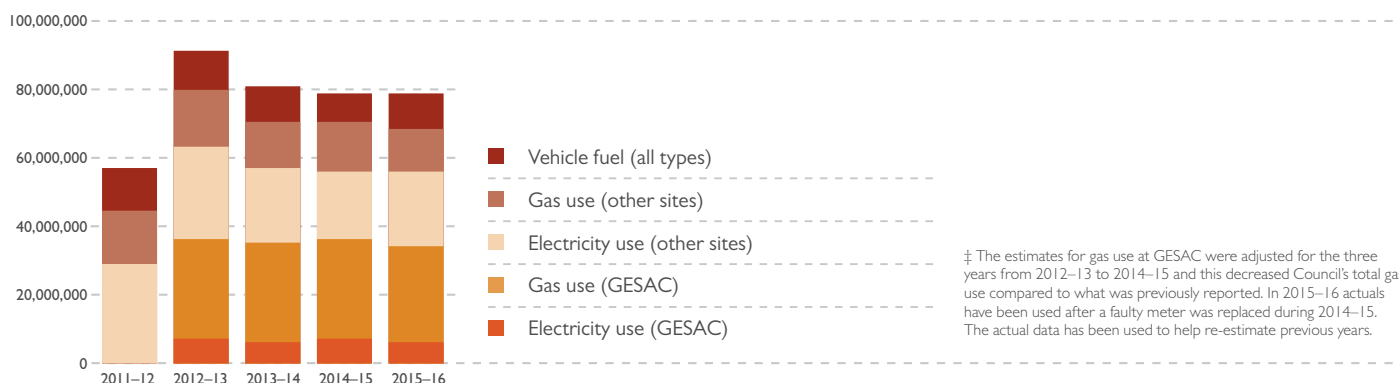
the *Neighbourhood Sustainable Gardening Program*; the *Energy Saving Program*; and recycling education.

Council's sustainability education officer visited 41 schools and early learning centres in 2015–16 and presented to 1,189 students on recycling education and other sustainability related topics.

To address common misunderstandings in relation to recycling and improve community recycling rates in the future, Council developed a *Recycling in Glen Eira* brochure and ran regular advertisements on what can and can't be recycled in the local *Leader* newspaper and *Glen Eira News*.

In partnership with energy efficiency specialist Energy Makeovers, Council completed the third year of the *Glen Eira Energy Saving Program*. The *Program* offers eligible households installation of small energy saving products at no charge. In 2015–16, 119 new residents took part in the *Program*. In total, 4,160 energy saving products have been installed since the *Program* commenced, including energy efficient showerheads, compact fluorescent lights and draught sealing products. It is expected that the installation of these products will reduce greenhouse gas emissions by an estimated 4,938 tonnes of carbon dioxide over a 10 year period. New uptake of the *Energy Saving Program* by the community has slowed throughout 2015–16 despite ongoing promotion and we are exploring new ways to reach new audiences.

FIGURE 14
NON RENEWABLE FUEL CONSUMPTION (MEGAJOULES)‡



To promote community inclusiveness and sustainable practices, Council continued to encourage residents and schools to participate in its *Neighbourhood Sustainable Gardening Program*, which was first introduced in 2013. The *Program* is designed to encourage residents to make their gardens more sustainable by sharing each other's knowledge and love of gardening. There were 842 (195 new registrations) members, including 35 schools, who participated in the *Program* during 2015-16.

OUTLOOK

In 2016-17, Council will build on the activities it has established including ongoing energy efficiency works and solar power installations; street lighting changeovers; targeted waste and recycling projects, including the introduction of food waste recycling; and continuing the *Glen Eira Energy Saving Program* and the *Neighbourhood Sustainable Gardening Program*.

Council developed a draft *Environmental Sustainability Action Plan* as part of the process of reviewing Council's *Environmental Sustainability Strategy*, which is expected to be finalised by the end of 2016.

COUNCIL'S SUPPLY CHAIN

Glen Eira City Council updated its *Procurement Policy* in May 2016. The new *Policy* continues to emphasise Council's commitment to ensure

expenditure on the procurement of goods and services is effective, accountable, ethical, lawful and environmentally responsible.

This procurement policy is consistent with the *Charter of Human Rights and Responsibilities* on the basis that the provisions in the *Policy* do not raise any human rights issues or limit any human right.

Council is committed to socially responsible procurement by:

- ensuring all procurement practices are sustainable and strategically aligned with the wider Council objectives;
- achieving greater value-for-money across the community through the use of effective procurement;
- ensuring all businesses have the same opportunity to tender for Council contracts; and
- enhancing partnerships with other councils, suppliers and community stakeholders.

The goods and services that are purchased by Council include:

- construction and maintenance of roads, drains, footpaths, and buildings;
- electricity;
- food;
- library books;

- stationery and print;
- IT software and hardware;
- vehicles; plant and equipment;
- medical supplies;
- promotional supplies; and
- computers, tablets and mobile devices.

PURCHASING DECISIONS

Purchasing decisions are made in compliance with Section 186 of the *Local Government Act 1989*. Goods and services valued above the specified levels, (\$150,000 and 'works' valued above \$200,000) over the term of the contract, are purchased through a publicly advertised tender process.

Contracts are awarded in accordance with delegated authority and if above \$250,000 for goods and services, or \$750,000 for roads and drains, require approval by Council resolution.

All successful and unsuccessful tenderers are notified in writing of the tender evaluation outcomes.

Purchases under Section 186 thresholds are subject to a competitive process with a tender required for expenditure above \$50,000. If special circumstances exist, Chief Executive Officer approval must be sought to waive the quotation

process. For expenditure between \$5,000 and \$50,000, a minimum of three quotations is required, except in the following circumstances:

- in an emergency situation;
- where the work is highly specialised; or
- where fewer than three quotations are received due to a lack of suppliers having the ability to carry out the work.

In these instances, the purchase of the goods or services must be approved by the relevant director.

For expenditure under \$5,000 competition is encouraged but not mandatory.

The risk implications to Council of all purchases (including those under \$5,000) must be considered and Corporate Counsel is consulted where a potential risk is identified.

SUPPLIER REQUIREMENTS

Each tender and quotation process that is undertaken by Council to obtain goods, works or services, includes selection criteria/requirements that must be addressed by the tenderer in order for its submission to be assessed and then approved by Council.

The selection criteria are set by the relevant director, based on the goods, works or services required. Environmental consideration, total cost to Council, and the ability to achieve a safe

FIGURE 15
RENEWABLE VERSUS NON-RENEWABLE FUEL CONSUMPTION (MEGAJOULES)

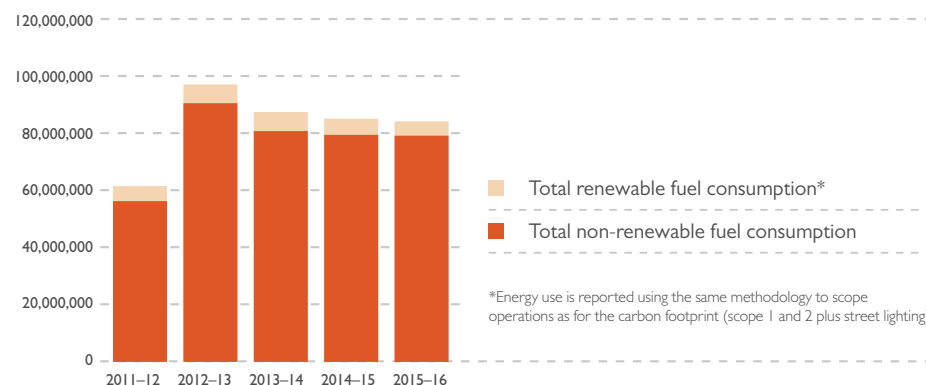
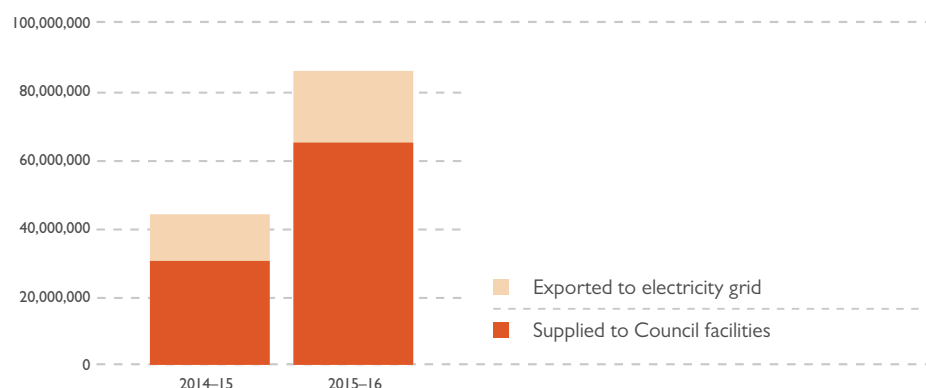


FIGURE 16
SOLAR POWER GENERATED BY COUNCIL (KILOWATT HOURS)



workplace are mandatory criteria. The tenderer is also required to have specific insurance in place to cover an amount, requisite to the nature of the works, goods or services required. Other requirements of the tenderer can include experience; technical skills; customer service; environmental consideration; ability to achieve Council timelines; and quality.

SUSTAINABLE PROCUREMENT

Council uses its best endeavours to support sustainability through its purchasing activity and monitors and reports on Council activities and programs that have an impact on or contribute to the environment, including all general procurement.

Council is committed to adopting a green procurement approach by supporting the principles of sustainable procurement within the context of purchasing on a value-for-money basis.

Value-for-money purchasing decisions made by Council are made on the basis of whole-of-life cost and non-price factors, including contribution to Council's sustainability objectives.

Council prefers to purchase environmentally sustainable products whenever they are deemed to achieve the same function and value-for-money outcomes.



GESAC
BENTLEIGH EAST

CAMDEN WARD



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 27 October 2012.

The Mayor is elected annually by the Councillors and the nine elected Councillors for 2012–16 are:

CAMDEN WARD

Cr Michael Lipshutz

Phone/Fax: 9530 0438

Mobile: 0400 832 270

Email: mlipshutz@gleneira.vic.gov.au

Bachelor of Laws (The University of Melbourne), Associate of the Institute of Arbitrators and Mediators (IAMA)

Cr Lipshutz is married with four children. He has been a resident of Glen Eira for more than 30 years and is serving his third term on Council. He is a lawyer by occupation and has been actively involved in community work for many years serving as a director of Nonprofit Australia Ltd, president of the Jewish Community Council of Victoria and chairman of the Anti-Defamation Commission.

Cr Mary Delahunty

Deputy Mayor 2015

Phone/Fax: 9523 9105

Mobile: 0427 970 879

Email: mdelahunty@gleneira.vic.gov.au

Diploma Financial Services (Financial Planning), Master of Applied Finance (Corporate Advisory) (Kaplan University)

Cr Delahunty lives with her young family in Elsternwick and believes the City of Glen Eira has a rich cultural history and a bright future. She works in industry superannuation delivering results for some of the hardest working Australians.

Cr Delahunty is an active member of many local sporting and community groups and is a heartbroken St Kilda supporter.

Cr Delahunty is a board member of ESTA (Emergency Services Telecommunication Authority) and a member of the State Government Advisory Panel to review the *Local Government Act*. Cr Delahunty is also a 2015 Churchill Fellow and past chair of ReLink Australia, a national not-for-profit and serves on the Audit Committee of Council, the Community Consultation Committee and is Council's delegate to the Metropolitan Waste Management Group.

Cr Thomas Sounness

Deputy Mayor 2016

Mobile: 0428 596 951

Email: tsounness@gleneira.vic.gov.au

Bachelor of Science (PRT) (Murdoch University), GDipPD (The University of Melbourne)

Born in Western Australia, Cr Sounness moved to Victoria to be closer to family and friends.

He has more than 10 years' experience practising as a town planner in Western Australia, and has studied urban planning and design in Victoria.

Cr Sounness is completing a Masters of Environment focussing on climate change and global aspects of national policy development at the University of Melbourne.

Cr Sounness has lived in Caulfield South for six years and volunteers his time to a number of non-profit organisations.

ROSTOWN WARD

Cr Margaret Esakoff

Phone/Fax: 9578 2877

Mobile: 0407 831 893

Email: mesakoff@gleneira.vic.gov.au

Cr Esakoff is a long-time resident of Glen Eira, was educated in Rosstown Ward and has lived in the area almost all of her life. She is married with two children and three grandchildren. Cr Esakoff has experience in business administration, running a small business with her husband, as well as working in the publishing, advertising and radio/television industries.

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



Cr Kelvin Ho

(Elected on a countback and took the oath of office on 12 April 2016 following the resignation of Cr Karina Okotel)

Mobile: 0466 399 089

Email: kho@gleneira.vic.gov.au

Bachelor of Information Systems
(Central Queensland University)

Cr Ho has lived in Carnegie for more than eight years, and is dedicated to community service. In 2013 he established the Australian Chinese Leadership Foundation to cultivate outstanding talent in both the political and business fields. Following the 2015 Great Ocean Road bushfires, the Foundation, under his leadership, donated \$10,000 to a fund aimed at assisting the victims.

Cr Ho works for a project management company, and facilitates business and technology exchanges with China on a voluntary basis. Cr Ho is honoured to serve on Council, and is keen to further contribute to his local community.

Cr Karina Okotel

Deputy Mayor 2016

(Resigned effective 5 April 2016)

Bachelor of Arts and Bachelor of Laws
(The University of Melbourne)

Cr Okotel was admitted as a lawyer to the Supreme Court of Victoria in 2006 and the High Court of Australia in 2007. She has worked in private and public practice including as a senior civil lawyer at Victorian Legal Aid.

Cr Okotel has volunteered extensively and spent a year volunteering in Uganda with Baptist World Aid and, locally, at the Godfrey Street Community House and Peninsula Community Legal Centre. Cr Okotel is the past Victorian Co-Convener of Australian Lawyers for Human Rights.

Through an official countback conducted by the Victorian Electoral Commission, Cr Kelvin Ho was elected to replace Cr Okotel at a Special Council Meeting on 12 April.

Cr Neil Pilling

Mayor 2016

Mobile: 0428 310 919

Email: npilling@gleneira.vic.gov.au

Cr Pilling has lived in the Murrumbidgee area for more than 20 years. With his children having attended the local primary school and an active involvement with local sporting groups at Duncan Mackinnon Reserve, he values and enjoys the sense of community the area offers. Cr Pilling's previous careers include IT consulting and working as a professional mountain guide in Nepal and Tasmania. He has been involved in many campaigns to protect our natural heritage, including the Franklin River and the old growth forests of East Gippsland, as well as volunteering for groups including Oxfam.

TUCKER WARD

Cr Jamie Hyams

Phone/Fax: 9578 8314

Mobile: 0427 319 018

Email: jhyams@gleneira.vic.gov.au

Bachelor of Arts and Bachelor of Laws
(Monash University)

A long-time resident of Glen Eira, with a keen interest in sport and recreation, Cr Hyams is serving his third term on Council and was Mayor in 2012 and 2013. He works for a not-for-profit 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.

Cr Oscar C Lobo

Mobile: 0417 837 418

Email: olobo@gleneira.vic.gov.au

Bachelor of Business Administration, Diploma of Local Government

Cr Lobo has lived in Tucker Ward (Bentleigh, Bentleigh East and McKinnon) for many years. Cr Lobo was raised and educated in English medium in a Jesuit school in Goa during the Portuguese rule. He has many years of banking experience having worked in five banks overseas and in Australia. His expertise lies in internal controls and operations and management in a leadership position.

Cr Lobo is directly involved in different types of multicultural communities and has been an executive committee member of Godfrey Street Community House for 10 years and is a Justice of Peace.

Cr Jim Magee

Mayor 2015

Phone/Fax: 9563 8360

Mobile: 0427 338 327

Email: jmagee@gleneira.vic.gov.au

Cr Magee is married with two boys and has lived in Bentleigh East since 1988. His involvement in sporting and community groups is a very important part of his life. His weekdays involve work and Council commitments and on weekends he is a keen bowler with the Coatesville Bowls Club. Cr Magee was very pleased to witness the opening of Glen Eira Sports and Aquatic Centre (GESAC), which he worked towards for many years.

For further information on Councillors, see *Corporate governance*, page 133.

ORGANISATIONAL STRUCTURE

The CEO, together with four directors and the Chief Financial Officer, form Council's executive team, supported by business unit managers and their staff. The CEO is employed by Glen Eira City Council's nine Councillors in accordance with the *Local Government Act 1989* and is responsible for the day-to-day management of Council operations in accordance with Council's *Community Plan*.

PERFORMANCE AND VALUES

The CEO, directors and most business unit managers are employed under fixed-term employment contracts and their performance is measured and reviewed annually against key performance indicators.

Council reviews the CEO's performance while the CEO reviews the performance of directors. Directors review the performance of business unit managers. Staff service delivery and behaviour are strongly guided by Council's five employee values of Teamwork, Customer Service, Leadership, Initiative and Respect.

These values are underpinned by expectations and feature prominently in staff performance reviews as the key drivers of reward and recognition in the organisation. They also contribute to the organisation's ability to meet community needs and prepare for the future.

CHIEF EXECUTIVE OFFICER

Rebecca McKenzie

Commenced position in February 2016

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)

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 prior 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 Vice President of Local Government Professionals Victoria.

FORMER CHIEF EXECUTIVE OFFICER

Andrew Newton

Resigned 20 October 2015

Commenced position in 1999, reappointed in 2005, 2010 and 2014

Bachelor of Arts (Hons) (Monash University), Master of Business Administration (The University of Melbourne), FAICD, FLGP

Throughout his career Andrew has specialised in leading community enterprises involving essential community services, large asset bases and finances. He has worked as an executive for federal, state and local governments and is a sought after speaker on public sector reform. He holds a Bachelor of Arts, Master of Business Administration and is a Fellow of the Australian Institute of Company Directors and a Fellow of the Local Government Professionals.

DIRECTOR COMMUNITY RELATIONS

Paul Burke

Commenced position in 2001

Paul began his working life in the Australian Army before moving into the federal public service where he worked for the Attorney-General's Department and Federal Parliament.

He has worked for one of the United Kingdom's (UK) largest county councils providing support across police and fire services, schools, social services, justice, planning and economic development.

Paul also worked closely with the UK's national government and the European Parliament and Commission. He joined Council in July 1999 and was appointed Director Community Relations in September 2001.

DIRECTOR COMMUNITY SERVICES

Peter Jones

Commenced position in 2003

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

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.



DIRECTOR INFRASTRUCTURE AND ENVIRONMENT

Samantha Krull

Commenced position in May 2016

Bachelor of Science (Engineering) (Hons),
Graduate Diploma in Engineering

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 (IPWEA) *Victorian Sector Practitioner/Engineer of the Year Award*.

DIRECTOR PLANNING AND TRANSPORT

Ron Torres

Commenced position in 2015

Bachelor of Planning and Design (The University of Melbourne)

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 and traffic engineering programs, each with a goal of safeguarding and developing community amenities and wellbeing.

CHIEF FINANCIAL OFFICER

Peter Swabey

Commenced position in 2004

Bachelor of Business (Accounting) (Monash University), CPA

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.

MANAGER HUMAN RESOURCES

Betsie Young

Commenced position in 2003

Graduate Diploma in Human Resources (Monash University)

Betsie has more than 20 years' experience in human resources at management level in both

local and state governments. She has a wealth of experience in industrial relations and has successfully led enterprise bargaining processes in Local Government for the past 16 years. Betsie is also a qualified trainer. She won the *SACS Consulting Award for Leadership in Local Government* at the executive level in 2010 for her contribution and leadership at Glen Eira and in the community.

CORPORATE COUNSEL

Robyn Taft

Commenced position in 2012

Bachelor of Arts, Master of Laws, Post Graduate Diploma in International Property Law (The University of Melbourne)

Robyn was appointed Corporate Counsel in early 2012 and is a senior lawyer who has spent more than 25 years working as an in-house counsel in both government and corporate environments. She has extensive legal, governance and company secretarial experience gained in organisations in the health, transport, retail and energy sectors.

MAJOR SERVICES BY DIVISION 2016

Chief Executive Officer

- Council and committee meetings
- Councillor support
- Citizenship ceremonies and civic events
- Corporate governance
- Corporate Counsel

- Risk Management
- Tendering and contract formation
- Freedom of information
- Information privacy
- Whistleblower's protection
- Human Resources
- Learning and development
- Occupational health and safety

Infrastructure and Environment

- Asset planning and works
- Major Projects
- Infrastructure, building, park and sportsground maintenance and renewal
- Street and park tree management
- Environmental sustainability programs
- Asset protection
- Facilities management
- Municipal waste and graffiti management services
- Business mentoring, support and capacity building
- Emergency management
- Urban design

Community Relations

- Council Secretariat
- Service Centre
- Publications and *Glen Eira News*
- Media and online communication
- Sportsground management

- Recreation facilities
- Recreation planning
- Youth programs and referrals
- Youth Information Centre
- Youth events
- Management of Glen Eira Sports and Aquatic Centre

Community Services

- Library services
- Immunisation program
- Maternal and Child Health
- Cultural events and festivals
- Public Health
- Residential Aged Care
- Long Day Care
- Family Day Care
- Glen Eira City Council Gallery
- *Community Grants Program*
- Health promotion
- Ageing and disability services
- Community aged care services such as home care, social support, respite, and health promotion activities
- Community Development
- History and Heritage

Planning and Transport

- Transport and parking management
- Implementation of the *Glen Eira Transport Strategy*, *Road Safety Strategy* and *Walking Strategy*

- Strategic Transport Planning
- Parking enforcement and prosecutions
- School crossing supervision
- Statutory building services and enforcement
- Building surveying
- Statutory planning services and enforcement
- Planning applications processing and advice
- Planning appeals and advice
- Subdivisions
- Policies and plans to guide land use and development
- Strategic Town Planning
- Animal management, including creation and implementation of the *Glen Eira Domestic Animal Management Plan*
- Implementation and enforcement of local laws

Financial Services

- Audit — internal, external and Audit Committee
- Procurement
- Fleet Management
- Information Technology computing and communication systems
- Records Management and archival services
- Accounting services accounts payable, accounts receivable, financial accounting, fixed assets, budgeting and management accounting
- Payroll services
- Rates and Valuations





OUR EMPLOYEES

Glen Eira City Council prides itself on being an employer of choice.

It has an excellent health and safety record, extensive training that encourages professional development and a program of reward and recognition across the organisation. All permanent employees (100 per cent) have an annual review to ensure any issues and concerns are raised and addressed, and development opportunities are maximised.

Council is committed to its values of Teamwork, Customer Service, Leadership, Initiative and Respect. These values underpin everything the organisation does. Commitment to these values ensure staff members are treated equally and that Council is highly regarded by residents, clients, customers and the community of Glen Eira.

Employees are offered flexible work arrangements, an *Employee Assistance Program*, health and wellbeing programs, comprehensive leave entitlements and a social club.

There is ongoing engagement with staff at all levels, including response to their feedback and positive reinforcement of a job well done.

MAJOR ACHIEVEMENTS 2015–16

- Council was named a winner in the *Employer of Choice* category at the 2015 *Australian Business Awards* in August. For further information, see Governance, page 96.

- Council's eLearning system — *Learn Connect* — was upgraded in late 2015. The upgrade was rolled out to ensure learning compliance and enhanced reporting.
- Staff identification cards were rolled out across the organisation to enhance employee security. All employees are now required to wear a badge with their name, position and photo.

EMPLOYEE PROFILE

As at 30 June 2016, 1,384 people were employed in a range of positions across the organisation.

This figure is made up of 533 casual, 455 part-time and 396 full-time employees, of whom 923 are female and 461 are male. There are 741 full-time equivalent (FTE) staff.

The ages of staff vary, with Glen Eira Sports and Aquatic Centre (GESAC) attracting a younger age group of employees in the fitness and aquatic areas.

In 2015–16, 220* new employees attended Council's *Induction Program*.

*This figure is different to the number of employees mentioned in the table on page 40 due to staff leaving prior to completing formal induction or employees who started in June and are due to attend the next *Induction Program*.

EMPLOYEE ENGAGEMENT

Employee engagement drives the motivation, involvement and commitment to the organisation of our employees to deliver excellent services to our community. A high employee engagement

score is positively linked with organisational performance in a range of areas, including increased customer satisfaction, productivity and lower employee turnover.

Council is committed to maintaining high levels of engagement with its employees and this is monitored and measured through regular surveys with specific business units, which are conducted by a third party — People Stream. Once survey results have been formulated, each manager is required to develop action plans in response to the findings.

In 2015–16, Glen Eira Sports and Aquatic Centre (GESAC); Service Centre; Community Development; Planning and Transport; and Recreation and Youth were surveyed. There was a 60 per cent response rate, which showed an overall engagement rate of 89 per cent (54 per cent engaged and 35 per cent highly engaged).

The key areas surveyed are empowerment; commitment; work/life balance; nature of the job; career growth; performance management; relationships; reward; organisation; and the workplace.

The top three categories, where employees felt most engaged in the organisation were empowerment, nature of the job and commitment. The survey results indicated reward, career growth and workplace as the bottom three categories where employees felt the organisation was least engaged.

ANNUAL STAFF TURNOVER (%)

2011–12	2012–13	2013–14	2014–15	2015–16
7.35	7.92	8.49	9.70	11.24*

*While turnover has increased, it reflects a competitive employment market. Forty seven per cent of voluntary departures were casual employees.

STAFF TURNOVER 2015–16

Age	Female	Male
<30	41	15
30–50	36	18
>50	31	14
Total	108	47

STAFF TURNOVER BY AGE, GENDER AND CONTRACT 2015–16

Age	PERMANENT FULL-TIME		PERMANENT PART-TIME		CASUAL		TOTAL
	Female	Male	Female	Male	Female	Male	
< 30	9	1	5	1	27	13	56
30–50	9	9	16	1	11	8	54
>50	5	7	15	4	11	3	45
Total	23	17	36	6	49	24	155

EMPLOYEE AGE PROFILE 2015–16 (%)

Average Age	15 to <25	25 to <35	35 to <45	45 to <55	55 to <65	Over 65
44.20	16	16	17	24	20	8

CELEBRATING ACHIEVEMENTS

Council understands the importance of acknowledging the efforts and achievements of employees. There are a number of ways staff are rewarded and acknowledged for their efforts, from the performance management process, to individual team and business unit celebrations and the more formal enterprise-wide practices.

Reward and Recognition ceremonies are held during the year to acknowledge staff members who have performed above and beyond expectations, and have demonstrated their excellence to Council's values of Teamwork, Customer Service, Leadership, Initiative and Respect. Throughout 2015–16, 33 staff were recognised including four teams.

Years of service are also celebrated at Glen Eira, with ceremonies for 10, 15, 20, 25, 30 and 35 years. In 2015–16, 104 staff members were recognised for their valued service, representing a combined 1,590 years of service.

KEEPING EMPLOYEES INFORMED

Ensuring people are informed and connected is central to keeping employees engaged with their role and the broader objectives of the organisation. Council uses a range of communication methods to keep staff up-to-date and inspired, including:

- Council's intranet includes rotating banner messages with news and events; message boards, what's on when; a knowledge board where staff can share information relating to their department; an online feedback option; motivational tools; a training calendar; general information; policies and procedures; internal vacancies; and a wellbeing portal.
- The Staff Consultative Committee acts as the conduit to and from management with members providing feedback, as well as promoting cultural and organisational values, staff development, health and wellbeing and other relevant policies and programs.
- Staff members are kept up-to-date on a range of social club activities that promote inclusion and connectedness among all staff. Activities are communicated to staff via flyers, email and noticeboards.
- The *Health and Wellbeing* program has a dedicated intranet page providing staff with information and tips regarding their personal health and wellbeing.
- *ge people* is the quarterly staff newsletter distributed to all employees highlighting news and personal stories and contributions from across the organisation.

- All staff members who have access to email receive weekly updates from the CEO about what is happening around the organisation, including any significant changes, events and training and development opportunities.

LEARNING AND DEVELOPMENT

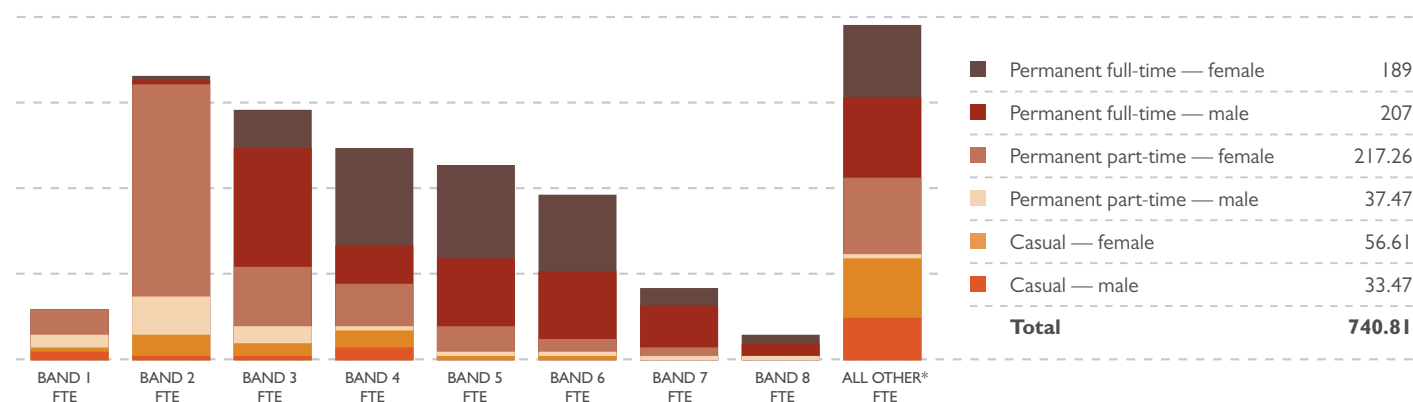
Council understands the importance of keeping staff skilled, appropriately trained and engaged with the work they do. Developing staff is an organisational priority and an extensive corporate training calendar is developed to reflect the diversity of the people and projects at Council. Council spent \$748,278 on learning and development in 2015–16.

Training offered includes traineeships, tertiary studies, and a variety of other courses.

An annual *Learning Fortnight Program* and the monthly *Bite Size Learning* provide a sample of various short courses and seminars for further study and continual learning.

Strategic partnerships have been developed with Swinburne University of Technology and Holmesglen TAFE to deliver tertiary training within the organisation.

EMPLOYMENT CLASSIFICATION AND GENDER (FULL-TIME EQUIVALENT (FTE)) AS AT 30 JUNE 2016



*All other categories included: nurses (including maternal and child health, immunisation and residential care), Glen Eira Sports and Aquatic Centre employees and those on an annualised salaries or contracts.

Tertiary courses completed or ongoing during 2015–16:

2015

- Diploma of Project Management (June to November 2015) — 12 participants;
- Diploma of Business Administration (August 2014 to August 2015) — one participant; and
- Certificate III Home and Community Care/Certificate III Disability (October 2014 to October 2015) — three participants.

2016

- Diploma of Leadership and Management (April 2016 to April 2017) — 12 participants; and
- Certificate IV of Leadership and Management (July 2016 to April 2017) — nine participants.

In addition, all new employees are trained in human rights. Responsibilities under the *Charter of Human Rights* are covered at the face-to-face *Induction Program* and staff can also access an e-learning module about the *Charter*. Information on the *Charter* is also accessible via the *Staff Handbook* and on the intranet.

E-LEARNING

Council continues to deliver online training to all staff via e-learning.

All new staff members are required to undertake a 45-minute *E-Orientation* program, which provides a comprehensive overview of Council. The program includes a welcome from the CEO; an organisational structure diagram; a map of Glen Eira; information on conflict of interest; Council's *Code of Conduct*; and outlines key policies and procedures including workplace bullying; equal employment opportunity; information technology and email; and occupational health and safety (OHS).

In addition to this, there are a range of compliance courses such as OHS; privacy and bullying; and elective specialised courses for staff to complete. The delivery of these courses via e-learning allows for self-paced and interactive learning.

In September 2015, Council upgraded its e-learning system to ensure the content was current with privacy legislation and to enhance reporting.

LEADERSHIP DEVELOPMENT

Council is committed to providing managers, supervisors and emerging leaders with opportunities to develop.

In May 2016, Council introduced regular leadership lunches for all staff. An external keynote speaker is invited to the lunch to present on their leadership experience. This initiative has been well received by staff.

Specific industry-based courses (Certificate IV/ Diploma of Leadership and Management) that target aspiring supervisors, team leaders and co-ordinators are also offered to staff. Since the implementation of these courses, Council has seen the rollout of many innovative ideas that have delivered real benefits to Council.

In addition to this, Council strongly supports programs such as the *Local Government Managers Association (LGMA) Management Challenge*. In 2016, a group of six emerging leaders was selected to participate in the *Challenge* and finished second place in Victoria.

To further develop senior managers in the organisation, speakers are organised to present a range of topics to the senior management group (which meets monthly) to enable members to keep abreast of change and continue their professional development.

CONDITIONS OF EMPLOYMENT

All staff members (100 per cent) are covered by one of two enterprise bargaining agreements. There is one main enterprise agreement covering the majority of Council staff and a separate agreement for staff working at Glen Eira Sports and Aquatic Centre (GESAC). This is due to the unique occupations and nature of the work undertaken by staff at GESAC. For further information, see *Issues and challenges*, page 96.

NEW EMPLOYEE HIRES 2015–16

Age	Female	Male	Totals
< 30	76	43	119
30–50	55	26	81
>50	25	14	39
Total	156	83	239

In relation to superannuation, Council employees are members of Vision Super Fund, HESTA or an alternative compliant fund agreed to by Council.

The Superannuation Guarantee (SG) legislation currently requires employers to pay a minimum of 9.5 per cent of their employees' Ordinary Time Earnings (OTE) as super.

Council is bound by industrial agreements with prescribed wage rates and a position classification system. There is no gender distinction in remuneration.

EMPLOYEE BENEFITS

Glen Eira employees are offered a range of benefits.

These include:

- An *Employee Assistance Program* providing free support seven days a week to any staff experiencing personal issues or trauma.
- Salary sacrificing available for superannuation, childcare fees and GESAC memberships.
- Paid maternity/adoption leave (14 weeks) and paternity leave (two weeks).
- Flexible work arrangements for certain positions.
- Transition to retirement arrangements.
- Breastfeeding facilities for nursing mothers.
- The ability to purchase additional leave.

- Emergency services leave for volunteers of State Emergency Services (SES) and Country Fire Authority (CFA).

- The ability to donate blood in working hours.

- Access for all staff to further training and development opportunities.

- Study leave and assistance with costs of study.

- Family violence leave.

PARENTAL LEAVE

Under industrial instruments, all permanent staff members are entitled to parental leave after 12 months of service. For the 2015–16 year, 16 staff (all female) took primary care parental leave and five staff (all male) took secondary care parental leave. During 2015–16, three staff returned to Council following primary care parental leave in a part-time arrangement. Council has an 85 per cent return rate from maternity leave, with most staff resuming their careers in a modified capacity.

GRIEVANCE MECHANISMS

Council's industrial agreement, the *Enterprise Bargaining Agreement*, has a clause outlining dispute resolution procedures. This allows for internal resolution of disputes that may be escalated to the Fair Work Commission if unresolved. In 2015–16 three matters were resolved in a conference at the Fair Work Commission.

DISCRIMINATION

Council will not and does not tolerate discrimination in any way and has anti-discrimination policies and procedures in place. All employees receive information and training relating to discrimination expectations at induction and throughout their employment.

All complaints are dealt with promptly and confidentially through internal investigation processes. Employees are able to refer any matter to an external body, the Victorian Equal Opportunity and Human Rights Commission.

The Victorian Equal Opportunity and Human Rights Commission takes complaints about human rights, disability rights, race discrimination and sex discrimination under three laws:

- *Equal Opportunity Act 2010* (Vic);
- *Racial and Religious Tolerance Act 2001*; and
- *Victorian Charter of Human Rights and Responsibilities Act 2006*.

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 to ensure existing and prospective staff are not subjected to discrimination in the workplace. The *Program* ensures Council decisions and policies promote equal employment

WORKFORCE BY CONTRACT, GENDER AND DIVISION 2015–16

Division	CASUAL FEMALE		PERMANENT PART-TIME FEMALE		PERMANENT FULL-TIME FEMALE		CASUAL MALE		PERMANENT PART-TIME MALE		PERMANENT FULL-TIME		TOTAL	
	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.
Assets and Facilities	5	2.03	4	2.73	19	19	2	1.11	3	2.67	109	109	142	136.54
City Management					2	2					1	1	3	3
Community Relations	182	30.34	15	9.34	23	23	110	24.22	1	.47	27	27	358	114.38
Community Services	165	23.61	325	194.68	92	92	34	4.59	50	28.46	15	15	681	358.33
Corporate Counsel	1		1	.79	4	4					1	1	7	5.79
Finance			3	1.60	19	19					18	18	40	38.60
Human Resources			2	1.06	6	6			1	.80	3	3	12	10.86
Planning and Transport	7	.63	24	7.06	24	24	27	3.56	26	5.06	33	33	141	73.32
Total	360	56.61	374	217.26	189	189	173	33.47	81	37.47	207	207	1,384	740.81

opportunity in the workplace and that Council complies with federal and state legislation in relation to equal opportunity employment.

It is mandatory that all Council employees undertake online learning modules in relation to harassment; discrimination; vilification; bullying; and occupational violence. In addition, face-to-face training in equal opportunity is provided at induction and also through equal employment opportunity/workplace bullying training.

Council appoints and trains designated equal employment opportunity officers to provide confidential assistance to staff members who believe they may be affected by discrimination or harassment in the workplace. Simultaneously, Council's Human Resources Department plays an integral role in managing any complaints in relation to discrimination and in providing ongoing training and assistance to managers.

In 2015–16, no discrimination matters were raised by Council staff with any external bodies.

FAMILY VIOLENCE

Council recognises that employees may sometimes experience family violence in their personal lives and is therefore committed to providing appropriate support to these employees. Support may include, but is not limited to, counselling, workplace flexibility or additional leave. No staff members accessed family violence leave during 2015–16.

WORKFORCE BY AGE, GENDER AND CONTRACT 2015–16*

Age	PERMANENT FULL-TIME		PERMANENT PART-TIME		CASUAL		TOTAL
	Female	Male	Female	Male	Female	Male	
< 30	27	20	24	3	155	88	317
30–50	79	98	149	24	123	37	510
>50	83	89	201	54	82	48	557
Total	189	207	374	81	360	173	1,384

*Data on temporary staff unavailable.



**INJURY BY BODY PART
2015–16 — ALL DIVISIONS**

Body part	Injuries female	Injuries male	All injuries	%
Abdomen	1	1	2	1.98
Ankle	5	0	5	4.95
Arm	2	1	3	2.97
Back	8	10	18	17.82
Buttock	2	0	2	1.98
Ear	1	2	3	2.97
Elbow (right)	1	0	1	0.99
Eye (left)	1	0	1	0.99
Face	1	1	2	1.98
Hand/Fingers/Thumb	5	6	11	10.89
Foot (left)	2	2	4	3.96
Forearm	1	0	1	0.99
Head	8	0	8	7.92
Hip	1	0	1	0.99
Knee	6	3	9	8.91
Leg (lower)	0	5	5	4.95
Neck	3	3	6	5.94
Shoulder	5	1	6	5.94
Nose	1	1	2	1.98
Other specified multiple locations	1	0	1	0.99
Psychological system	3	1	4	3.96
Ribs	1	0	1	0.99
Wrist (left)	4	1	5	4.95
Total	63	38	101*	

*Persons may have multiple body part injuries.

INJURIES

In 2015–16, Council saw a 19 per cent reduction in the amount and severity of injuries. Muscular stress accounted for 28.73 per cent of all injuries, followed by falls from the same level at almost 10 per cent. Muscular stress includes manual handling material and people and soft tissue injuries where no objects are handled. Falls from the same level are most commonly slips and trips. Employees' back and hands were the most injured body part.

Community Care, Parks and Residential Care had the highest number of injuries. Community Care sustained 20 per cent of injuries and Residential Care and Parks each sustained 17 per cent. These business units are more likely to sustain injuries due to the high component of manual handling associated with their work. Community Care and Residential Care workers also sustain injuries through manual handling as they are assisting older adults to undertake the tasks of daily living, where illness, frailty or a disability is evident.

To manage these risks, measures are in place such as individual risk assessments, systematic training and a variety of equipment to reduce manual handling related risks.

**INJURIES BY MECHANISMS
2015–16 — ALL DIVISIONS**

How the injuries occurred 2015–16	Injuries female	Injuries male	All injuries	%
Being assaulted by a person or persons	2	0	2	2.13
Being bitten by an animal	0	2	2	2.13
Being hit by a person accidentally	0	2	2	2.13
Being hit by moving objects	5	3	8	8.51
Contact with electricity	0	1	1	1.06
Contact with hot objects	2	0	2	2.13
Contact with sharp objects	1	4	5	5.32
Exposure to a traumatic event	1	0	1	1.06
Exposure to single, sudden sound	1	2	3	3.19
Falls from a height	1	0	1	1.06
Falls on the same level	8	1	9	9.57
Harassment	0	1	1	1.06
Hitting moving objects	1	1	2	2.13
Hitting stationary objects	9	0	9	9.57
Insect and spider bites and stings	1	2	3	3.19
Muscular stress while handling objects other than lifting, carrying or putting down	3	4	7	7.45
Muscular stress while lifting, carrying, or putting down objects	5	5	10	10.64
Muscular stress with no objects being handled	6	4	10	10.64
Non-work related	1	0	1	1.06
Other and unspecified contact with chemical or substance	1	0	1	1.06
Other mental stress factors	1	0	1	1.06
Repetitive movement, low muscle loading	2	0	2	2.13
Stepping, kneeling or sitting on objects	1	0	1	1.06
Unknown	3	4	7	7.45
Unspecified mechanisms of injury	1	0	1	1.06
Vehicle accident	1	1	2	2.13
Total	57	37	94	

OCCUPATIONAL HEALTH AND SAFETY (OHS)

Our commitment to Occupational Health and Safety (OHS), including consultation with employees, is covered in the *Enterprise Bargaining Agreement* (see page 39). All operational decisions made in Council are considered in relation to any OHS impact that may occur on an individual, business unit or organisation. The *Fair Work Act* allows for union right of entry to any workplace should any OHS issues be raised with the union. To date, Council has not been served with any right of entry requests in regard to OHS issues.

OCCUPATIONAL HEALTH AND SAFETY DEPARTMENT

Council has an Occupational Health and Safety (OHS) business unit, which is part of the Human Resources Department. The OHS unit consists of four staff members including a senior OHS advisor, two OHS officers, and a stand-alone return to work officer.

The OHS Department is responsible for the development and management of Glen Eira City Council's Safety Management system. This includes reviewing relevant safe operating systems, policies and procedures, and conducting regular site visits to different business units throughout Council to ensure compliance.

In order to keep abreast of OHS best practice within the industry, Council provides ongoing safety training to all staff in a range of areas. Safety training is managed through the OHS Department

(see table, page 46). Individual business units also conduct site specific health and safety training, such as traffic management, hazardous and dangerous goods training and working at heights.

The OHS Department members also monitor the WorkSafe Victoria website, receive Municipal Association Victoria updates, and have an online daily subscription service that covers various aspects in relation to OHS, including legislative updates and OHS-based prosecutions and matters before the courts.

SAFETYMAP ACCREDITATION

All business units are responsible for identifying and assessing hazards and where possible, eliminating or reducing their risk. To ensure continuous improvement in workplace safety, all business units must adhere to *SafetyMAP* (*Safety Management Achievement Program*) certification requirements.

SafetyMAP is an audit tool that allows for an independent audit and review of an organisation's health and safety management system. It helps to establish safer working environments consistent with the requirements of health and safety legislation that protect people at work by eliminating, or better managing, health and safety hazards.

During 2015–16, Council undertook a surveillance audit and re-certification audit. Full *SafetyMAP*

re-certification visits occur every three years and involve up to 50 per cent of all business units. Surveillance visits occur every nine months, unless a re-certification audit is due.

The business units that underwent surveillance audits were: GlenWorks; Elsternwick Library; Warrawee Residential Facility; and Buildings and Properties. The audits took place over three days.

This year's re-certification audit took place over a two week period (six days in total).

The business units that underwent re-certification in 2015–16 were: Murrumbeena Child Care; Youth Services; Arts and Culture; Parks and Gardens; Building and Properties; Civic Compliance; Glen Eira Sports and Aquatic Centre; Moorleigh Maternal Child Health Centre; Public Health; GlenWorks; Community Care; ADASS, School Crossing Supervisors; and Bentleigh Library.

Auditors noted that continual improvement and good performance were demonstrated, identifying:

- Executive meetings now include a review of OHS objectives and the CEO regularly communicates OHS news via an update to all staff.
- Excellent preliminary analysis and report on slips, trips, and falls is being performed.

- Manual handling has been reduced in Community Care with the installation of overhead track/hoists.
- Improved safety at the Maternal and Child Health Centre as a result of the *Be Known, Be Safe* project.
- Improved systems of work and management of incidents in Community Care.

It was also noted the OHS Department is continuing to provide a good level of support and advice to business units across Council.

It is mandatory that all managers and supervisors address positive performance indicators in their performance reviews to ensure good OHS outcomes within their business unit.

OHS CONSULTATION

Consultation with staff regarding OHS matters is not only a legislative requirement, but also a significant part of Council's culture.

Council has an active OHS Committee of 16 trained staff representatives and seven management representatives from various business units across Council. This is in excess of the mandatory requirement as set in the *Occupational Health and Safety Act 2004*.

The Committee meets quarterly to review OHS procedures, concerns raised by staff and OHS initiatives.

During 2015–16, the OHS Committee reviewed 11 policies and procedures from the OHS manual. Procedures reviewed were incident reporting; confined spaces; hazard identification; contractor management; OHS consultation; storage and retention of OHS records; information management; plant safety; material storage and transport; personal protective clothes and equipment, and safety signage.

Council has an online incident/injury and claims management system. This facilitates more efficient tracking, reporting and analysis of OHS matters across the organisation. The program is being rolled out progressively in consultation with business units.

Council has not identified any non-compliance with OHS regulations or voluntary codes.

WORKPLACE INJURIES

The number of workplace injuries reported in 2015–16 was 94 compared to 113 in 2014–15. See table page 43.

The low number of claims lodged against the number of injuries demonstrates the success of Council's *Proactive Early Intervention Program*. Claims are minimised through the *Program* as it includes close and careful case management of injuries and provision of early support and treatment, and encourages an early return to work, often on alternative duties. This approach has provided a good outcome for both injured workers and Council.

WORKCOVER PREMIUM

In 2015–16, the premium rate for Glen Eira City Council was 1.44 per cent compared to the industry rate of 1.62 per cent. This saved Council approximately \$128,600 in premium.

WORKSAFE

During 2015–16, there were 28 notifiable incidents reported to WorkSafe — 11 incidents involved employees and 17 were public liability.

Out of the 28 incidents reported, there were four serious incidents that had the potential to result in fatalities:

- A contractor cut through a 240 volt powerline with a Ditch Witch (compact trenching machine), while trying to install a root barrier at Caulfield Park Reserve.
- A Facilities Services officer received several electrical shocks whilst holding a Hanukkah menorah (candelabra) owned by a client.
- An elderly customer was unwell and fell down the stairs at Elsternwick Library.
- A library customer with a small grandchild became unwell and unresponsive during a *StoryTime* session, possibly due to an anaphylactic reaction.

Conducting workplace inspections to ensure work safety is one of Council's positive performance indicators. During 2015–16, 82 per cent of workplace inspections were completed on time, 16 per cent were completed late due to absence of staff and two per cent were not conducted.

HEALTH AND WELLBEING

Health and wellbeing is paramount to employee satisfaction. Council has a dedicated program — *BEE Well* — which is overseen by a committee comprising between eight to 10 staff members who meet on a monthly basis. The committee is passionate about the health and wellbeing of Glen Eira employees and plans and organises events that raise awareness and encourage staff to maintain a healthy lifestyle.

In addition to this, the committee provides regular promotion via Council's intranet to educate staff about days such as *R U OK?* and *Harmony*; and services such as Breast Screen Victoria and beyondblue.

Events/programs in 2015–16 included:

International Women's Day Luncheon

To celebrate *International Women's Day*, Council held a lunch on Tuesday 8 March at Duncan Mackinnon Reserve. Keynote speaker Stacey Currie attended and spoke to more than 90 female staff about living in a relationship overshadowed by domestic violence.

Men's Health Lunch

More than 95 male staff attended a lunch at Duncan Mackinnon Reserve on Friday 17 June to recognise men's health. Keynote speaker Geelong AFL player Jimmy Bartel attended to raise awareness and support putting an end to domestic violence.

Safety, Health and Wellbeing Expo

All staff members were invited to attend a *Safety, Health and Wellbeing Expo* on Tuesday 27 October at Glen Eira Town Hall. The *Expo* included OHS and wellbeing information tables including Vision Super, Red Cross and Australian Hearing; and smoothie making bikes. More than 125 health checks were conducted for blood pressure and body composition, glucose and cholesterol, iridology, hearing and skin checks, as well as 48 fitness consultations and massages. More than 150 staff attended.

OCCUPATIONAL HEALTH AND SAFETY TRAINING 2015–16

Training	Department	Number of staff	Duration
Asbestos awareness	Infrastructure Assets	8	16 hours
Asbestos staff information session	Various	29	29 hours
Confined spaces, cardiopulmonary resuscitation and defibrillator update	Major Projects and Infrastructure Renewal	6	45.6 hours
Cardiopulmonary resuscitation and defibrillator update	Various	6	24 hours
Cardiopulmonary resuscitation and defibrillator update	Various	8	16 hours
Fire warden training	Libraries and Learning Centres	7	53.2 hours
Hazardous substances and dangerous goods	Community Development	8	8 hours
Health and safety representatives initial	Libraries and Learning Centres	1	38 hours
Health and safety representatives refresh	Various	9	68.4 hours
Health and safety representatives refresh	Various	10	80 hours
Immunisation emergency management	Family and Children's Services	9	27 hours
Manual handling	Family and Children's Services	11	22 hours
Manual handling	Glenworks	28	112 hours
Manual handling	Libraries and Learning Centres	9	13.5 hours
Manual handling	Family and Children's Services	23	46 hours
Premium immunisation emergencies and cardiopulmonary resuscitation	Family and Children's Services	4	16 hours
Safe home visiting and risks	Various	28	84 hours
Training and evacuation exercise	Libraries and Learning Centres	5	2.25 hours
Other Occupation Health and Safety training	Various	3	3 hours
Totals		212	703.95 hours

Lunchtime and bite-size learning seminars

Eighty eight staff attended lunchtime and bite-size learning seminars on a range of health and wellbeing issues including: Red Cross blood donations; ergonomics and back care; mindfulness meditation; dispelling the myths around exercise and nutrition; sedentary lifestyles; sleep awareness; work/life balance; managing stress; and resilience.

Fundraising events

Staff raised awareness and supported a number of organisations throughout 2015–16 by holding morning teas and barbecues. Events were held for the White Ribbon campaign, the Lighthouse Foundation, Bethany, the Cancer Council, *Jeans for Genes Day* and *Pink Ribbon Day*. More than \$2,500 was raised. Garments were also collected for needy women in developing countries as part of the *Uplift Project*.

10,000 Steps Tasmania Pedometer Challenge

More than 110 staff participated in this virtual six week challenge that encourages staff members to get up out of their chairs, move more and sit less.

Ride to Work Day and Diabetes Australia Walk to Work Day

On 14 October staff members were encouraged to ride to work. On 13 November staff were encouraged to walk to work.

Red Cross Red 25

Six blood drives were held throughout the year with 168 donations made by staff.

Health programs

A number of programs were offered to staff including quit smoking; financial literacy; and mindfulness meditation to encourage positive behavioural changes. More than 95 staff participated in these programs.

Other promotional materials such as tote bags, stress balls and water bottles are distributed to all staff and serve as a daily reminder of the importance of health and wellbeing. Monthly fruit boxes are also distributed across the organisation.

OUR VOLUNTEERS

Glen Eira City Council values the assistance that volunteers provide in a range of Council services and programs.

Volunteers give their time tirelessly and without their help, many of Council's programs would not achieve such levels of success. All Council volunteers are provided with induction materials covering essential Council policies and health and safety procedures.

There are five approaches to volunteering at Glen Eira City Council:

- Council funds community groups that are largely made up of volunteering organisations, through its *Community Grants Program* and service level agreements.
- Volunteers are recognised for their dedication through Council's annual *Volunteer Recognition Ceremony*.
- Council funds Community Information Glen Eira (CIGE), which co-ordinates volunteering opportunities throughout the Glen Eira municipality.
- Volunteers assist with the operation of Council programs and advisory committees.
- Council provides facilities and assistance for volunteer organisations.

COMMUNITY GRANTS

Council's *Community Grants Program* assists not-for-profit, largely volunteer, community-based organisations to implement projects and activities, which meet identified community priorities that benefit Glen Eira residents by:

- strengthening community connections;
- developing an accessible and inclusive community;
- encouraging community initiatives that promote self-sufficiency and innovation; and
- helping to strengthen local participation in the planning and implementation of services.

See table page 48.

VOLUNTEER RECOGNITION CEREMONY

Council formally recognised 149 of its volunteers from 41 community groups at a ceremony on 11 May 2016. Certificates of recognition and service badges were presented to:

- 51 people for 500 hours of service;
- 26 people for 1,000 hours of service;
- 18 people for 2,000 hours of service;
- 28 people for 10 years of service;
- 24 people for 20 years of service;
- 1 person for 30 years of service; and
- 1 person for 40 years of service.

COMMUNITY INFORMATION GLEN EIRA

Community Information Glen Eira is a community-based information and referral service staffed by trained personnel, the majority of whom are volunteers. It is a not-for-profit benevolent organisation run by a committee of management.

The centre offers a personal information service in a supportive and informal setting and when required can refer clients to other appropriate local community services. Community Information Glen Eira received \$175,453 from Council's 2015–16 Budget, which included \$25,790 for operation of the Volunteer Resource Centre.

Grants were distributed to 137 community groups across a range of areas in 2015–16. Expenditure fell slightly under the allocated \$350,000 because three community groups did not accept their grant this year: Glen Huntly Village Traders Association, Rotary Club of Bentleigh Moorabbin Central and Ormond Traders (\$9,700).

VOLUNTEERS FOR COUNCIL PROGRAMS

In 2015–16, more than 135 volunteers contributed their time and skills to the following Council services, programs and committees:

Delivered Meals — 62 active volunteers

Volunteers delivered meals to approximately 130 residents each day who, because of frailty, disability or ill health, are unable to prepare their own meals. The volunteers are aged between 20 and 90 and are strongly committed to the role and the clients. The Delivered Meals volunteers worked a total of 3,900 hours.

COMMUNITY GRANTS 2015–16

Activity	Allocation	Projects funded
Community Services Grants		
Arts and culture	\$37,934	21
Active seniors	\$85,290	41
Family, youth and children's services	\$53,778	22
Health and wellbeing	\$80,524	26
Sports and recreation	\$52,947	19
Environmental sustainability	\$3,700	2
Ongoing facility hire	\$9,569	12
Festivals and Events Grants	\$22,000	4
Facility Hire Grants for schools	\$2,033	2
Total	\$347,775	149

Note: These figures do not include funding provided to community organisations through ongoing funding agreements. See *Highlights and achievements* page 1 and page 130.

Residential Services — 19 volunteers

Volunteers assisted with leisure and lifestyle activities and services at Council's residential facilities. In 2015–16, volunteers contributed 2,426 hours across Council's three facilities — Warrawee Community, Rosstown Community and Spurway Community.

Community Development — 11 volunteers

Council's Community Development Department supports community health and wellbeing by providing health promotion programs, facilitating inclusion and helping to build capacity of community groups. Volunteers contributed 50 hours assisting the Department with activities. Four people with a disability helped at Council's annual *Party in the Park* series in February and March and three people with a disability assisted at an event held at Glen Eira Sports and Aquatic Centre to celebrate the *International Day of People with Disability*.

Youth Leadership Team — 10 volunteers in 2015 and eight volunteers in 2016

The Youth Leadership Team (YLT) is a group of dynamic young people aged 15 to 25. The team consists of volunteers from the Glen Eira community who are interested in developing their leadership skills. They actively organise and facilitate all youth events, including *Sounds of Glen Eira* and the *Youth Art Expo*. Participants drive the planning, running and evaluation of these events. Members receive training in event management and

leadership and are encouraged to use their skills to become leaders in their local communities.

Business Development — 21 volunteers

The *Mentor Partners Program* offers practical support for local business; made possible with the help of community volunteers, experienced business owners and operators who act as mentors. Throughout 2015–16, volunteers contributed approximately 400 hours of support and assistance to local businesses.

Arts and Culture — two volunteers

Two volunteers spent approximately four hours per week assisting with the operations of Council's Gallery by greeting visitors, answering telephone inquiries and assisting with gallery mail-outs.

Family and Children's Services — two volunteers

Carnegie and Caulfield Childcare Centres received assistance from two volunteers (one at Carnegie and one at Caulfield). Volunteers assisted educators to gain hands-on experience by learning the role of an early childhood educator.

COMMITTEES

Citizen of the Year Advisory Committee

Three Councillors and two independent community representatives form this committee to make recommendations to Council on the recipients of its *Citizen of the Year*, *Young Citizen of the Year* and *Community Group of the Year Awards*.

Community Consultation Advisory Committee

This Committee makes recommendations to Council on how to consult with residents, ratepayers and other stakeholders in the community to ensure maximum participation, communication and value to the community. It meets four times a year and includes four Councillors and four independent community representatives.

Disability Reference Committee

Committee members provide advice to Council to enable a considered response to issues affecting people with disabilities living, working, recreating or studying within Glen Eira. These members also act as a resource for Council on matters relating to inclusion and access. Six community members attend six meetings per year and volunteer two hours bi-monthly. Four of the members are people with a disability.

Environment Advisory Committee

This Committee makes recommendations in relation to policy development and strategic planning of policies and programs relating to the natural environment, energy efficiency and sustainable resource use. The seven-member Committee has three Councillor representatives and four volunteer positions (three community members and one environmental specialist). The Committee held three meetings in 2015–16.

Transport Advisory Committee

The Transport Advisory Committee advises on transport matters. The seven-member Committee has three Councillor representatives and four volunteer positions. The committee meets at least four times a year with an open forum community consultation meeting held at least once a year. In 2015–16 the committee met once.

Reserve Advisory Committees

Council has 12 Reserve Advisory Committees predominantly made up of volunteers representing clubs, groups, associations and the community. Throughout 2015–16, there were 41 Committee meetings held. The Committees provide invaluable feedback to Council on key issues affecting Glen Eira's parks and sportsgrounds. They meet three to six times per year, depending on the size of the reserve.



SPEAKING UP FOR THE CITY

Local Government plays a key role in creating conversations, listening to members of the community, providing feedback to stakeholders, and advocating to other levels of government.

Glen Eira City Council is committed to honouring the responsibility it has to understand the issues of residents and advocate for positive change.

REVIEW OF TOWN PLANNING FEES

In July 2015, Glen Eira City Council along with a number of other councils, secured a commitment from the State Government to review town planning fees, to ensure more of the cost is paid for by developers and less by ratepayers.

Glen Eira ratepayers are currently subsidising multi-unit property developers, with more than \$1 million being used to administer planning applications, which are not funded by planning application fees.

When a planning application is lodged, a fee has to be paid. The fees do not cover the cost of processing developers' applications. The fees are set by the State Government and have not been increased at all in the last six years under both Coalition and ALP Governments.

Processing applications is costly and time consuming. The process involves: seeking specialist advice; consulting the community and considering objections; conducting public meetings; enforcing conditions of permits; and taking part in Victorian Civil and Administrative Tribunal (VCAT) appeals or mediations (for which Council receives no fee).

New fees that were more reflective of costs were proposed by the State Government in June 2016.

FUNDING TO IMPROVE LOCAL KINDERGARTENS

Glen Eira City Council received \$225,000 towards the upgrade of Bentleigh West and Brady Road

Kindergartens under the State Government's 2015–16 Children's Facilities Capital Program.

The playground at Bentleigh West Kindergarten in Bentleigh was upgraded and includes the installation of a new pergola and a dry river bed.

Refurbishment works at Brady Road Kindergarten in Bentleigh East included a new entry ramp, a new foyer and expansion of the playroom to increase the capacity of the centre.

During 2014 and 2015, Council officers advocated the State Government for additional funding to improve local preschools, and have undertaken extensive consultation with the two local kindergartens to facilitate the projects.

For further information, see *Services to support the community*, page 74.

LEVEL CROSSING REMOVAL

Grade separation works commenced in January 2016 at railways stations at North Road, Ormond; Centre Road, Bentleigh; and McKinnon Road, McKinnon as part of the State Government's commitment to remove 50 dangerous and congested level crossings.

Glen Eira City Council has strongly advocated for this for several years and it looks forward to improved safety and reduced congestion as a result.

Grade separation is a matter that community members have consistently raised with Council over a long period of time and once these

projects have been completed, the community will enjoy much better access across all railway lines in the City of Glen Eira.

Works are expected to be completed by the end of 2016.

Construction is expected to commence in 2016 on Grange Road, Carnegie; Koornang Road, Carnegie; and Murrumbeena Road, Murrumbeena with works expected to be completed by 2017.

COUNCIL CALLS FOR GREATER TRANSPARENCY OVER THE PROPOSED ELEVATED TRAIN LINE

In response to the State Government's announcement to elevate sections of the Caulfield and Dandenong rail corridor, Glen Eira City Council Mayor Cr Neil Pilling wrote to the Minister for Transport, advocating for further community consultation on the elevated train line throughout Glen Eira.

Requests were made by Council seeking full reports on noise; environmental, amenity and community impacts; vibration analysis; safety; and a cost-benefit analysis to be made available for full and open public scrutiny prior to the award of contracts.

In addition to this, Council also made a formal submission to the Level Crossing Removal Authority (LXRA) urging further community consultation, including the opportunity for impacted residents to hear from decision-makers in a public forum.

Despite our call for greater transparency, the State Government announced it had awarded the contract for the Caulfield to Dandenong Level Crossing Removal Project on 22 April. Council's attention is now turning to ensuring that the transformation of the open space and community facilities along the corridor enhance amenity and deliver good community outcomes.

CROWN LAND AT CAULFIELD RACECOURSE

After several years of advocating to the State Government and relevant service authorities, Council has still not received commitment for public use of Crown Land at Caulfield Racecourse. The Crown Land is reserved for three purposes — a racecourse, recreation and a public park.

Council will continue advocating to the State Government to give unqualified commitments to achieve public use of this public asset.

RATE CAPPING VARIATION

In January and February, Glen Eira City Council undertook community consultation regarding support for a rate cap variation.

Following this consultation, Council advised the Essential Services Commission that it would not be applying for a variation to the rate cap in the 2016–17 financial year.

Results on the consultation indicated there is insufficient community support to apply for a variation to the rate cap at this time. Council's rate income will be capped at a 2.5 per cent increase in 2016–17.

For further information, see *Consultation and planning*, page 61.



NINA COURT RESERVE
BENTLEIGH EAST

STAKEHOLDER ENGAGEMENT

Glen Eira City Council is committed to governing the City of Glen Eira in a democratic, open and responsible manner in the best interests of the community.

As a community leader, Council works to protect the unique characteristics that attract people to Glen Eira. The preparation of the *Community Engagement Strategy* demonstrates a promise by Council to actively engage the local community through best practice consultation methods. The *Strategy* is available online at www.gleneira.vic.gov.au

Council has been reporting against the *Global Reporting Initiative (GRI) G4* sustainability reporting guidelines for three years. These guidelines have a strong focus on materiality — reporting on the most significant economic, environmental and social impacts that affect stakeholders.

DEVELOPING OUR COMMUNITY PLAN — OUR MATERIALITY PROCESS

In 2012, Council developed a *Community Plan* which identifies eight strategic objectives — services that support the community; traffic, parking and transport; town planning and development; governance; recreation and open space; waste, graffiti and cleanliness; sustainable community assets and infrastructure; and community building and engagement. Within each strategic objective there are strategies with actions and measures that are reported on each financial year.

Council's *Community Plan* was developed through extensive community consultation and research that included a telephone survey, focus groups, community meetings and online consultation.

A Steering Committee, which comprised of Councillors and community representatives, was formed to guide the development of the *Plan* and identify key issues or material aspects.

The *Community Plan* is reviewed both internally and externally by stakeholders each year and acts as a key planning document so that Council can be responsive to the needs of its community and deliver quality services that provide value-for-money.

Consultations (see *Consultation and planning*, page 58) are also conducted throughout the year on individual matters, to help Council understand the community's priorities and issues and ensure community involvement in the decision-making process.

Council will use current and emerging technology each year to provide broader opportunities for the community members to have a say about Council services and future plans. The use of sound evidence, community input and representation, and transparent decision-making processes, including follow-up and reporting, will ensure Glen Eira continues to offer services that meet community needs.

GLOBAL REPORTING INITIATIVE (GRI) REPORT SCOPE

The content in the *GRI* report relates exclusively to Council's operations in the City of Glen Eira (see page 54) for the 2015–16 year.

The material aspects have been identified in accordance with Council's *Community Plan* as previously outlined.

The table opposite outlines the *GRI* Aspects that Council identified as material given their alignment with the material issues identified through the *Community Plan*.

COUNCIL MATERIAL ISSUE	GRI MATERIAL ASPECT	PAGE
Services to support the community	— Local communities	58–61, 72–81, 88–93
	— Product and service labelling	95, 102, 129, 145
	— Customer health and safety	44–45
	— Supplier assessment for impacts on society	26–27
Traffic, parking and transport	— Indirect economic impacts	82–87
Town planning and development	— Local communities	58–61, 72–81, 88–93
	— Supplier assessment for impacts on society	26–27
Governance	— Investment (training in human rights)	39, 97
	— Non-discrimination	40–41
	— Freedom of association and collective bargaining	39
	— Assessment (human rights)	143
	— Grievance mechanisms (human rights)	40–41
	— Customer privacy	141
	— Anti-corruption	138
	— Compliance (laws and regulations)	141–144
	— Product and service labelling	95, 102, 129, 145
Recreation and open space	— Indirect economic impacts	100–109
Waste, graffiti and cleanliness	— Energy	22–27
	— Emissions	22–27
	— Effluents and waste	25, 110–115
Sustainable community assets and infrastructure	— Water	22–24
	— Supplier environmental assessment	27
	— Indirect economic impacts	116–125
Community building and engagement	— Stakeholder engagement	53–55, 58–61, 126–132
Financial sustainability (<i>Annual Report</i> section)	— Economic performance	14–18, 162–235
	— Indirect economic impacts	82–87, 100–109, 116–125
Our employees (<i>Annual Report</i> section)	— Employment	37–41
	— Occupational health and safety	43–46
	— Training and education	38–39
	— Diversity and equal opportunity	40–41
	— Labour practices grievance mechanism	40

HOW DO WE ENGAGE WITH OUR COMMUNITY?

Tools used by Council to engage with the community and encourage participation include:

Method	Description
<i>Have Your Say</i>	A community online portal.
Council's website www.gleneira.vic.gov.au	All media releases, <i>Glen Eira News</i> editions, community consultation and major publications are uploaded to Council's website for the community to access.
<i>Glen Eira News</i> — monthly newspaper	Council delivers a monthly newspaper to more than 57,000 households.
Media releases	Regular media releases are written and distributed to local newspapers and relevant community groups.
Advertisements	Council advertises community engagement activities in local <i>Leader</i> newspapers (Caulfield and Moorabbin).
Telephone surveys	A random sample of the population is contacted by telephone to obtain specific information.
Surveys and questionnaires	Hard copy surveys and questionnaires are mailed randomly to a sample population or to all households.
E-newsletters	Available from Council's website, subscribers are emailed the newsletters that provide details about forthcoming Council engagement activities.
Newsletters	Council produces a range of newsletters for specific groups such as sporting groups, parents using Children's Services and Home and Community Care clients.
Community brochures	<i>What's on in Glen Eira</i> brochures are placed in parks and shopping strips to inform the community about local initiatives, issues and public meetings. Council has erected 12 community brochure holders in major shopping centres and community hubs.
Community meetings/forums	Formal community meetings are held (often with presentations).
Social media	Council has a range of Facebook pages for its Arts and Culture Services, Library and Information Services, Youth Services, Glen Eira Sports and Aquatic Centre and Maternal and Child Health Services. A library blog page has also been established to enable readers to share news and thoughts about books, reading and library services.
Submissions	The community is invited to present submissions on a range of issues.
Letters	Letters addressed to all affected people outlining issues are sent out with feedback forms and requests to participate and provide comments.
Consultation with existing groups	Small meetings are held with affected community groups.

Stakeholders consulted by Council vary according to the issue and are likely to include:

- residents;
- ratepayers;
- businesses;
- volunteers;
- peak bodies;
- those who work in the City;
- users of a particular facility or service;
- other service providers/agencies;
- community groups;
- other levels of government; and
- people who participate in or contribute to community life in the City.





CONSULTATION AND PLANNING

Council undertook 100 consultations during the 2015–16 financial year.

Council appreciates that the only way to genuinely understand and address community issues is through meaningful consultation that allows for two-way feedback and positive discussion. The *Community Plan* is the framework upon which we base our activities to address the priorities articulated by the people of Glen Eira (see page 53).

Planning and associated community development are critical areas for community consultation and the role of Local Government ensures there is opportunity for the people to impact the neighbourhood in which they live. Council has developed numerous policies to reflect the municipality's preferred direction, with most examples having an impact on planning, such as the *Open Space Strategy 2013–26* (see *Recreation and open space*, page 100) and the *Sustainable Transport Strategy 2011–14*, which was updated this year (see *Traffic parking and transport*, page 82).

Opportunities for community consultation are promoted in a regular column in *Glen Eira News*, on Council's website and a community consultation e-newsletter; in Council's *Community News* column in local newspapers and by direct contact from Council.

Significant consultations undertaken in 2015–16 included:

SUSTAINABLE TRANSPORT STRATEGY ACTION PLAN

From 1 December to 26 February, Council consulted with the community on its draft *Sustainable Transport Strategy Action Plan*.

The draft *Action Plan* has a set of new actions to be completed over the next two years as a continuation of Council's 2011–14 *Sustainable Transport Strategy*.

The 2011–14 *Strategy* aims to increase the use of sustainable transport modes, including public transport, cycling and walking, and decrease congestion and other problems caused by the over-dependence on cars.

The consultation included:

- a consultation portal on *Have Your Say*;
- a survey at *Party in the Park* — Princes Park;
- information on Council's website;
- an article in the December, February and March editions of *Glen Eira News*; and
- an advertisement in the Caulfield and Moorabbin *Leader* newspaper.

As part of the consultation, 48 community members provided feedback. There were 16 written submissions and 32 responses via the survey conducted at Princes Park.

The draft *Action Plan* was adopted at a Council meeting on 26 April 2016.

POSITIVE AGEING IN GLEN EIRA STRATEGY 2015–2020

Council consulted with the community during July and August 2015 to develop a new ageing strategy. The strategy builds on Council's first ageing strategy — *Glen Eira Ageing Strategy 2010–2015*, which made significant achievements in building a community that values and includes older adults.

The consultation included:

- two public forums held at Glen Eira Town Hall and Carnegie Library and Community Centre;
- a consultation portal on *Have Your Say*;
- one provider forum;
- 10 focus groups;
- listening posts in all four Glen Eira libraries;
- an article in the August 2015 edition of *Glen Eira News*; and
- information on Council's website.

As part of the consultation, 257 community members provided feedback. There were 37 written submissions; 90 participants in the focus groups; 15 participants in the public forums; 17 responses via the *Have Your Say* webpage; and 100 people utilised the listening posts.

The *Strategy* was adopted at a Council meeting on 15 March 2016.



PUBLICATIONS SURVEY

During February, Council conducted a *Publications Survey* to engage with the community regarding its newsletters; monthly newspaper — the *Glen Eira News*; brochures; publications; and the website. The purpose was to determine how well Council publications have been received, whether they are reaching the correct target audience, and if there was a more preferable way for residents to receive information. A total of 317 respondents completed Council's *Publications Survey*.

The engagement included:

- 308 phone calls;
- four advertisements in the local *Leader* newspaper seeking feedback; and
- copies of the *Survey* being made available on Council's website.

Results found that 94 per cent of residents surveyed confirmed they receive Council information with 81 per cent of people saying that they find it useful.

Eighty four per cent of residents said they prefer to receive information via hard copy, specifically *Glen Eira News*.

When residents are seeking information, 84 per cent surveyed said that the Service Centre is their preferred method.

DISABILITY ACTION PLAN

Consultation sessions were held during April as part of the development of the *Disability Action Plan 2016–2020*.

The consultation included:

- a consultation portal on *Have Your Say*;
- two community forums;
- 10 focus groups conducted;
- 3,000 postcards distributed to disability services, cafes, community groups, and community venues;
- one-on-one interviews;
- a survey distributed at Council's *Party in the Park* series;
- information on Council's website; and
- consultation details in the April edition of *Glen Eira News*;

More than 300 community members participated in the consultation process including 39 in community forums; 123 in focus groups; 11 in one-on-one interviews; 19 submissions via *Have Your Say*; 43 postcard submissions; 52 survey submissions; 18 written submissions; and four in telephone surveys.

The plan is due to go to Council for endorsement in August 2016.

GLEN EIRA LIBRARIES AND LEARNING CENTRES

Glen Eira Libraries and Learning Centres consulted with the community throughout April and May to assist with the development of a strategic plan for its services and programs.

A survey was made available via the *Have Your Say* webpage and at Council Libraries and Learning Centres, which focused on the physical and electronic collection and community programming that is currently offered. Library members were asked about the services they use and what they would prefer the libraries to offer now and in the future, while non-existing members were encouraged to tell us what would motivate them to use our libraries.

The process to attract community engagement included:

- copies of the *Survey* being made available on Council's website, Service Centre and at all libraries;
- a consultation portal on *Have Your Say*;
- an article in the April edition of *Glen Eira News*;
- advertisements throughout April in the local *Leader* newspaper seeking feedback; and
- three focus groups.

Council received a total of 725 surveys (137 online and 588 printed) and 41 attendees at three focus groups.

A draft strategic plan for the libraries' services and programs will be reviewed at a Council Meeting in the 2016–17 financial year.

GLEN EIRA PLANNING SCHEME REVIEW 2016

In accordance with Section 12B of the *Planning and Environment Act 1987*, Council consulted with the community throughout April, May and June 2016 on its *Planning Scheme*.

The *Glen Eira Planning Scheme* is a legal document that contains Council's overarching vision for land use and development throughout the municipality. It contains State Government planning policies and Glen Eira's local planning policies, as well as planning controls that implement these policies.

The consultation process included:

- six community engagement meetings;
- *Leader* newspaper advertisements;
- information on Council's website;
- an article in the April, May and June 2016 editions of *Glen Eira News*;
- information available at Council libraries; and
- letters to stakeholders (permit applicants, referral authorities, community groups, traders' associations).

More than 430 participated in the discussion with 247 attending the scheduled meetings and 68 participating via the *Have Your Say* online forum. A total of 122 submissions were received.

The plan is due to be adopted by Council in August 2016.

Further information regarding the *Glen Eira Planning Scheme* is available on Council's website www.gleneira.vic.gov.au Also see *Achievements*, page 90.

RATE CAPPING VARIATION

In December 2015, the State Government announced a rate cap of 2.5 per cent as part of its commitment to a *Fair Go Rates System*. This was 1.42 per cent lower than the projected increase to rates and charges encompassed within Council's *Strategic Resource Plan*.

As a result, Council contracted JWS Research to undertake community consultation in January and February regarding support for a rate cap variation. Six focus group meetings were held locally and attendance was low. In addition to this, a telephone survey with a representative sample of 500 residents was undertaken.

The consultation focused on the extent to which the community would support a rate cap variation, in particular if the funding was

used to underpin delivery of Council's *Open Space Strategy*. While the *Open Space Strategy* is heavily supported by the Glen Eira community, community members are divided on the need for a rate variation to implement it.

Although results showed that 51 per cent of community members who attended the focus groups were in support of Council applying for a rate variation, this was not deemed a substantial degree of support by Council.

Based on this, Council decided not to apply for a variation to the rate cap.

For further information, see *Speaking up for the City*, page 51.





JULY 2015



AUGUST 2015



SEPTEMBER 2015



OCTOBER 2015



NOVEMBER 2015



DECEMBER 2015



JANUARY 2016



FEBRUARY 2016



MARCH 2016



APRIL 2016



MAY 2016



JUNE 2016

A YEAR IN OUR CITY

JULY 2015

- Council in partnership with Caulfield Recreation Centre commences a 10 week *Carers Fitness Program* for carers of people with a disability.
- Glen Eira Libraries and Learning Centres run various events and workshops during the school holidays as part of its *Holiday Mania* program.
- Council holds a sensory-friendly film session — *Penguins of Madagascar* — to create a more comfortable experience for people with autism spectrum disorders and their families.

AUGUST 2015

- Arts and Culture holds a new event, *Cabaret Lumiere*, for the first time at Town Hall. Attendance is 563.
- Council consults with the community regarding its ageing strategy. The strategy builds on Council's first ageing strategy — *Glen Eira Ageing Strategy 2010–2015*.
- Council's three children's centres open their doors for families to visit and see what makes their learning and care programs special.

SEPTEMBER 2015

- Council awards \$399,336 in community grants to 137 not-for-profit community groups and organisations as part of Glen Eira City Council's *2015–16 Community Grants Program*.
- Youth Services holds its annual *Sounds of Glen Eira* event.
- Recreation Services holds its annual *Sports Club Breakfast*.

OCTOBER 2015

- Council runs its *Seniors Festival* to encourage those aged 55 years and over to stay active and get involved in their local community.
- Council officially opens the Duncan Mackinnon Reserve Pavilion and Community Room.

- Carnegie Library and Community Centre Forecourt is completed.
- *Springtime Music*, a series of free musical afternoons, kicks off in Caulfield Park.
- Glen Eira CEO Andrew Newton tenders his resignation.

NOVEMBER 2015

- Cr Neil Pilling is elected as Mayor of Glen Eira for 2015–16.
- Carnegie Swim Centre reopens for the summer.
- Council's Libraries and Learning Centres launch a *Summer Read* program.

DECEMBER 2015

- The Packer Park Velodrome in Carnegie is resurfaced.
- *Carols in the Park* is held at Bentleigh Hodgson Reserve. There are 5,500 attendees.
- *Open Country* — the *Murrumbidgee Boyds* exhibition closes. More than 4,500 visit the exhibition.

JANUARY 2016

- Council presents its annual *Citizen and Young Citizen of the Year* and *Community Group of the Year Awards* at the *Australia Day Breakfast*.
- The first of the *Party in the Park* series is held at Packer Park under the stars. Four thousand, five hundred people attend.
- The transfer station at Clayton Regional Landfill — Ryans Road, Clayton South closes.

FEBRUARY 2016

- Four-year-old kindergarten enrolment for 2016 and 2017 is now open.
- Council consults with the community regarding its *Transport Strategy draft Action Plan*.
- Council officially opens Elsternwick Plaza.
- Rebecca McKenzie commences her position as Glen Eira City Council CEO.

MARCH 2016

- Glen Eira Youth Services hold its *Body and Mind* — B.A.M program — a free self-defence program for females aged 14 to 25.
- Applications for Council's *Community Grants Program* open.
- Cr Karina Okotel resigns her position as a Councillor.

APRIL 2016

- Kelvin Ho was duly elected to represent the Rosstown Ward as a result of Cr Karina Okotel's resignation. A countback was conducted by the Victorian Electoral Commission.
- More than 120 people attend Council's annual *ANZAC Day Service*.
- Council engages with the community to review its *Planning Scheme*.

MAY 2016

- Council honoured 149 volunteers with its annual *Volunteer Recognition Program Awards*.
- Simply Sensational Catering and Events is named Glen Eira City Council's *Shop of the Year* at the annual *Food Business Awards*.
- Council holds an information session for the community on the *2016–17 Budget*.

JUNE 2016

- Council holds its *My Brother Jack Awards* ceremony as part of its *Storytelling Festival* at Town Hall.
- Council holds a 'key issues meeting' as part of its *Planning Scheme Review*. More than 70 community members attend.
- Glen Eira Sports and Aquatic Centre has 384 solar panels installed on its roof, which is among the largest solar power systems on a Local Government building in Australia.



2015–2016 MAJOR INITIATIVES

During 2015–16, some of the major initiatives Council undertook included:

ADDITIONAL OPEN SPACE

Gardenvale Park

Council acquired a property at 53 Magnolia Road, Gardenvale to extend Gardenvale Park to provide the community with an extra 500 square metres of open space. Works included new pathways, garden beds and plantings, tree plantings and seating.

Eskdale Park

The closure of a road in Caulfield North saw the creation of a new 550 square metre small local park. A key feature of the park is a central seating area, which protects and builds around the compact green environment created by two large established plane trees. Footpaths leading into the area are surrounded by a combination of low level plantings, which incorporate water sensitive urban design principles and shaped lawn areas.

The new park provides residents with easy access to natural space and improves walkability in the local area.

For further information, see *An Open Space Strategy*, page 106.

Nina Court Reserve

Works at Nina Court Reserve in Bentleigh East were completed.

The area, once covered by asphalt, is now planted with a mixture of shrubs and trees, which enhance

the local streetscape. This was made possible through the modification of the previously broad kerb radius at the intersection of Nina Court and Claude Street, which has created an additional 250 square metres of open space.

EXISTING OPEN SPACE

Elsternwick Plaza

Council invested more than \$945,000 to upgrade Elsternwick Plaza in Elsternwick.

The Plaza radiates a welcoming vibe and provides space for rest, relaxation and play.

Access from Glenhuntly Road into the Plaza is greatly improved and includes new seating, trees, garden beds, retaining walls and stairs onto a raised grass area. This replaces a tired landscape, crumbling retaining walls, unhealthy trees and patchwork pavements.

The walk through to Riddell Parade is now easier with pedestrian ramps adjacent to a sloped lawn area — all which connect to an upper landscape area that provides views across the Plaza.

Along the Riddell Parade frontage, a new playground, picnic facilities and gardens provide the perfect area for family gatherings and socialising.

For further information, see *Recreation and open space*, page 108.

Carnegie Library and Community Centre Forecourt

Council completed works to enhance the Forecourt at Carnegie Library and Community Centre.

The Forecourt is now a visually and physically inviting space, with 13 additional jacaranda trees set amongst new garden beds with low level plants to complement the design. A raised seating area is the central hub of the new area and has the flexibility to be used for informal gatherings, small community events or performances.

Located between Koornang Road and Carnegie Library and Community Centre, the new Forecourt attracts residents, shoppers, library visitors, and people seeking a place to relax, unwind or socialise.

For further information, see *Recreation and open space*, page 102.

Leckie Street Reserve upgrade complete

Upgrades to Leckie Street Reserve in Bentleigh East were completed.

Works saw the installation of a new playground, drinking fountain, circular seating, pathways, picnic shelter and entrance. This has greatly improved both the accessibility and appearance of the Reserve.

New perimeter garden beds have provided areas for additional shrub plantings and added to the secluded and private feel of the space. The new seating areas provide ample opportunity for either relaxing or socialising.

This project was made possible with the assistance of a \$75,000 grant through *Sport and Recreation Victoria's Community Facilities Funding Program*.

For further information, see *Recreation and open space*, page 107.

Marara Road Reserve stage one upgrade

The stage one upgrade at Marara Road Reserve in Caulfield South was completed.

Works at the western end between Curraweena and Narrawong Roads have created a more inviting and attractive reserve with social gathering spaces surrounded by canopy trees and garden beds. Entries into the Reserve have been enhanced and the existing pathway has been realigned to improve movement, safety and complement existing uses.

Stage two upgrade works are planned for next financial year.

PROJECTS

Duncan Mackinnon Reserve Pavilion and Community Room

The new Duncan Mackinnon Reserve Pavilion and Community Room in Murrumbeena was officially opened on Wednesday 28 October.

The all-abilities pavilion includes grandstands for netball and athletics; change rooms; two kiosks; umpire change facilities; first aid facilities; and an all-weather control room.

In addition to this, there is a Community Room that seats up to 120 people and a smaller Meeting Room, which seats up to 14 people.

A number of environmentally sustainable design features have been incorporated into the facility including: the use of rainwater collection and storage for toilet flushing and use on garden beds; water efficient taps, showerheads and other plumbing fixtures; energy efficient light fittings; and the use of natural light and ventilation to further reduce energy use.

The State Government contributed \$500,000 towards the rebuilding of the pavilion.

For further information, see *Recreation and open space*, page 102.

Julie Cooper Pavilion

The Julie Cooper Pavilion at Centenary Park in Bentleigh East was officially opened in August 2015. Council contributed \$2 million towards the construction of the Pavilion. Julie Cooper Pavilion injects new vibrancy into the park, and caters to all members of the community, especially the increasing number of juniors and women playing sport.

The redevelopment of the Pavilion included larger change rooms and umpire facilities, sheltered spectator areas, and improved accessibility for all-abilities.

The building features environmentally sustainable design considerations including a specially designed natural ventilation systems, gas boosted hot water units, LED lighting and controls and energy and water efficient fittings.

The State Government contributed \$500,000 towards the rebuilding of the pavilion.

For further information, see *Recreation and open space*, page 102.

Solar panels

Council commenced the installation of two solar photovoltaic (PV) systems to help reduce the consumption of non-renewable energy. The systems are being installed on roofs at Glen Eira Sports and Aquatic Centre (GESAC) and Glen Eira Town Hall.

The solar systems installed range in size from 52 kilowatts to 99.94 kilowatts. The system at GESAC will be among the largest solar installations installed on Local Government buildings in Australia.

Combined, the systems will generate clean electricity in the order of 232,000 kilowatt hours per year; the equivalent of the power used by approximately 50 average homes in Glen Eira.

For further information, see *Sustainable Community Assets and Infrastructure*, page 118.



CARNEGIE LIBRARY
FORECOURT
CARNEGIE

COUNCIL’S KEY OBJECTIVES

The main body of the *Annual Report* — from page 71 — details all *Community Plan* targets from Council's eight key objectives. The eight sections are colour coded to enable easy reference.

Each section begins with an introduction, snapshot statistics and achievements of the year. This is followed by issues and challenges, information on future projects, performance tables and statistical information.

STRATEGIC PLANNING PROCESS

Medium-term planning (three to five years)

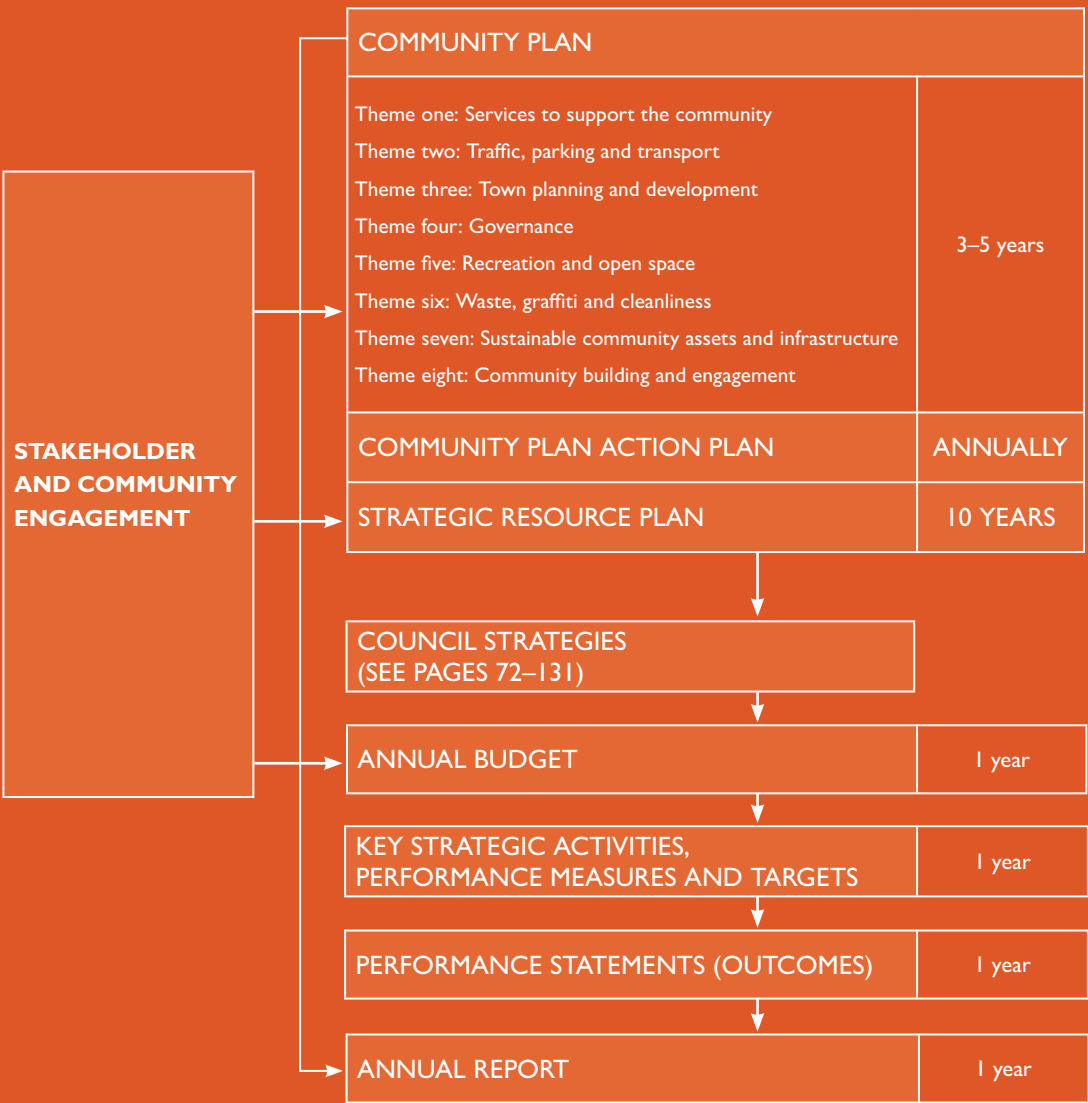
Developed and approved by Council in consultation with the community, Council's *Community Plan* sets out the direction for the City. The *Community Plan* is fully integrated with the *Strategic Resource Plan*, which sets out the long-term financial resources of Council and includes key financial indicators.

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*) 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* goals and financial performance are then reported in Council's *Annual Report*.



BENTLEIGH
YOUTH

MCKINNON
CENTRE

LIVE

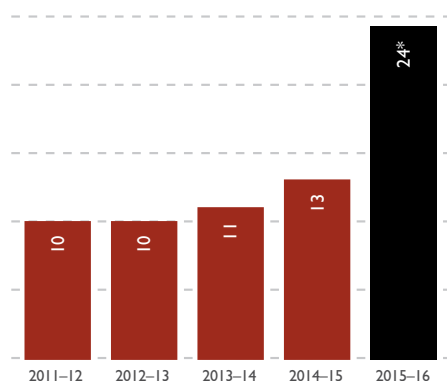




SERVICES TO SUPPORT THE COMMUNITY

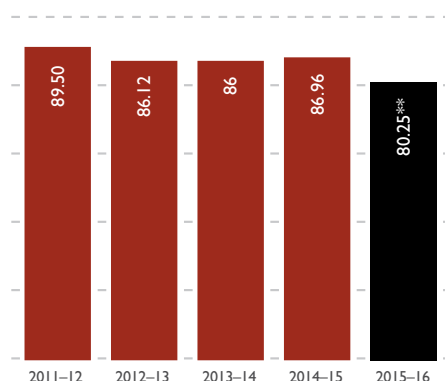
STATS	2011–12	2012–13	2013–14	2014–15	2015–16
Service Centre calls answered within 20 seconds (%)	90.63	89.88	91.07	88.47	78.86*
*Queue wait times have been affected by: substantial increases in the volume of monthly requests; lengthy enquiries and multiple enquiries per phone call; staff secondment; and staff turnover.					
Customers at Service Centre front counter	61,171	54,220	53,823	53,547	49,604
Service Centre average calls answered per day	1,100	1,050	1,100	1,150	1,150
Service Centre email correspondence	13,232	14,204	19,300	29,998*	39,189*
*Increased requests made to Council through its website.					
New residents' kits mailed out	1,051	1,269	1,354	1,532	1,433
Meals delivered	74,222	69,052	65,865	60,143	49,801
Home and Community Care (total hours)	152,355	149,688	152,483	156,654	142,635
Number of families using Family Day Care	252	242	252	210	200
Funded Family Day Care places	134	125	118	108	98
Family Day Care field visits	594	780*	709	711	729
*Preparation for a national assessment and a new curriculum implementation increased field workers' visits with educators.					
Children in Council's long day care centres (average per month)	303	212*	207	207	218
*Decrease in the number of children attending Council's long day care centres (2012–13) is attributed to closure of Council's Elsternwick Children's Centre (35 places) in December 2011 and increased competition with the growing number of long day care centres in Glen Eira.					
Birth notifications	1,725	1,829	1,737	1,767	1,813
Kindergarten applications for four-year-old preschool	1,182	1,184	1,213	1,187	1,214
Maternal and Child Health Key Ages and Stages visits	15,591	15,979	15,750	16,148	16,438
Young people participating in youth programs	4,205	5,481	4,577	5,237	4,937
Library loans	1,172,819	1,153,779	1,194,082	1,271,544	1,357,495
Library visits	644,613	648,383	691,150	712,524	704,141
Current library members	51,859	60,299	49,157*	50,760	53,067
*In 2013–14 memberships that had been inactive for a period of three years or more were archived.					
Items in libraries collection	162,344	163,165	160,094	161,644	163,363
New library items added	28,473	31,986	32,812	34,739	40,828
Home Library Service members	163	139	178	215	245
Participants in older people's recreation program	227	209	203	204	213
Residents in independent living units	71	70	71	71	67
Combined bed days across the three aged care facilities — Rosstown, Spurway and Warrawee	60,428	60,786	60,649	60,750	59,054
Food safety assessments of local food businesses	876	812	828	922	955
Hygiene assessments*	266	239	296	253	284
*Assessments of hairdressing, beauty therapy, skin penetration and prescribed accommodation premises.					
Environmental health complaints investigated	411	493*	456	480	457
*High number of gastro (Cryptosporidium) incidents.					
Total number of food inspections* conducted	1,568	1,697	1,911**	1,979	1,987
*Food inspections incorporate routine food safety assessments; follow-up inspections; complaint inspections; new premises inspections; transfer of registration inspections; and food sampling inspections.					
**Inspections increased across all categories in 2013–14.					
Water samples collected for analysis	104	113	108	114	110
Food businesses receiving <i>Taste 4 Health</i> nutrition awards	50	50	50	50	48
Food business receiving <i>Taste 4 Health Kids</i> nutrition awards	15	8	11	12	12
Food business receiving <i>Access 4 All</i> disability awards	26	15	19	26	21
Number of food businesses achieving Five-Star Safe Food Rating	255	204	145*	178	196
*Priority was given to inspecting high-risk businesses that were less likely to achieve a Five-Star Safe Food Rating.					

SERVICE CENTRE AVERAGE WAIT TIME (SECONDS)



*Queue wait times have been affected by: substantial increases in the volume of monthly requests; lengthy enquiries and multiple enquiries per phone call; staff secondment; and staff turnover.

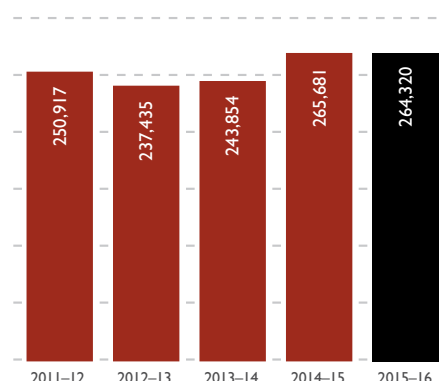
SERVICE CENTRE CALLS RESOLVED BY FIRST STAFF MEMBER* (%)



*This figure represents the proportion of queries that were resolved by the person who answered the call.

**A number of new staff commenced and were not familiar with Council operations.

SERVICE CENTRE CALLS ANSWERED



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.

INTRODUCTION

Council is committed to maintaining high service standards to deliver universal community services that support the needs of families, youth and the aged. To ensure these services are delivered efficiently and meet community needs, Council has developed a number of plans that assist in service delivery and reflect the wants and needs of people living, working, socialising or studying in the City of Glen Eira. These detailed plans are available on Council's website and include the *Municipal Early Years Plan*; *Municipal Public Health and Wellbeing Plan*; *Glen Eira Ageing Strategy*; *Community Safety Plan*; and the *Disability Action Plan*.

ACHIEVEMENTS

UPGRADE OF TWO KINDERGARTENS

Council received a State Government *Capital Facilities Program Grant* of \$225,000 for the upgrade of Bentleigh West and Brady Road Kindergartens.

The refurbishment of the Brady Road Kindergarten included a new entry ramp; new children's toilet; new foyer; extension of staff offices; and expansion of the playroom to increase the capacity of the centre from 28 to 32 places.

The playground of the Bentleigh West Kindergarten was upgraded to include an outdoor pergola, a dry river bed and a water play activity area to provide enhanced natural play opportunities for children.

For further information, see *Speaking up for the City*, page 50.

FAMILY DAY CARE SERVICE — EXCEEDS NATIONAL QUALITY STANDARD

Council's Family Day Care Service was recognised by the Australian Children's Education and Care Quality Authority as exceeding the national quality standard. This is the second time Council has been recognised for exceeding national standards for all seven quality areas.

The National Quality Standard (NQS) is a key aspect of the *National Quality Framework (NQF)* and sets a high, national benchmark for early childhood education and care, and outside school hours care services in Australia. It gives services and families a better understanding of what a quality service is, helping families to make informed decisions about the services providing education and care to their child.

LIBRARY PROGRAMS

Glen Eira Libraries and Learning Centres delivered 487 programs to the local community, including *StoryTime* and *BabyTime* sessions; *Holiday Mania*; *Children's Book Week*; lifestyle, career and creative workshops for adults; book groups and author talks promoting reading; and a variety of technology workshops including how to use mobile devices such as iPads. Glen Eira Libraries and Learning Centres currently have more than 50,000 members.

NEW HEALTH SOFTWARE

Council introduced new and innovative health management software in November 2015.

The new software is easy to use and integrates with other Council software to provide greater

reporting capabilities. In time, Council's Public Health Department will also be able to complete health inspections on mobile devices while out in the field (this phase is currently being tested) to reduce the time staff currently spend on administration requirements.

KEY AGES AND STAGES VISITS

More than 30,000 consultations, including Key Ages and Stages, have been provided through Council's Maternal and Child Health centres in the 2015-16 year. Participation rates for all Key Ages and Stages visits exceeded state averages.

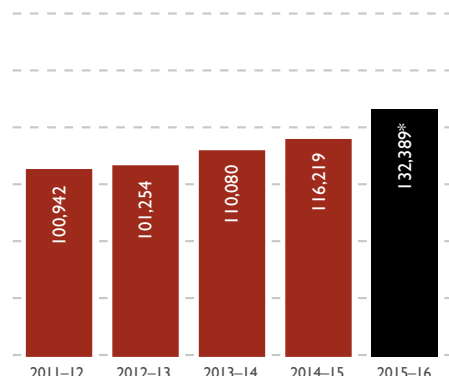
MOVING UP

The *Moving Up* program, which is run by Council's Youth Services, continued to grow in 2015 and was delivered to more than 2,300 primary school students within Glen Eira. *Moving Up* aims to assist year six students with their transition into high school by enhancing their coping skills to deal with the upcoming changes. This innovative program, complemented by school support services, ensures the transition to secondary school is smooth and successful.

CUSTOMER SERVICE IMPROVEMENTS

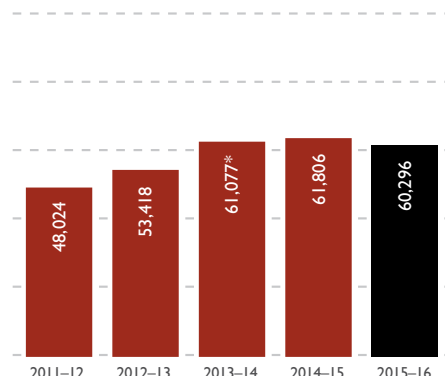
A new phone system was rolled out across Council to improve customer service and allow for employees to access information faster, collaborate more easily, and connect from any place, at any time, and on any device. This has improved how the Service Centre communicates with the community and organisation as a whole. The capabilities of the

SERVICE CENTRE CUSTOMER REQUESTS



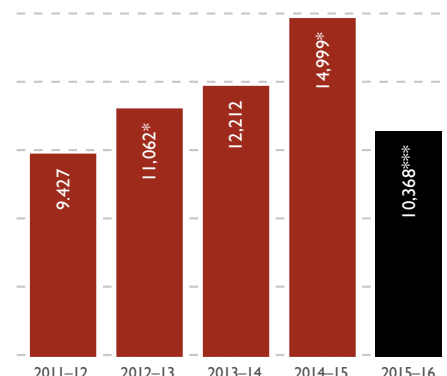
*Due to Melbourne's building boom, there was an increase in customers calling with planning requests ie.; Do I need a planning permit? What can I do with my land? What zoning is my land? Can I get copies of objections? planning permits; and plans.

PARTICIPANTS IN STORYTIME AND BABYTIME



*There was an increase in programs presented.

VACCINATIONS ADMINISTERED



*Increase due to the introduction of the human papillomavirus Vaccination (Gardasil Program) to Year 7 and 9 male students.

**Increase due to catch up program for Year 7, 8 and 9 students for the Diphtheria, Tetanus and Whooping Cough (Boostrix) vaccination.

***Decrease due to catch up program for Year 7, 8 and 9 students ceasing in June 2015.

new phone system include web dialling; redial; call recording; archiving; on screen voicemail; instant messaging between staff; Microsoft Outlook integration; and more.

This year, Council's Customer Service consultants answered 264,320 calls.

NEW SMOKING LAWS FUNDING

Council's Public Health Department received funding of \$8,000 from the Municipal Association of Victoria and the Department of Health and Human Services to undertake educational activities to assist with the implementation of new no smoking laws. These new laws relate specifically to outdoor smoking around the entry of indoor play centres, childcare centres, kindergartens, schools, community health centres and some Victorian Government buildings. The funding was used to educate the community and manage related public health complaints.

AGED CARE AUDITS

Council's residential aged care facilities (Rosstown, Spurway and Warrawee) had unannounced visits throughout 2015 and early 2016 by the Australian Aged Care Quality Agency (AACQA). Unannounced assessment contacts are conducted by the AACQA as part of an ongoing role in monitoring homes and their performance against the Accreditation Standards. The outcome of these audits was positive with complimentary comments by the auditors on the services provided.

ISSUES AND CHALLENGES

CHILDCARE SERVICES

Council owned childcare centres — Carnegie, Caulfield and Murrumbidgee — had to review operations over the past 12 months to implement the Federal Government's new child educator ratios for children aged three to five years. The Government changed the ratios from one educator for every 15 children, to one educator for every 11 children. The new requirements commenced 1 January 2016. Council childcare centres continue to compete with a growing number of private childcare centres operating in the City.

CUSTOMER SERVICE STAFF

The Service Centre has seen a significant amount of staff departures over the last 12 months and staff going on secondments for lengthy periods of time. This has had an impact on Council's average call wait time and ability to resolve calls at the first point of contact. A review of operations will be held by the end of 2016 to try to rectify this issue.

DISABILITY RESPITE

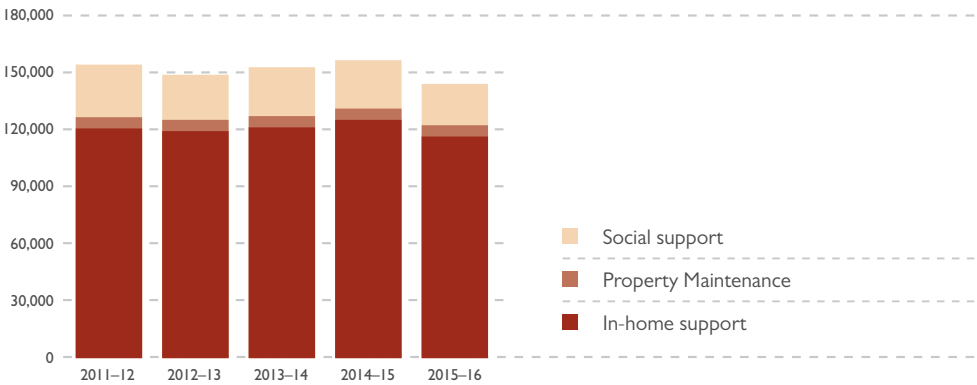
The National Disability Insurance Scheme (NDIS) is a new way of delivering service and support for people with disabilities in Australia. The NDIS will enable people with disabilities to choose reasonable and necessary supports and services to meet their individual needs. On 16 September 2015, the government announced that Victoria will roll out the NDIS in stages over the next three years. Residents of Glen Eira will be able to access the NDIS from 1 April 2018.

When NDIS is fully operational, funding will be directed to each eligible individual. People will be supported to develop plans focussed on promoting choice and establishing personal priorities to determine service needs.

FAMILY DAY CARE

Attracting new Family Day Care Educators to provide services for the community continues to be an ongoing challenge for Council's Family and Children's Services Department despite regular advertising on Council's website and monthly newspaper, the *Glen Eira News*.

HOME AND COMMUNITY CARE (HOURS)



HOME AND COMMUNITY CARE

Further preparation will need to be carried out as a result of transitioning the *Home and Community Care Program* (State Government) to the *Commonwealth Home Support Program* (Commonwealth Government). Staff will need to become familiar with a range of changed business processes and reporting arrangements. In addition to this, structural changes will need to be made to meet the Commonwealth requirement for the functions of service delivery and assessments will need to be separated to ensure that decisions are made independently of each function.

LOOKING AHEAD

LIBRARY SERVICES APP

Glen Eira Libraries and Learning Centres will be launching a free app for its library customers, which will allow for 24-hour mobile access to the Library Service. The app will allow library customers to gain easy access to the catalogue, their library accounts, e-books and other digital collections, as well as quick links to events, history resources and social media. Users will also be able to reserve and renew items; and book into events being held at the libraries.

RESIDENTIAL CARE

Further Commonwealth Government legislative changes to the Aged Care industry will see the introduction of Consumer Directed Care (CDC) into the residential setting. This will be a major change for both Council and the users of residential services, as clients will be determining the care they want rather than Council. Developing strategies and being prepared for implementation will lessen the impact on our service and our prospective consumers. A date for the rollout of CDC has not been announced.

MUNICIPAL PUBLIC HEALTH PLAN

Council's Public Health Department will be developing a new *Municipal Public Health Plan*. Under the provisions of the *Public Health and Wellbeing Act 2008*, Council must prepare a four-year *Municipal Public Health and Wellbeing Plan* that meets the legislative requirements and promotes health and wellbeing opportunities and activities in the municipality. The new *Plan* will set out Council's health and wellbeing priorities for 2017 to 2020.

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: Social outings and exercise classes were delivered to 206 isolated older residents during 2015–16. The social outings included: going to the cinema; going out for lunch and afternoon tea; and visiting museums and art galleries. The exercise program delivered consisted of strength and mobility training to assist with balance and joint movement for all-abilities. All social activities aimed to provide for different interests and enable participants to connect with others in their local community, develop friendships and stay active.			
		Deliver Home Library Service to at least 200 socially isolated clients.	✓
Comment: Two hundred and forty five socially isolated residents received books and other materials to their home as part of Council's Home Library Service. Homebound residents, who are unable to access the library, can receive up to 15 selected items per month. Items include novels, magazines and DVDs.			
		Provide 23,433 hours of social support.	✓
Comment: Council provided 23,436 hours of social support to older people and people with a disability. Activities included art and craft, cooking, music therapy, gardening and gentle exercise.			
		Provide 500 hours of Maternal and Child Health services specifically targeted at vulnerable clients.	✓
Comment: Council's Maternal and Child Health Department delivered 552 hours of services to vulnerable families. Services included breastfeeding support, a new parents' support group, and information sessions on adapting to parenthood.			
	Implement the <i>Municipal Public Health and Wellbeing Plan</i> .	Ninety per cent of 2015–16 actions complete.	✓
Comment: Council's <i>Municipal Public Health and Wellbeing Plan</i> 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 the 60 actions and 68 measures were completed in 2015–16, including the <i>Food Business Awards</i> which celebrate best practice, the provision of health and wellbeing workshops, and events enhancing community skills and knowledge and support for campaigns targeting racism and family violence.			
	Inspect registered food businesses to assess compliance with National Food Safety Standards.	Conduct 850 food safety assessments.	✓
Comment: Council's Public Health Department conducted 955 inspections of registered food businesses throughout 2015–16 to ensure compliance with National Food Safety Standards. There are 915 registered food businesses in the City of Glen Eira.			

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: Queue wait times have been affected by: substantial increases in the volume of monthly requests; lengthy enquiries and multiple enquiries per phone call; staff secondment; and staff turnover. Council's Service Centre answered 264,320 calls in the 2015–16 financial year. 80.25 per cent of calls received were resolved at the first point of contact.			
	Ensure telephone calls are answered promptly.	Average call waiting time of 15 seconds or less achieved for all calls.	✗
Comment: Queue wait times have been affected by: substantial increases in the volume of monthly requests; lengthy enquiries and multiple enquiries per phone call; staff secondment; and staff turnover. Council's Service Centre did not achieve an average call waiting time of 15 seconds or less for all calls answered. The average call waiting time increased to 24 seconds. See <i>Stats</i> , page 73.			

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 subject to State Government policies and funding arrangements.	Deliver Maternal and Child Health services that meet State Government targets.	Deliver 15,000 Key Ages and Stages visits.	✓
Comment: A total of 16,438 Key Ages and Stages visits were delivered by Maternal and Child Health (MCH) nurses to young children during 2015–16. See <i>Stats</i> , page 73. MCH Key Ages and Stages visits are provided by experienced MCH nurses who are guided using an evidenced-based framework that recognises the key aspects of health, wellbeing, learning, development and safety of children.			
	Implement the <i>Municipal Early Years Plan (MEYP)</i> .	Ninety per cent of 2015–16 actions complete.	✓
Comment: The Family and Children's Services Department completed 98 per cent of 44 actions in its <i>Municipal Early Years Plan (MEYP)</i> . Actions included: <ul style="list-style-type: none"> — Promoting and continuing to assist community groups to apply for grants, which aim to improve physical activity for children, healthy eating and parental emotional wellbeing. — Providing vaccinations to infants and school children in accordance with the National Immunisation Schedule. — Promoting inclusion of children with disabilities through articles in the <i>Glen Eira News</i>. — Offering a range of library services and programs, which encourage family and community involvement. Council's <i>MEYP</i> aims to ensure all children in Glen Eira have equitable access to environments and opportunities that promote and protect their health, safety, learning, development and wellbeing.			
	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: A total of 10,368 vaccinations were administered to infants and school children in 2015–16 in accordance with the National Immunisation Program Schedule. See graph, page 75.			

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 94,499 hours.	✓
Comment: Council provided 114,435 hours of home care support — home care, personal care and respite care to eligible residents.			
		Deliver all funded hours of property maintenance to eligible residents currently set by the Department of Health and Human Services at 4,957 hours.	✗
Comment: Council provided 4,764 hours of property maintenance to eligible residents, including cleaning gutters and windows; replacing tap washers and minor plumbing; installing hand rails and hand held showers; and replacing light globes and smoke detectors. All requests made to Council were actioned however, due to a decrease in requests made Council did not achieve its target.			
	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: Council provides 34 senior citizen clubs with access to six venues across the municipality. The centres provide an important space for people over the age of 55, from all cultural backgrounds, to make connections and engage in social activities such as cards, bowls, dancing and arts and crafts. During 2015–16, Council provided 17,297 hours of access to senior citizen clubs.			
	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 <i>Annual Quality Performance Systems Survey</i> .	✓
Comment: Council's three Aged Care Facilities — Rosstown, Spurway and Warrawee — achieved customer residential satisfaction of 95 per cent (combined average total).			
	Implement actions contained in the <i>Glen Eira Ageing Strategy</i> .	Ninety per cent of 2015–16 actions complete.	✓
Comment: Council's <i>Ageing Strategy</i> outlines six priority areas: encouraging social connections; promoting healthy living; providing information; planning community spaces; working and volunteering; and accessing services and support. Throughout 2015–2016, 96 per cent of the 25 actions identified in the <i>Plan</i> were completed. This included: provision of information and education; incorporation of the needs of older people in town planning and urban design; advocacy on issues such as public transport; and the provision of programs and health promotion activities in partnership with local organisations. After community consultation in July and August 2015, Council adopted a new <i>Positive Ageing Strategy</i> in March 2016. See <i>Consultation and planning</i> , page 58.			
Deliver a range of disability services that promote community inclusiveness and access for all-abilities.	Implement actions in the <i>Disability Action Plan</i> .	Ninety per cent of 2015–16 actions complete.	✓
Comment: To continue to promote and support a community that is both accessible and inclusive, Council completed 95 per cent of 43 actions (41 completed) with 51 measures (49 completed) outlined for 2015–16 in its <i>Disability Action Plan</i> . Actions achieved included disability awareness training for staff, development of accessibility maps, education on disability, and an ongoing provision of a rolling program of access audits conducted to ensure Council infrastructure is accessible to the whole community.			

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: Glen Eira Libraries and Learning Centres recorded 704,141 visits during 2015–16. Council operates four libraries within the municipality — Bentleigh, Carnegie, Caulfield and Elsternwick.			
		Provide <i>StoryTime</i> and <i>BabyTime</i> sessions for 50,000 attendees at libraries in Bentleigh, Carnegie, Caulfield and Elsternwick.	✓
Comment: To encourage children's reading development and social connections, Council's Libraries and Learning Centres delivered 500 <i>StoryTime</i> and 434 <i>BabyTime</i> sessions to 60,296 attendees See <i>Stats</i> , page 73. These sessions are provided to children up to five years and their parents/carers.			
	Offer a range of library programs for adults that promote reading and encourage social connectedness.	Deliver at least 150 library programs aimed at information technology, community connections or enjoyment of reading.	✓
Comment: Council delivered 487 library programs to adults, including IT workshops; author talks; a chess group; book chats; and more. See <i>Achievements</i> , page 74.			
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 200 programs.	✓
Comment: Youth Services delivered 292 centre and school-based programs to 4,937 young people in Glen Eira aged 10 to 25. Programs included: — Leadership and healthy relationship programs. — <i>Press Start</i> , which focuses on strengthening social networks and teaching young people about healthy gaming habits. — <i>Team Fit-Social</i> , which is aimed at improving young people's health, wellbeing and connection to their community.			
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.	Five thousand young people and their families supported through school and centre-based programs, information and referral, service collaboration and special events.	✓
Comment: Youth Services provided a wide range of support options and programs for young people and families, including referrals for personal and family relationships, housing, drug and alcohol-related issues; parent information sessions; school holiday programs; and sport and recreational programs. A total of 7,218 young people and family members were supported throughout 2015–16.			

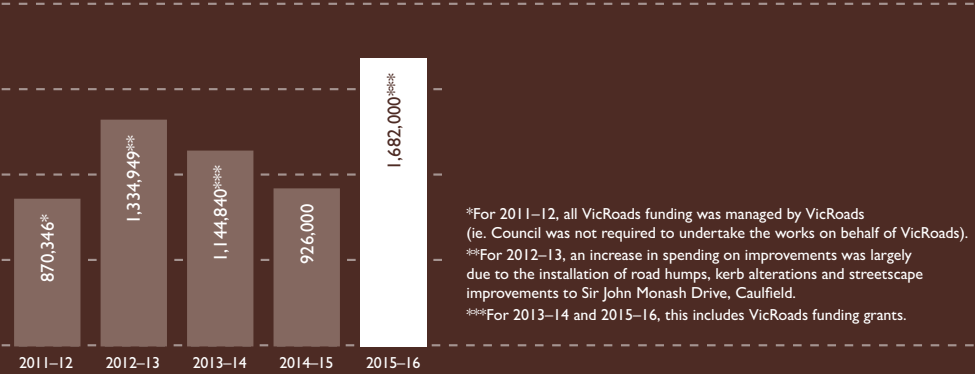
CONNECT

A photograph of a suburban street scene. In the foreground, a curved concrete sidewalk leads from the bottom left towards the right. To the left of the sidewalk is a green lawn. In the background, a wooden fence runs across the middle ground. Behind the fence, there are trees and a house with a chimney. The sky is clear and blue. The text "TRAFFIC, PARKING AND TRANSPORT" is overlaid in white capital letters at the bottom of the image.

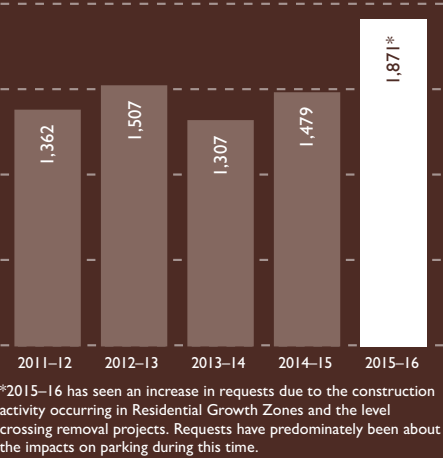
TRAFFIC, PARKING AND TRANSPORT

STATS	2011–12	2012–13	2013–14	2014–15	2015–16
Capital projects completed	19	16	11	15	15
Council applications for VicRoads funding	24	7*	4*	4*	3*
*Some VicRoads funding programs were not available.					
Community consultations	40	62	41	61	79*
*Increased demand for parking changes in local residential streets, associated with development and level crossing removal works.					
Court prosecutions handled*	74	105	109	121	139
*Increase in Penalty Infringement Notices since 2011–12 due to an increased focus around schools and building sites.					
Supervised school crossings	64	67	68	68	68
Children using school crossings each day	~*	13,500	10,484	10,484	11,936
*Collection of figures began in 2012–13.					

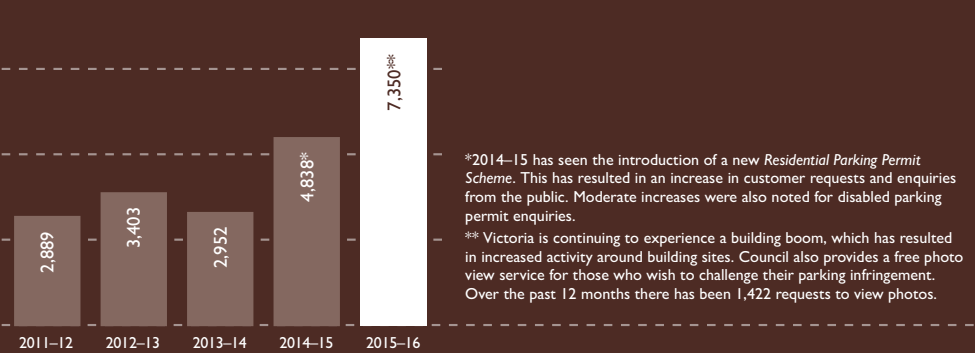
COUNCIL FUNDED TRANSPORT IMPROVEMENTS (\$)



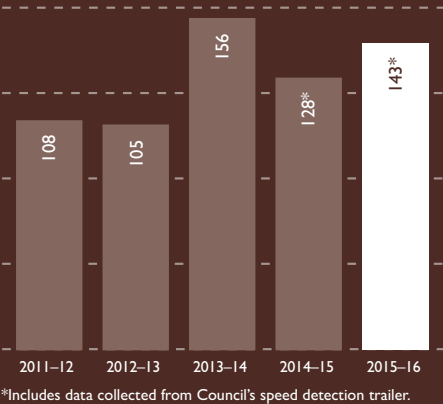
TRANSPORT PLANNING CUSTOMER REQUESTS



PARKING AND PROSECUTIONS
CUSTOMER REQUESTS



TRAFFIC COUNTS AND SURVEYS



STRATEGIC OBJECTIVE

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

INTRODUCTION

Sustainability is at the core of transport planning in Glen Eira. Council adopted its *Transport Strategy* in 2011 to increase the use of sustainable transport modes throughout the City, including public transport; cycling and walking; and decrease congestion and other problems caused by over-dependence on cars. Sustainable transport options are now considered for all new transport projects and are integrated into all relevant strategies/plans including Council's *Bicycle Strategy*; *Road Safety Strategy*; *Walking Strategy*; *Municipal Public Health Plan*; and *Environmental Sustainability Strategy*.

ACHIEVEMENTS

TRANSPORT STRATEGY

Council consulted with the community on its draft *Sustainable Transport Strategy Action Plan*. The draft *Plan* identifies new actions under Council's control and actions which Council can advocate to government or other parties on matters beyond Council's control. It is a continuation of Council's 2011–14 *Sustainable Transport Strategy* and sets strategic direction for the next two years. The draft *Action Plan* was adopted in April 2016.

The 2011–14 *Strategy* aimed to increase the use of sustainable transport modes, including public transport, cycling and walking, and decrease congestion and other problems caused by the over-dependence on cars.

For further information, see *Consultation and planning*, page 58.

PARKING AND PROSECUTIONS

Council's Parking and Prosecutions Department introduced electronic photo views in November 2015. This means, anyone who is questioning an infringement notice can now request to view photo evidence of their car illegally parked via email. In the eight months of operation 1,250 requests have been made.

SCHOOL CROSSING SUPERVISORS

Four of Council's school crossing supervisors have been nominated for *School Crossing Victoria's School Crossing Supervisor of the Year*. School Crossing Victoria is an organisation consisting of 74 councils across Victoria. Schools and parents nominate their local school crossing supervisors based on their

professional demeanour and presentation; working knowledge of road rules; punctuality; approachability; and involvement in the school community. Winners will be announced in July 2016.

BLACK SPOT FUNDING

Council received \$600,000 from the Federal Government as part of its *Black Spot Programme* for three different traffic signal projects. Locations included Neerim and Bambra Roads, Caulfield; Inkerman and Orrong Roads, Caulfield North; and Inkerman and Kooyong Roads, Caulfield North. Works have been completed to address road safety issues and complement Council's *Transport Strategy*.

SAFER STREETS

Continued Council advocacy for a signalised crossing at the intersection of Grange and Oakleigh Roads in Ormond has been heard. The State Government announced that these works would be completed as part of its 2016–17 *Budget*. Once completed, the intersection will offer increased safety and control as well as provide a much-needed pedestrian crossing across the arterial road.

ISSUES AND CHALLENGES

LEVEL CROSSING REMOVALS

The State Government's level crossing removal works on the Frankston and Dandenong Railway Lines have created enormous traffic, parking and transport challenges during construction. Short timeframes and minimal notice of upcoming deadlines, and responding to and managing these requests, has required a large amount of team resources that were largely not planned for. Internal processes are being reviewed to accommodate this additional workload.

TRANSPORT PLANNING

Due to the significant amount of housing development in the municipality, there has been a large increase in planning referrals requiring a transport planning response. This has placed a great deal of pressure on Council's Transport Planning Department and its resources to achieve high quality responses in a timely manner. To keep up with the influx of requests, Council's Transport Planning Department has had to outsource some of the planning referrals during peak periods.

PARKING MANAGEMENT

An ongoing challenge with respect to parking management in local streets has resulted in changes needing to be made. Council is consulting with the community, including inviting feedback via email and undertaking area-wide changes to address this. The engagement around parking changes will continue to evolve throughout the 2016–17 year.

LOOKING AHEAD

WALKING STRATEGY

To continue encouraging walking as a preferred option for our community when making short trips within the municipality, Council will review its 2014–17 *Walking Strategy*. New actions to address walking barriers and promote and facilitate walking from both a transportation and health point of view will be included.

SCHOOL ZONES

Council will continue to educate local schools and parents on the importance of obeying the school drop-off and pick-up traffic zones to ensure children arrive and depart their school without injury or being exposed to aggressive confrontation from parents caught doing the wrong thing. Council has received an increase in complaints from both schools and parents regarding inappropriate road behavior around these times. To ensure safe parking practices, Council will continue to patrol 'problem' school zones.

MANAGING PARKING

To keep up-to-date with technology and community wants and needs, Council will investigate tap-and-go options on ticket machines to make parking more efficient and user-friendly. In addition to this, Council will also explore pay-as-you-go parking options to replace ageing ticket machines.

BICYCLE STRATEGY

A review of the *Bicycle Strategy Action Plan* will be undertaken in 2016–17. The updated action plan will be a continuation of Council's *Bicycle Strategy 2010–20* which provides a framework to promote and encourage cycling as a viable mode of transport and healthy leisure activity. It is anticipated that cycling will continue to increase within the City of Glen Eira. The new *Action Plan* will identify ways to increase cycling through a combination of physical improvements, considerate policy, promotion, and prioritising sustainable and active transport options.

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. Four hundred investigations undertaken including 40 community consultations and the placing of the <i>Not So Fast</i> speed trailer at problem locations.	✓
<p>Comment: Ninety six per cent of reactive investigations were responded to within five days. More than 1,870 investigations were undertaken, including 83 consultations. As a result, the <i>Not So Fast</i> speed trailer was placed at eight locations:</p> <ul style="list-style-type: none"> — Chesterville Road, Bentleigh East; — Truganini Road, Carnegie; — Crotonhurst Avenue, Caulfield North; — Patterson Road, Bentleigh; — Brewer Road, Bentleigh; — Bignell Road, Bentleigh East; — Tucker Road, Bentleigh; and — Katandra Road, Ormond. 			
Continue to promote walking, cycling and public transport options in Glen Eira as alternatives to motor vehicle use.	Implement actions outlined in the <i>Walking Strategy Action Plan</i> .	Complete implementation of budgeted actions.	✗
<p>Comment: Council implemented seven out of nine budgeted actions outlined in the <i>Walking Strategy Action Plan</i> for 2015–16, including capital works to construct traffic signals at the intersection of Bambra and Neerim Roads, Caulfield. These included pedestrian operated signals across both roads (works completed via a national <i>Black Spot Programme</i> grant); safety improvements to the supervised school crossing on Glen Eira Road, Caulfield North, near Hood Crescent; and the installation of traffic calming measures in five residential streets — Mortimore Street, Bentleigh; Weeroona Road, Murrumbidgee; Staniland Grove, Elsternwick; Alexandra Street, St Kilda East; and Manchester Grove, Glen Huntly. Another two projects for the provision of pedestrian operated signals at Orrong Road, Elsternwick (near Sandham Street) and at Glenhuntly Road, Elsternwick (near Hopetoun Street) also commenced but weren't completed due to delays with approvals, weather conditions and service relocations.</p>			
	Implement actions in the <i>Bicycle Strategy Action Plan</i> .	Complete implementation of budgeted actions.	✗
<p>Comment: Council has completed 84 per cent (58 actions) of its <i>Bicycle Strategy</i> to date. Key projects undertaken in 2015–16 included:</p> <ul style="list-style-type: none"> — The installation of coloured surface treatment (658 m²) and cycle symbols (31 symbols) at Booran, Bambra and Kooyong Roads, Caulfield South. — Detailed designs for enhanced on-road cycle safety treatments at various sites across the municipality. <p>There are currently four actions in progress and seven actions that cannot be achieved until approval is received from third parties, including VicTrack and VicRoads. Council will review its <i>Bicycle Strategy Action Plan</i> in 2016–17 and set new actions for a five-year period.</p>			
Inform the community about local active transport options such as pedestrian, bicycle and public transport options including those arising from consultations.	Articles in <i>Glen Eira News</i> and on Council's website.	Four active transport related articles in <i>Glen Eira News</i> and on Council's website.	✓
<p>Comment: Council published seven transport related articles in its monthly newspaper, <i>Glen Eira News</i>, to inform the community about transport options within the City of Glen Eira. Consultation on the draft <i>Sustainable Transport Strategy Action Plan</i> was also included. See <i>Consultation and planning</i>, page 58.</p>			

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.	Two audits completed and business cases prepared for supported recommendations.	✓
Comment: Council conducted formal audits at Bentleigh Secondary College and Southern Autistic School in Bentleigh East and St Aloysius Primary School in Caulfield. The recommendations from the audit included making alterations to parking restrictions and introducing line marking to improve safety.			
	Audit one shopping centre and identify improvements to safety and the movement of people.	One audit completed and business cases prepared for supported recommendations.	✓
Comment: An audit was conducted at Clarence Street shopping village in Bentleigh East in December 2015. It was recommended that Council: <ul style="list-style-type: none"> — advocate to VicRoads to improve turning manoeuvres and pedestrian access at the East Boundary Road intersection; — provide two flat top road humps during streetscape scheme; and — improve on-road bicycle safety. 			
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 <i>Transport Strategy</i> , <i>Road Safety Strategy</i> and the <i>Local Area Traffic Management Priority System</i> .	All traffic capital works projects (identified in the <i>Budget</i>) completed.	✗
Comment: To continue to improve road safety and manage congestion within the City of Glen Eira, Council identified 14 transport planning projects in the <i>2015–16 Budget</i> . Nine are complete and four are underway. One project (North Road service road, Murrumbeena) was not completed due to pavement conditions/deterioration. This will require alternative design/approach. The most significant project being completed in 2016 is the pedestrian operated signals in Glenhuntly Road, Elsternwick. These are being installed to improve pedestrian safety, calm traffic and will be combined with streetscape works.			
	Undertake traffic counts within the City and add to Council's <i>Local Area Traffic Management Priority System</i> to inform future capital works projects.	At least 105 traffic counts completed.	✓
Comment: Council officers conducted 143 traffic counts. Traffic counts and vehicle speed recordings are carried out for Council to prioritise traffic management treatments in shopping strips, residential streets and school areas. This information also assists in planning Council's capital budget.			

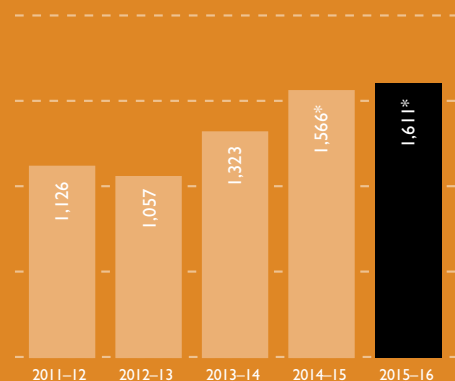
ENGAGE



TOWN PLANNING AND DEVELOPMENT

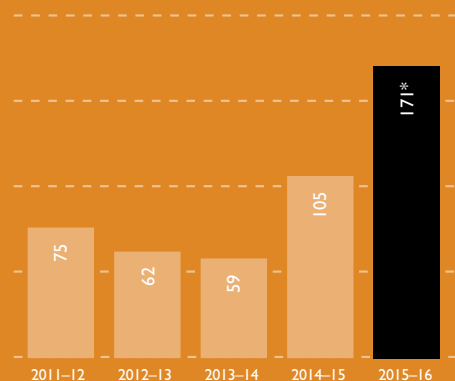
STATS	2011–12	2012–13	2013–14	2014–15	2015–16
Planning application decisions	1,112	995	1,281	1,541*	1,573
*Includes 169 that were withdrawn, lapsed or not required.					
Planning applications approved	1,037	933	1,133	1,297*	1,215
*Victoria is continuing to experience a building boom, which has resulted in increased applications.					
Appeals against refusal*	59	52	42	53	137**
*An appeal against Council's decision to refuse a planning application. **Victoria is currently experiencing a building boom. This has led to a substantial increase in the number of planning applications received by Council. As a result there has been an increase in appeals against refusals.					
Appeals against permit conditions (by applicant)	44	43	32	46	63*
*Victoria is currently experiencing a building boom. This has led to a substantial increase in the number of planning applications received by Council. As a result there has been an increase in appeals against permit conditions.					
Appeals resolved through mediation	33	23	12	11	2*
*Fewer appeals were resolved through mediation as a result of developers not amending their plans to comply with Council's Local Planning Policies. If developers do not amend their plans to comply with our planning policies, we are not in a position to resolve these matters at mediation.					
Applications lodged under <i>Fast Track</i> application program*	241	236	329	187**	51**
*The <i>Fast Track</i> application program includes: <i>Pre-Lodgement Certification Program</i> ; <i>No Request for Further Information Program</i> ; <i>Special Building Overlay Fast Track Program</i> ; and <i>Heritage Fast Track Program</i> . **Applicants are preferring to use the State Government's fast track processes (<i>VicSmart</i>).					
VCAT appeals lodged	163	149	89	155*	229*
*Victoria is currently experiencing a building boom. This has led to a substantial increase in the number of planning applications received by Council. As a result there has been an increase in appeals.					
Appeals (by objector) against approval	27	22	8	18	9
Heritage advisory service* appointments	95	99	72	79	101**
*Advice to residents and property owners who are proposing to alter, extend or demolish a heritage property. **An increase in planning applications has seen an increase in appointments.					
Footpath permits issued	697	698	794	700	702
Pool and spa safety inspections	210	155	293	170	195
Smoke alarm inspections	106	100	214*	146	112
*Smoke alarm inspections have increased as they are now carried out as part of all routine inspections.					
Fire safety inspections	136	260	215	218	218
Inspections related to complaints	1,046	881	1,093	1,165	1,417
Planning infringement notices issued	64	55	46	95*	156*
*Increased breaches of construction management plans by builders.					
Total building permits issued in Glen Eira	2,135	1,825	2,033	2,010	1,853
Total building permits issued by Council	98	99	62	64	31*
*Council does not actively seek to issue permits but concentrates on safety matters.					
Court prosecutions handled	74	22	24	34	38
Industrial waste bin permits issued by Council	1,291	1,065	1,203	1,316	1,249
Building material permits issued by Council	21	21	18	21	17

PLANNING APPLICATIONS RECEIVED



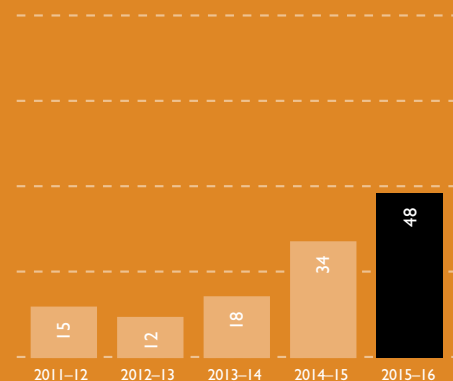
*The increase in applications is attributed to the building boom.

PLANNING APPLICATIONS REFUSED



*Victoria is currently experiencing a building boom. This has led to a substantial increase in the number of planning applications received by Council. As a result there has been an increase in applications refused.

COUNCIL REFUSALS OVERTURNED BY VCAT



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.

INTRODUCTION

Without regulations and controls, building and development would be unplanned, unguided, and potentially unsafe and unsatisfactory. Council takes responsibility for ensuring all development in the City goes through a rigorous and careful planning procedure and is in line with a range of regulations and requirements, both at Federal and State Government levels and at the local level.

ACHIEVEMENTS

PLANNING SCHEME REVIEW

A review of Council's *Glen Eira Planning Scheme* was undertaken during May and June 2016 with extensive input from the Glen Eira community. The *Scheme* is a legal document that contains Council's overarching vision for land use and development throughout the municipality. It consists of State Government planning policies and Glen Eira's local planning policies, as well as planning controls that implement these policies. More than 430 people participated in the discussion and a total of 122 submissions were received. The *Scheme* is due to go to Council for adoption in August 2016.

For further information, see *Consultation and planning*, page 61.

OPEN SPACE LEVY

The 5.7 per cent levy, (placed as a condition on subdivision permits) introduced in 2015, raised \$5.86 million in the 2015–16 financial year. This money will be used to fund the implementation of actions identified in Council's *Open Space Strategy*, including improvement of existing facilities and acquisition of land to create additional public open space areas.

ONLINE OBJECTIONS

To improve efficiency, Council's Statutory Planning Department has introduced an online tool which allows planning objections to be lodged online through Council's website. This process not only

saves time for the objector but also instantaneously alerts the town planner when an objection is lodged. Mailed objections can take up to five business days to be received by the Statutory Planning Department. An automated response will be received by the objector upon submission. In addition, posted letters to acknowledge receipt of objections will continue to be sent as per current arrangements.

ELECTRONIC REFERRALS

Council's Statutory Planning Department implemented a paperless process in June 2016 allowing it to refer plans to internal Council departments electronically. Previously, planning officers used to spend around six hours a week manually photocopying plans for each internal referral department and send through the internal mail system. This new process saves the planner a significant amount of time as plans can now be viewed and accessed by staff instantly.

ISSUES AND CHALLENGES

VCAT APPEALS

A recent change to the *Victorian Civil and Administrative Tribunal Act 1998* now means that a permit applicant may seek the reimbursement of Victorian Civil and Administrative Tribunal (VCAT) application fees from Council if it does not make a decision within 60 statutory days. This change has placed greater pressure on Council's Statutory Planning Department to make quicker decisions. This has been challenging with the significant increase in planning applications due to Melbourne's building boom.

NEW STAFF

Following a substantial turnover of Council Statutory Planning Department staff in the 2014–15 financial year, Council has had to dedicate a significant amount of time training and supporting new staff members. Further training and support is still needed in order to help new staff handle the increasing number of

more complex applications Glen Eira is receiving. Replacing the loss of experience within the Statutory Planning Department has been increasingly difficult.

LIVE PLANNING APPLICATIONS

The number of planning applications remains significantly high. This increase can be attributed to an ongoing residential property boom throughout Victoria. Glen Eira currently has the second highest number of 'live' planning permit applications in the State. This has put continued pressure on Council dedicating time and resources.

LOOKING AHEAD

BUILDING ENFORCEMENT AGENCIES

Council aims to develop an electronic fact sheet linking and identifying the responsibilities of enforcement agencies with respect to building sites. It is currently an expectation of the Glen Eira community that Council is able to resolve all issues. This is not always the case, as agencies such as Worksafe, the Victorian Building Authority, the Environment Protection Authority, and private building surveyors also have responsibilities and powers to deal with such matters.

LOCAL LAWS

A review of Council's Local Law 2009 is much needed to ensure we are keeping up with the emerging changes across the municipality to have sufficient powers to bring about compliance for new issues facing the community.

BUILDING ACT 1993

Uncertainties as to the future changes to the *Building Act* continue to be a concern to Council. If the Victorian Building Authority is not successful in regulating the industry effectively, State Government may consider modifying legislation giving more responsibility to councils when it comes to issuing and enforcing building permits.

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) and also by encouraging a mix of one, two and three bedroom dwellings in larger medium density proposals.	At least 50 per cent of new dwellings to be located within the General Residential, Residential Growth and Commercial Zones.	✓
Comment: Eighty seven per cent of new dwellings are located within the General Residential (GRZ), Residential Growth (RGZ) and Commercial Zones (CIZ). GRZ — 785 (41 per cent) RGZ — 584 (30 per cent) CIZ — 310 (16 per cent)			
Enforce the provisions of the <i>Glen Eira Planning Scheme</i> 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: Four hundred and twenty one proactive inspections were completed, with 98 per cent of reactive planning enforcement matters responded to within five days. Proactive inspections are those undertaken randomly to ensure compliance with permit conditions.			
	Enforce building control requirements and investigate building enforcement matters.	Two hundred building enforcement matters investigated and respond to 95 per cent of reactive building enforcement matters within five days.	✓
Comment: Three hundred and forty two building enforcement matters were investigated, with 97 per cent of reactive building enforcement matters responded to 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: Ninety six applications were refused under manager delegation as they did not satisfy the purpose of Council's Neighbourhood Residential Zone.			
Encourage and support community involvement in the planning permit application process.	Promote Council's suite of <i>Fast Track</i> permit application processes.	Report to Council, year-on-year, the percentage of applications using the <i>Fast Track</i> process.	✓
Comment: Council's <i>Fast Track</i> process involves providing planning applicants with an incentive to follow best practice by seeking the assistance of professionals, involving their neighbours and talking to Council prior to lodging an application. During 2015–16, three per cent of applications used Council's <i>Fast Track</i> permit application process.			

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 265 Delegated Planning Committee (DPC) meetings and 39 planning conferences. Council's DPC comprises senior Council officers and is convened on a weekly basis. An opportunity is provided for all parties to make submissions to the DPC prior to the application being decided, which is done at the conclusion of the meeting.			
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: Eleven mediation meetings were held, which reduced the number of planning applications required to be determined at a Delegated Planning Committee.			
Undertake community consultation and engagement to ensure the <i>Glen Eira Municipal Strategic Statement</i> , <i>Glen Eira Planning Scheme</i> and town planning process meets the needs of local residents and ratepayers.	Survey participants in the Delegated Planning Committee process to ascertain satisfaction rates.	Eighty per cent satisfaction rating of participants in the Delegated Planning Committee process.	✓
Comment: A 97 per cent satisfaction rating was achieved from survey participants who used Council's DPC process in 2015–16.			

UNIFY



GOVERNANCE

STATS	2013	2014	2015	2016
<i>Community Satisfaction Survey results</i>				
Approval rating (Very Good and Good versus Poor and Very Poor)	61 / 8	68 / 2	72 / 4	56 / 11
Satisfaction rating (Very Good, Good and Average versus Poor and Very Poor)	90 / 8	96 / 2	94 / 4	88 / 11
Indexed score	66	72	71	65

HITS ON GLEN EIRA CITY COUNCIL'S WEBSITES



STRATEGIC OBJECTIVE

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

INTRODUCTION

Good governance is accountable, transparent, responsive, inclusive and efficient. Council is committed to providing good governance through its decision-making process by engaging the community, providing leadership, investing in the future and acting responsibly.

ACHIEVEMENTS

NEW WEBSITE

Council launched a new website in February 2016. The new website is user-friendly and fully accessible across desktop, tablet and mobile devices. Functions of the new website include an events calendar, jobs board and online community consultations. The website is compliant with Web Content Accessibility Guidelines 2.0 AA Accessibility standards.

COMMUNICATIONS STRATEGY

Council's Public Relations and Marketing Department developed and implemented a *Communications Strategy*. The *Strategy* outlines all communication objectives, principles and priority actions for Council to support positive, timely and effective communication. It has been prepared to provide a strategic focus on communications and to improve understanding of the role of communications across Council. It covers all internal and external Council communications.

EMPLOYER OF CHOICE

Council was named a winner in the *Employer of Choice* category at the 2015 *Australian Business Awards* in August. This award recognised Council as a leading workplace that maximises the potential of its workforce through effective employee practices, including employee recruitment, engagement and retention.

ISSUES AND CHALLENGES

NEW CEO AND ORGANISATIONAL RESTRUCTURE

Glen Eira Councillors appointed a new CEO in February 2016. This appointment led to an organisational restructure, which will come into effect on 1 July 2016. Although the prospects of a new CEO and organisational structure are exciting, some employees have felt unsettled throughout the process.

ENTERPRISE BARGAINING AGREEMENT

Council's two enterprise agreements (Glen Eira City Council *Enterprise Bargaining Agreement* and Glen Eira Sports and Aquatic Centre *Enterprise Bargain Agreement*) nominally expired on 31 December 2015. Negotiations between unions, management and staff commenced in October 2015 and despite wanting the new agreements to be finalised and in place by 1 July 2016, negotiations are still taking place. It is expected the new agreements will be finalised and in place by the end of 2016.

LOOKING AHEAD

DIGITAL STRATEGY

To keep up with technological demands and community needs, Council's Public Relations and Marketing Department will develop a *Digital Communications Strategy*. The aim of the *Strategy* is to identify communication across different media and the advantages and opportunities this brings to Council and the Glen Eira community. Council will explore social media platforms; video; audio; and animated multimedia approaches.

The Public Relations and Marketing Unit aims to have a draft *Strategy* available by December 2016 for internal review.

COMMUNITY PLAN

A new *Community Plan* will be developed and implemented to lead strategic direction for the Council term 2017–2020. The *Plan* will reflect the community's priorities and directions as stated during consultations with residents, Council staff and groups that work with Council. It will include strategies and actions to ensure Council is transparent and accountable for the resources used over this period.

A draft *Plan* will be available for community comment in early 2017.

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: The Public Relations and Marketing Department published all endorsed strategies, plans and policies for 2015–16 in a timely manner on the website. Information informing the community on how to access these was provided through various platforms including a monthly newspaper (<i>Glen Eira News</i>) and corporate advertisements in the local <i>Leader</i> newspapers.			
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 has the sixth lowest day-to-day costs per property of all inner metropolitan councils (\$176 per assessment less than the average of inner metropolitan councils). Council charges \$11 million per annum (13 per cent) less than inner metropolitan municipalities and has \$11 million per annum less for upgrading or providing facilities and services.			
Ensure that Council complies with financial and performance reporting requirements.	The preparation and completion of Council's 2014–2015 annual accounts.	Completion of 2014–15 Financial Report and Performance Statement by 30 September 2015 with an unqualified audit opinion.	✓
Comment: Council's 2014–2015 Financial Report, Standard Statements and Performance Statement were delivered to the Minister for Local Government by 30 September 2015. The 2014–2015 Financial Report with unqualified audit opinion is available at www.gleneira.vic.gov.au			
	Delivery of the 2015–2016 Annual Budget in line with approved budget timelines.	Completion of the 2015–2016 Budget — to be adopted by Council by 30 June 2015 and submitted to the Minister before 31 July 2015.	✓
Comment: The 2015–2016 Budget was adopted by Council on 23 June 2015 and submitted to the Minister on 24 June 2015, in accordance with section 130 of the <i>Local Government Act 1989</i> .			
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 2015–16. All staff members receive information on the Charter of Human Rights during induction. Information is also available to all staff via Council's Staff Handbook, which is available on the intranet. 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 to check and report progress towards community needs.	Regular reporting on progress against action items in the Community Plan.	Report progress to Council quarterly.	✓
Comment: Council reviewed the actions in its Community Plan quarterly to monitor the progress of works, services and initiatives scheduled for 2015–16. Regular liaison with individual business units ensured this was done effectively and accurately. Council's Community Plan is the framework for work to be undertaken by Council on behalf of the community. See <i>Developing our Community Plan</i> , page 53.			
	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: In accordance with the <i>Local Government Act 1989</i> , Council published the agenda and meeting minutes for all 12 Council meetings held in 2015–16. The 2015–16 Council agendas and meeting minutes are available from www.gleneira.vic.gov.au			

MANAGING RISK AND SAFETY

STRATEGY	ACTION	MEASURE	RESULT
Implement the <i>Council Risk Management Strategy</i> to ensure that risk is effectively managed throughout the organisation.	Implement Council's <i>Risk Management Strategy</i> .	Rolling program of business unit risks to Audit Committee meetings.	✓
<p>Comment: As part of Council's <i>Risk Management Strategy</i>, business unit managers are required to present their risk profile to the Audit Committee. Eight business units presented risks in 2015–16 (November 2015 and February 2016) including:</p> <ul style="list-style-type: none"> — Public Relations and Marketing; — Business Development; — Glen Eira Sports and Aquatic Centre; — Capital Works; — Family and Children's Services; — Works Depot; — Transport Planning; and — Recreation and Youth Services. 			
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 (<i>SafetyMAP</i>).	Council complies with <i>SafetyMAP</i> criteria and maintains accreditation status.	✓
<p>Comment: Council continued to maintain its <i>SafetyMAP</i> 4th Edition Accreditation following a routine re-certification visit on 26 May 2016 (this audit proceeded the August 2015, surveillance audit). The comprehensive audit took place over six days and reviewed Council's occupational health and safety management systems. Business units that were audited were: Murrumbeena Child Care; Youth Services; Arts and Culture; Parks and Gardens; Buildings and Properties; Civic Compliance; Glen Eira Sports and Aquatic Centre; Moorleigh Maternal Child Health; Public Health; GlenWorks; Community Care; ADASS; School Crossing Supervisors; and Bentleigh Library. For further information, see <i>Occupational Health and Safety</i>, page 44.</p>			

GROW



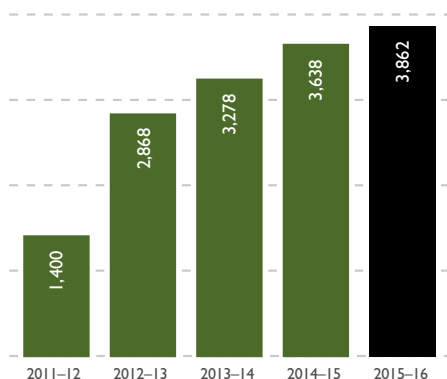
RECREATION AND OPEN SPACE

STATS	2011–12	2012–13	2013–14	2014–15	2015–16
Recreational facilities bookings	7,565	7,616	8,118	8,412	8,518
Playground improvements	5	9	6	3	4
Playground inspections	17,248	17,595	18,377	18,377	18,377
Open space bookings*	627	685	726	742	757
*Encompassing rotundas, open space and picnic areas.					
Athletics track bookings (Duncan Mackinnon Reserve)	637	637	554*	638	610
* Duncan Mackinnon Reserve Pavilion redevelopment works limited use of the facility.					
Netball court bookings	381	403	327*	349	451
* Duncan Mackinnon Reserve Pavilion redevelopment works limited use of netball courts at the facility.					
Summer sportsground allocations (teams)	235	204	189*	186**	197
*Nine baseball teams and 11 softball teams did not run due to a lack of numbers within the club however another five tee-ball teams were introduced in 2013–14.					
**Two baseball teams and two softball teams did not run due to a lack of numbers within the club however, one new cricket team commenced.					
Winter sportsground allocations (teams)	249	272	269	299	310
Parks and reserve patrols	4,762	3,280	3,752	3,267	2,252*
*Civic Compliance officers have combined roles responsible for animal management and Local Law enforcement, Victoria is continuing to experience a building boom which has resulted in a shift of resources to maintain community safety across the municipality.					
Native, drought tolerant and indigenous plantings	16,747	8,906*	16,541	9,309**	7,335**
*Reduced planting numbers in 2012–13 due to late seasonal timing of works, which was offset in an increase in planting numbers during early 2013–14.					
**Reduced planting numbers due to lower new planting project requirements and improved maintenance resulting in reduced plant failures during the year.					
Seasonal attendances at Carnegie Swim Centre	68,096	67,237	63,307	57,304	53,772*
*Due to bad weather conditions throughout the season, numbers were down.					
GESAC annual visits	133,688*	1,055,838	1,081,772	1,091,478	1,140,654
*GESAC membership sign-up started 2011–12.					
GESAC memberships at 30 June	5,750*	11,321	14,539	14,367	14,475
*GESAC membership sign-up started 2011–12.					
GESAC stadium use (average hours per week)	114	205	201	205	205
Birthday parties held at GESAC	0*	556	493	384	357
*GESAC did not offer birthday parties until July 2012.					
Dog and cat registration	17,360	17,299	16,950	17,028	17,066
Cats impounded*	225	163	211	206	146**
*Figures include cats picked up and returned by Council and cats impounded at the RSPCA.					
**More animals are returned to their owners through mandatory microchipping.					
Dogs impounded*	542	342	393	391	302**
*These figures include dogs picked up and returned by Council and dogs impounded at the RSPCA.					
**The education strategy in our <i>Domestic Animal Management Plan</i> has seen more animals being confined to their properties.					

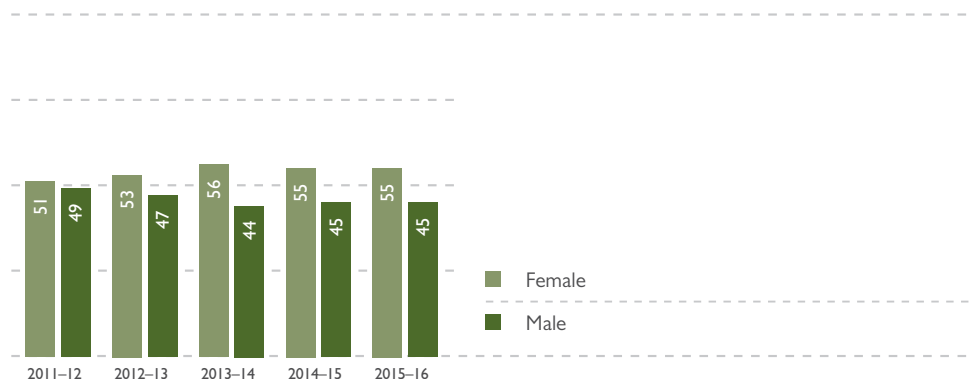
Age of GESAC members (%)

Age Group	2011–12	2012–13	2013–14	2014–15	2015–16
No date of birth supplied	11.16	11.97	10.83	4.83	15.76
0–9	21.81	23.41	22.40	27.06	19.98
10–19	6.63	7.21	9.04	9.38	11.76
20–29	10.72	12.41	8.02	6.87	10.13
30–39	16.03	15.44	18.14	17.39	15.83
40–49	17.37	15.28	17.84	18.79	14.90
50+	16.27	14.27	13.73	15.69	11.64
Total	100	100	100	100	100

GESAC SWIM SCHOOL MEMBERS



GENDER OF GESAC MEMBERS (%)



STRATEGIC OBJECTIVE

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

INTRODUCTION

The management of parks, reserves, sportsgrounds and open space in Glen Eira plays a pivotal role in the sense of community connection and freedom of movement. The *Open Space Strategy* was approved in 2014 following extensive consultation with the community. The *Strategy* will direct planning, provision, design and management of open space in Glen Eira until 2026.

ACHIEVEMENTS

DUNCAN MACKINNON PAVILION

The new Duncan Mackinnon Reserve Pavilion and Community Room in Murrumbeena was officially opened in October 2015. The all-abilities Pavilion includes grandstands for both netball and athletics; change rooms; two kiosks; umpire change facilities; first aid facilities; and an all-weather control room. In addition to this, there are two flexible community rooms for use by sporting and non-sporting groups.

A number of environmentally sustainable design features have been incorporated into the facility, including the use of rainwater collection and storage for toilet flushing and use on garden beds; water efficient taps; showerheads and other plumbing fixtures; energy efficient light fittings; and the use of natural light and ventilation to further reduce energy consumption.

For further information, see *2015–2016 Major initiatives*, page 67.

JULIE COOPER PAVILION

The Julie Cooper Pavilion at Centenary Park in Bentleigh East was officially opened in August 2015. Council contributed \$2 million towards the construction of the Pavilion, which injects new vibrancy into the park and caters to all members of the community, especially the increasing number of juniors and women playing sport. The redevelopment of the Pavilion included larger change rooms and umpire facilities, covered spectator areas, and improved accessibility for all-abilities.

For further information, see *2015–2016 Major initiatives*, page 67.

CARNEGIE LIBRARY FORECOURT

Council has enhanced the Forecourt at Carnegie Library and Community Centre to strengthen the connection between Koornang Road and the Library and to provide residents and users with an urban oasis to utilise within a built-up area.

The upgrade included the addition of 13 jacaranda trees, garden beds with low-level plants, and a raised seating area that can be used for informal gatherings, small events or performances.

The space can now be used by community members to relax, socialise and unwind. Free wi-fi is also provided.

The project was an action from Council's *Open Space Strategy*.

For further information, see *2015–2016 Major initiatives*, page 66.

ESKDALE PARK

To provide more open space for the Glen Eira community, Council closed a section of unnamed road between Eskdale Road and Fitzgibbon Crescent in Caulfield North to create a new park — Eskdale Park. The new park provides residents with easy access to natural space and improves walkability in the local area.

A key feature of the park is a central seating area, which protects and builds around the compact green environment created by two large established plane trees. Footpaths leading into this area are surrounded by a combination of low level plantings, which incorporate water sensitive urban design principles, and shaped lawn areas.

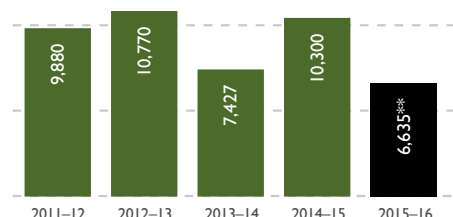
For further information, see *2015–2016 Major initiatives*, page 66.

TOP MARKS FOR GLEN EIRA PARKS

Council scored top marks in the *2015 Benchmark Park User Satisfaction Survey*, recording the overall highest Victorian mean score of 8.4 for satisfaction with the level of maintenance in Glen Eira's parks. This assessment was conducted by Integrated Open Space Services and criteria included the upkeep of garden beds; pathways; play equipment; barbecues; public amenities; and signage.

Glen Eira was one of 15 metropolitan and regional councils to participate in the Survey.

TOTAL TREE WORKS* UNDERTAKEN



*Tree works encompass all pruning, removal, stump removal, disposal of branches (mulching), root barrier/root pruning and reactive wire clearance works on Council's trees within streets and parks. Works are not inclusive of all Council's annual powerline clearance and planting program and reactive inspections are not included in these figures.

** Due to more favourable weather conditions (fewer storms), there was a decrease in the number of incidents requiring action.

ISSUES AND CHALLENGES

GESAC'S WELLNESS CENTRE DELAYED

The new Wellness Centre at Glen Eira Sports and Aquatic Centre (GESAC), which was scheduled to open in late 2015, was further delayed due to the project requiring additional funds to be completed. New funds have since been approved as part of the 2016–17 Budget and the new centre is planned to open in early 2017.

LACK OF SPORTSGROUNDS

Accommodating the growth of sporting clubs within the municipality is a constant challenge as Council does not have enough sportsgrounds to fulfil the requests made by sports clubs to increase the number of teams. The City of Glen Eira currently has the least amount of open space of any Victorian municipality based on both the proportion of land area in each municipality and hectares per thousand people. Council must actively manage team numbers to ensure there is no detrimental impact to the condition of its sportsgrounds as a result of heavy utilisation.

HEALTHCLUB COMPETITION

Despite Glen Eira Sports and Aquatic Centre (GESAC) being a state-of-the-art facility, additional competition in the area from 24 hour health clubs, boutique fitness providers and online fitness training solutions have made membership sales at GESAC and Caulfield Recreation Centre more challenging than ever.

LOOKING AHEAD

REVIEW OF DOMESTIC ANIMAL MANAGEMENT PLAN

Council's *Domestic Animal Management (DAM) Plan* needs to be reviewed in 2017. The *Plan* addresses issues such as dogs at large, cat overpopulation, nuisance pets and registration and identification. Registration and desexing initiatives will need to be reviewed given the impacts of rate capping. We also need to address the issues we currently have in off-leash parks with dog attacks. To view the *DAM Plan* performance indicators, see page 147.

REDEVELOPMENT OF BAILEY RESERVE SKATE PARK

More than \$500,000 has been allocated in Council's 2016–17 Budget to redevelop the skate park at Bailey Reserve in Bentleigh East. Council's Recreation Department will undertake consultation with the community to determine the needs and wants of local skaters. This will assist with the design and construction of the new skate park, which will be accessible to everyone. Consultation is expected to occur in the coming months.

CARNEGIE SWIM CENTRE UPGRADE

Council has committed \$280,000 in the 2016–17 Budget for the detailed planning and design works of Carnegie Swim Centre. These works will build on the feedback received from the swim centre upgrade community consultation that was undertaken in 2015. Conditional funding of \$2.22 million in 2017–18 and \$2.5 million in 2018–19 for construction costs is subject to receiving the Sports and Recreation Victoria *Better Pools* funding of \$2.5 million.

PARKS AND RECREATIONAL FACILITIES IN GLEN EIRA

RECREATION CENTRES

A.
CARNEGIE SWIM CENTRE
Koornang Park, Moira Avenue, Carnegie

B and D.
**GLEN EIRA SPORTS AND
AQUATIC CENTRE (GESAC)**
200 East Boundary Road, Bentleigh East

C.
**CAULFIELD RECREATION
CENTRE**
6 Maple Street, Caulfield South

COMMUNITY TENNIS COURTS

E.
**BROOKLYN AVENUE
TENNIS COURTS**
Brooklyn Avenue, Caulfield South

MULTIPURPOSE SPORTS COURTS

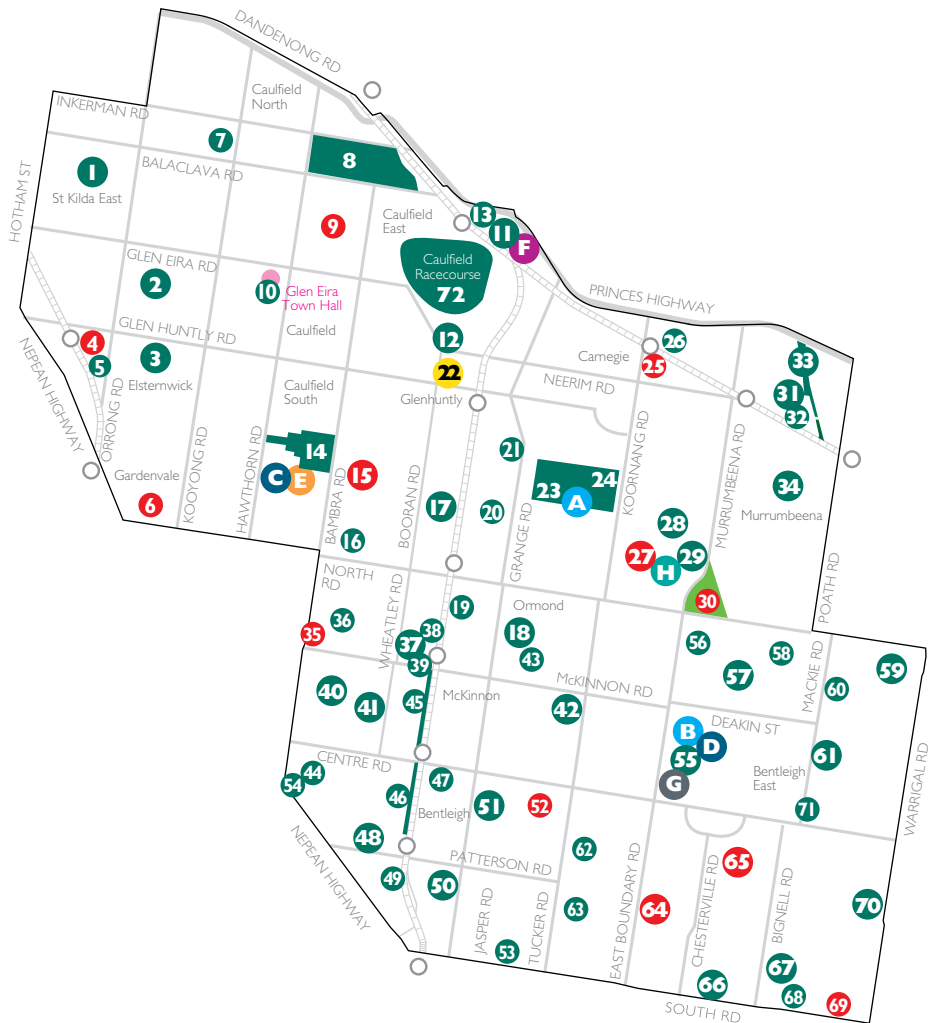
F.
EAST CAULFIELD RESERVE
Sir John Monash Drive, Caulfield East

G.
SKATE FACILITY
Bailey Reserve Skate Park
200 East Boundary Road, Bentleigh East

RECREATION RESERVES

30.
**DUNCAN MACKINNON
RESERVE**
Netball and athletics facility
Corner North and Murrumbeena Roads,
Murrumbeena

H.
PACKER PARK VELODROME
Leila Road, Carnegie



KEY

- | | |
|--|--|
|  Park, sports fields |  Sporting reserve |
|  Small park or playground |  Velodrome |
|  New park or reserve established or existing park or reserve with significant upgrade |  Swimming pool |
|  New park or reserve under development |  Recreation centre |
| |  Tennis courts |
| |  Skate facility |
| |  Multipurpose sports courts |

RECREATIONAL AND PARK FACILITIES IN GLEN EIRA

PARKS AND PLAYGROUNDS

ST KILDA EAST

1. Greenmeadows Gardens
Green Street, St Kilda East

ELSTERNWICK

2. Harleston Park
Seymour and Allison Roads,
Elsternwick

3. Hopetoun Gardens
Corner Victoria Street and
Glenhuntly Road, Elsternwick

4. Elsternwick Plaza
Glenhuntly Road, Elsternwick

5. Riddell Park
Corner Archibald and
Gisborne Streets, Elsternwick

GARDENVALE

6. Gardenvale Park
Corner Elster Avenue and
Gardenia Road, Gardenvale

CAULFIELD

7. Memorial Park
Corner Kooyong Road and
Dorgan Street, Caulfield North

8. Caulfield Park
Corner Hawthorn and Balaclava
Roads, Caulfield North

9. Eskdale Park
Eskdale Road and Fitzgibbon
Crescent, Caulfield North

10. Lirrewa Grove Reserve
Lirrewa Grove, Caulfield

11. East Caulfield Reserve
Corner Dudley Street and
Dandenong Road, Caulfield East

12. Glen Huntly Park
Corner Booran and Neerim Roads,
Caulfield East

13. Caulfield Plantation Reserve
Sir John Monash Drive, Caulfield East

14. Princes Park
Hawthorn and Bambra Roads,
Caulfield South

15. Marara Road Reserve
Marara Road, Caulfield South

16. Spring Road Reserve
Spring Road, Caulfield South

ORMOND

17. EE Gunn Reserve
Corner Foch and Malane Streets,
Ormond

18. Joyce Park
Jasper Road, Ormond

19. Cadby Avenue Reserve
Cadby Avenue, Ormond

GLEN HUNTLY

20. Oakleigh Road Reserve
Oakleigh Road, Glen Huntly

21. Garden Avenue Reserve
Garden Avenue, Glen Huntly

22. Booran Reserve
Corner Booran and Glenhuntly
Roads, Glen Huntly

CARNEGIE

23. Lord Reserve
Munro Avenue, Carnegie

24. Koornang Park
Munro Avenue, Carnegie

25. Jersey Parade Reserve
Jersey Parade, Carnegie

26. Woorayl Street Reserve
Woorayl Street, Carnegie

27. Packer Park
Leila Road, Carnegie

28. Rosanna Street Reserve
Rosanna Street, Carnegie

MURRUMBEENA

29. Mallanbool Reserve
Corner Leila and Murrumbeena
Roads, Murrumbeena

30. Duncan Mackinnon Reserve
Corner North and Murrumbeena
Roads, Murrumbeena

31. Springthorpe Gardens
Corner Neerim Road and
Tuckett Street, Murrumbeena

32. Riley Reserve
Corner Neerim Road and
Arthur Street, Murrumbeena

33. Boyd Park
Neerim Road, Murrumbeena

34. Murrumbeena Park
Kangaroo Road, Murrumbeena

MCKINNON

35. Thomas Street Reserve
Corner McKinnon Road and
Thomas Street, McKinnon

36. Clee Street Park
Clee Street, McKinnon

37. Wattle Grove Reserve
Wattle Grove, McKinnon

38. Glen Orme Avenue Reserve
Corner Glen Orme Avenue
and Murray Road, McKinnon

39. McKinnon Memorial Garden
Corner Wattle Grove and McKinnon
Road, McKinnon

40. Elster Creek Trail
Beech Street, McKinnon

41. Allnutt Park
Wheatley Road, McKinnon

42. McKinnon Reserve
McKinnon Road, McKinnon

43. Hall Street Park
Hall Street, McKinnon

BENTLEIGH

44. Clapperton Street Park
Clapperton Street, Bentleigh

45. Nicholson Street Reserve
Nicholson Street, Bentleigh

46. Burgess Street Reserve
Burgess Street, Bentleigh

47. Daley Street Mall
Daley Street, Bentleigh

48. Victory Park
Patterson Road, Bentleigh

49. North Avenue Park
North Avenue, Bentleigh

50. Halley Park
Jasper Road, Bentleigh

51. Bentleigh/Hodgson Reserve
Arthur Street, Bentleigh

52. Leckie Street Reserve
Leckie Street, Bentleigh

53. Brentwood Street Reserve
Brentwood Street, Bentleigh

54. Glen Rigney Memorial Reserve
769 Nepean Highway, Bentleigh East

BENTLEIGH EAST

55. Bailey Reserve
East Boundary Road, Bentleigh East

56. Virginia Park
East Boundary Road, Bentleigh East

57. Marlborough Street Reserve
Marlborough Street, Bentleigh East

58. Annie and Arthur Abrahams Reserve
Anarth Street, Bentleigh East

59. Pell Street Reserve
Pell Street, Bentleigh East

60. Waratah Road Reserve
Corner Mackie Road and
Waratah Street, Bentleigh East

61. Mackie Road Reserve
Mackie Road, Bentleigh East

62. Colin Street Park
Colin Street, Bentleigh East

63. Dega Avenue Park
Dega Avenue, Bentleigh East

64. King George VI Memorial Reserve
East Boundary Road, Bentleigh East

65. Centenary Park
Bignell Road, Bentleigh East

66. Wingate/Brady Roads Park
Corner Wingate Street and
Brady Road, Bentleigh East

67. Moorleigh Community Village
90–92 Bignell Road, Bentleigh East

68. Yarra Yarra Links Estate Reserve
Yarra Links Way, Bentleigh East

69. Nina Court Reserve
Corner Nina Court and Claude
Street, Bentleigh East

70. Haigh/Kershaw Street Park
Haigh and Kershaw Streets,
Bentleigh East

71. Cormick Street Reserve
10A Cormick Street, Bentleigh East

CAULFIELD RACECOURSE RESERVE

72. Caulfield Racecourse Reserve
Kambrook Road, Caulfield

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.	Develop the new Duncan Mackinnon Pavilion in Murrumbena.	Pavilion completed.	✓
Comment: Duncan Mackinnon Reserve Pavilion and Community Room in Murrumbena was officially opened on 28 October 2015. The new all-abilities pavilion includes grandstands for both netball and athletics; change rooms; two kiosks; umpire change facilities; first aid facilities; and an all-weather control room. See <i>2015–2016 Major initiatives</i> , page 67.			
	Develop the new Centenary Park Pavilion in Bentleigh East.	Pavilion completed.	✓
Comment: The Julie Cooper Pavilion at Centenary Park in Bentleigh East was officially opened on 27 August 2015. The new Pavilion injects renewed vibrancy into the park, and caters to all members of the community, especially the increasing number of juniors and women playing sport. See <i>2015–2016 Major initiatives</i> , page 67.			

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 sportsground lighting at Duncan Mackinnon Reserve.	Lighting installed.	✓
Comment: The installation of three lighting poles and associated fittings was undertaken at Duncan Mackinnon Reserve to improve lighting for training purposes. The new lighting is compliant with Australian standards.			
	Thomas Street Reserve landscape enhancement works.	Complete landscape works.	✓
Comment: Landscape works at Thomas Street Reserve in McKinnon were completed. Works included new park seating around four established Desert Ash trees, which provide users with a connection to the natural environment and an opportunity for rest and respite.			
	Resurface Duncan Mackinnon Reserve regional athletics track, subject to Sport and Recreation Victoria major facility funding.	Complete resurfacing.	✗
Comment: Resurfacing of Duncan Mackinnon Reserve regional athletics track has been deferred until 2017–18. Council's application to obtain funding from Sport and Recreation Victoria for the 2015–16 financial year was not approved.			
	Commence construction of Glen Huntly Reservoir.	All major construction contracts let.	✓
Comment: The final major construction contract was awarded by Council in May 2016. Booran Reserve, formally Glen Huntly Reservoir, is expected to open in spring 2016 and will provide community members with 1.6 hectares of usable open space. See <i>Sustainable Community Assets and Infrastructure</i> , page 119.			
	Eskdale Road and Fitzgibbon Crescent, Caulfield North new local park development.	Complete new local park.	✓
Comment: A 550 square metre park was built in Caulfield North and completed in October 2015. Despite being small, the new park provides residents with easy access to natural space and improves walkability in the local area. See <i>2015–2016 Major initiatives</i> , page 66.			
	Nina Court, Bentleigh East landscape enhancement works.	Complete landscape works.	✓
Comment: Landscape works at Nina Court Reserve in Bentleigh East were completed in October 2015. The area, once covered by asphalt, is now planted with a mixture of shrubs and trees, which enhance the local streetscape. See <i>2015–2016 Major initiatives</i> , page 66.			
	Construct pathway lighting at Caulfield Park in Caulfield North and Allnutt Park in McKinnon.	Lighting installed.	✓
Comment: Pathway lighting was installed at Allnutt Park in McKinnon and Caulfield Park (stage one) in Caulfield to improve safety for park users. Stage two works for Caulfield Park are expected to be completed by the end of August 2016.			
	Plant drought-tolerant grasses at Princes Park, oval four, Caulfield South.	Drought-tolerant grasses planted.	✓
Comment: Drought-tolerant grasses were planted on oval number four at Princes Park in Caulfield South to provide for a more suitable surface during summer. Works included reshaping the oval surface; new irrigation and drainage; and resurfacing.			

ACCESS FOR COMMUNITY ACTIVITIES, SPORT AND LEISURE

STRATEGY	ACTION	MEASURE	RESULT
Provide access to Council facilities (including sporting grounds and pavilions) for community activities and sport.	Accommodate at least 400 sporting teams on sporting fields in the municipality.	Teams allocated to grounds.	✓
Comment: A total of 507 sporting teams were allocated sportsgrounds during 2015–16. Sports included Australian Rules Football; soccer; lacrosse; athletics; netball; cricket; softball; and baseball.			
	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: Council provided use of the Town Hall and Carnegie Community Centre to community groups and members including Caulfield Dance Group; Australian Decorative and Fine Arts Society; Shalom Association; and <i>Glen Eira City Choir</i> Recitals. More than 2,400 bookings were accommodated for.			
Redevelopment of Leckie Street Reserve in Bentleigh.	Complete Leckie Street Reserve, Bentleigh redevelopment.	Works completed.	✓
Comment: Upgrades to Leckie Street Reserve in Bentleigh East were completed in December 2015. Works included the installation of a new playground, drinking fountain, circular seating, pathways, a picnic shelter and entrance. See <i>2015–2016 Major initiatives</i> , page 66.			

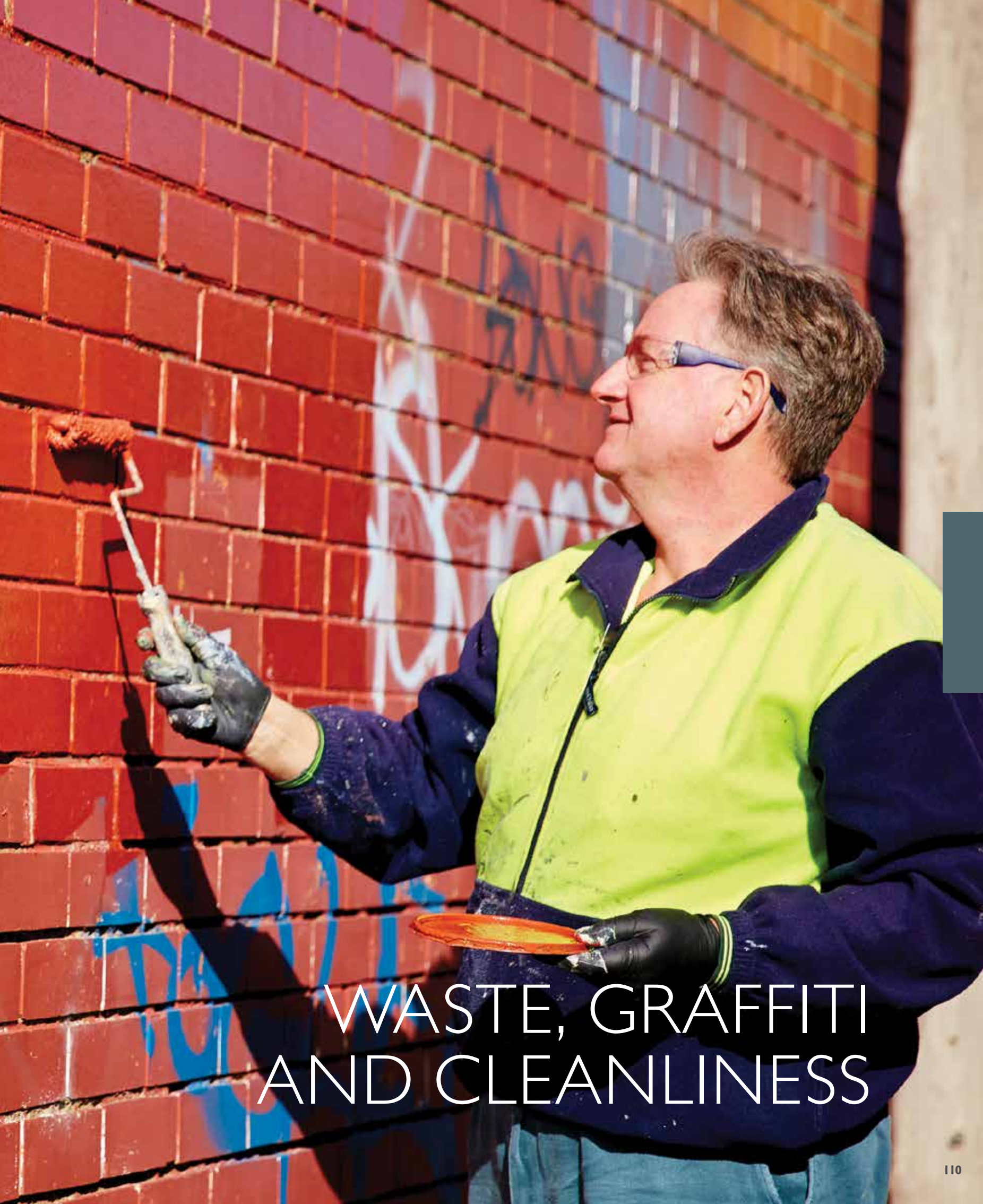
LEISURE AND AQUATIC PROGRAMS

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: As of 1 July 2016, Glen Eira sports and Aquatic Centre (GESAC) recorded 14,475 memberships. See <i>Stats</i> , page 101.			
Provide a range of leisure and aquatic programs at the 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: Due to bad weather, YMCA only hosted five events over the summer season compared with 10 in 2014–15. Events included an end of school celebration day; an Australia Day celebration; a Swimathon; and two Family Fun Days.			

OUR PARKS

STRATEGY	ACTION	MEASURE	RESULT
Work with key stakeholders to reduce water and energy consumption required to maintain parks and sporting facilities.	Use water effectively and efficiently by continuing to help combat the effects of prolonged reduced rainfall in Council's parks and reserves.	Convert Princes Park oval in Caulfield South to warm season grasses.	✓
Comment: Council converted Princes Park oval in Caulfield South to warm season grasses. Works included reshaping of the oval's surface, new irrigation and drainage and resurfacing with the new grasses.			
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 spent its budget of \$200,000 and built three new playgrounds at Elsternwick Plaza in Elsternwick, Garden Avenue Reserve in Glen Huntly, and Leckie Street Reserve in Bentleigh. Each of these playgrounds provide a diverse array of play opportunities for children of all-abilities. In addition to this, Allnutt Park in McKinnon was upgraded with one new combination unit and a basket swing.			
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 1,200 patrols of parks to educate the community about responsible pet ownership.	Conduct 1,200 park patrols to encourage responsible pet ownership.	✓
Comment: More than 2,250 park patrols were carried out by Council's officers in on and off-leash areas for dogs to encourage responsible pet ownership.			
Continue to maintain and improve facilities in parks.	Renew multipurpose hit-up walls at Packer Park in Carnegie and King George Reserve in Bentleigh East.	Completion of new hit-up walls.	✓
Comment: Council completed new multipurpose unstructured recreation facilities at Packer Park in Carnegie and King George Reserve in Bentleigh East. Features of the new space include a tennis hit-up wall; a synthetic basketball three-point zone; and two netball goal posts. Landscaping works and social seating areas have also been installed.			
	Install outdoor fitness pod at Packer Park in Carnegie.	Completion of fitness pod.	✓
Comment: Fifteen specialised units providing a diverse range of exercise training movements were installed at Packer Park in Carnegie to accommodate park users.			
	Install shade sails in Council parks and reserves.	Shade sails installed at Allnutt Park in McKinnon; Caulfield Park in Caulfield North; and Glen Huntly Park in Caulfield East, Koornang Park in Carnegie and King George VI Memorial Reserve in Bentleigh East	✓
Comment: Shade sails were installed at Allnutt Park, McKinnon; Caulfield Park, Caulfield North; and Glen Huntly Park, Caulfield East. Existing shade sails were repaired at Koornang Park, Carnegie and King George VI Memorial Reserve, Bentleigh East. The new sails provide park users with protection from harsh weather conditions.			
	Improve park infrastructure.	Continue the implementation of the rolling program for improved park infrastructure by expending \$100,000 on lights, rubbish bins, seating, shading, drinking fountain etc.	✓
Comment: Council continued its rolling program and spent \$215,635 to improve park infrastructure. Works included: — A new 1,100 litre rubbish bin enclosure installed at Mackie Reserve. — New park bench seats at Thomas Street Reserve in McKinnon (three benches) and Eskdale Park in Caulfield North (two benches). — A new drink fountain with dog bowl installed at Hodgson Reserve in Bentleigh. — New perimeter protective 2400 millimetre fencing installed along the western wing (oval one) at King George VI Memorial Reserve in Bentleigh East.			
Continue to plant and maintain trees and other vegetation in our parks.	Replace trees that have reached the end of their useful life.	Seventy trees replaced.	✓
Comment: Council replaced 112 trees that had reached the end of their useful life.			

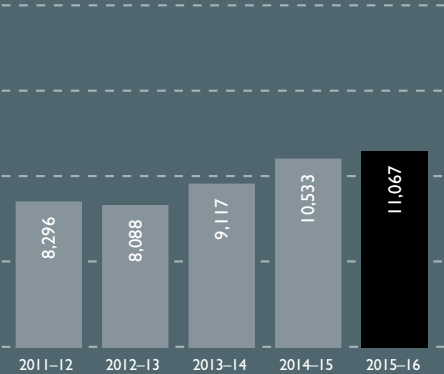
SUSTAIN



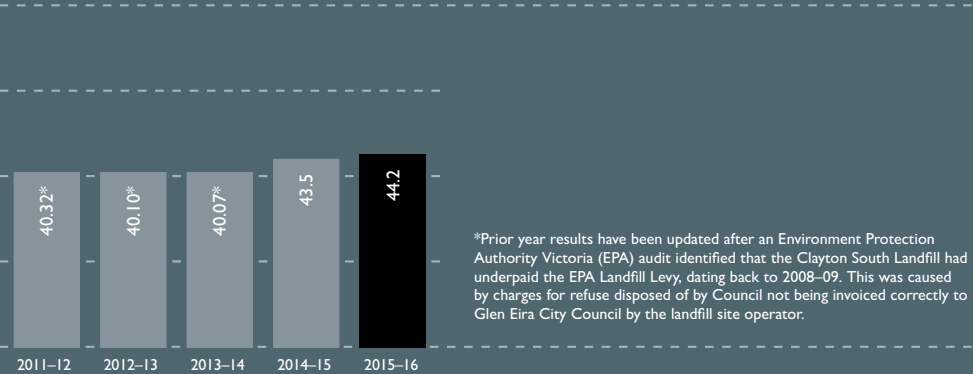
WASTE, GRAFFITI AND CLEANLINESS

STATS	2011–12	2012–13	2013–14	2014–15	2015–16
Waste to landfill (tonnes)	33,679*	32,649*	32,979*	57,342*	31,015
*Prior year results have been updated after an Environment Protection Authority Victoria (EPA) audit identified that the Clayton South Landfill had underpaid the EPA Landfill Levy, dating back to 2008–09. This was caused by charges for refuse disposed of by Council not being invoiced correctly to Glen Eira City Council by the landfill site operator.					
Green waste bins	21,733	23,945	26,717	41,831*	42,536
*Green waste bin rollout to residents who did not have a green waste bin.					
E-waste recycled (tonnes)	85	70	67*	251**	236
*End of May 2014 figure reported. June figures were not available. **Collection method changed in 2014–15, which resulted in an increase in recycling.					
Graffiti removal requests from private property*	465	1,230**	1,536	1,253	1,062
*Totals consist of data from offensive graffiti reports; graffiti on private property reports by owners; and graffiti on property reports made by Council officers for owners to act on. **Increase in graffiti reports due to employment and surveillance by Council's graffiti officer.					
Graffiti removal requests from Council buildings	2,220	2,927	2,700	2,500	2,800*
*Additional removal due to increased proactive graffiti inspection schedules.					
Bins in strip shopping centres and at bus or tram stops	368	368	318*	317	321
*Audit conducted and some low use bins removed.					

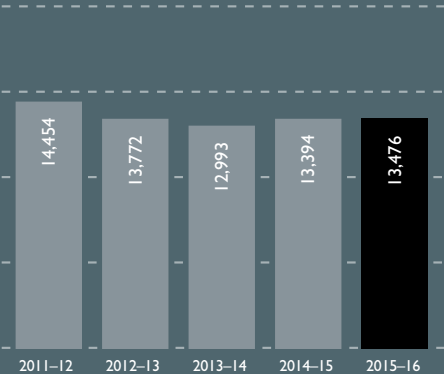
HOUSEHOLD GREEN WASTE COLLECTED (TONNES)



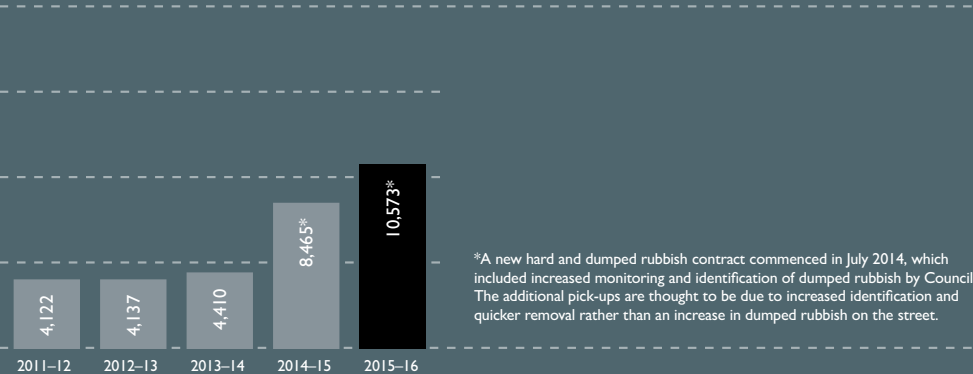
HOUSEHOLD WASTE RECYCLED (%)



HOUSEHOLD RECYCLABLES COLLECTED (TONNES)



DUMPED RUBBISH PICK-UPS



STRATEGIC OBJECTIVE

To maintain a safe, clean and attractive City.

INTRODUCTION

Council's vision for environmental sustainability balances social, environmental and economic considerations in all its decision-making to achieve sustainable living on behalf of the community. This is reflected in the recently reviewed draft *Environmental Sustainability Strategy* and the *Carbon Emissions Reduction Plan* (adopted in 2011).

Council will continue to explore ways to improve its environmental performance to protect current and future generations with a focus on waste recycling and energy and water efficiencies.

ACHIEVEMENTS

RECYCLING EDUCATION

The Sustainability Department operated stalls at Council's *Party in the Park* series in February and March 2016 to raise awareness about sustainable living. Informative displays on composting, recycling, and waste engaged the Glen Eira community and attracted hundreds of people at the event. A highlight was having one of Council's recycling trucks present — lots of children sat in the driver's seat and learnt about different types of recycling.

DECREASE IN GRAFFITI

A graffiti audit conducted in May and June 2016 showed 18 per cent less graffiti on the streets of Glen Eira compared with previous years. This is thought to be a result of the proactive and prompt removal of graffiti by Council officers. Council officers received 1,062 requests to remove graffiti from private property with all requests being responded to within 10 working days. More than 6,145 square metres were removed.

ISSUES AND CHALLENGES

WASTE

Despite an improvement in the community recycling rate (one percent), approximately 15 per cent of recyclable material is still going to landfill. Council's Sustainability Department is committed to reducing this and will continue to educate the Glen Eira community on recycling via its website, advertising and running regular articles in the monthly newspaper — the *Glen Eira News*.

CLOSURE OF CLAYTON LANDFILL

The Clayton Regional Landfill closed in January 2016. This means Council has to drive significantly further — which incurs extra costs — to take its garbage to a facility in Hampton Park.

Council, with the other part owners — Boroondara, Kingston, Stonnington — will need to provide for the long-term management and environmental rehabilitation of the site over the next 30 years. As this is a former landfill site, it will be complex to manage moving forward as there are strict guidelines as to what the land can be used for.

LOOKING AHEAD

FOOD WASTE SERVICES FOR THE COMMUNITY

Food waste makes up 40 per cent of garbage that is sent to landfill, significantly contributing to greenhouse gas emissions. Throughout 2015–16, Council investigated options to introduce and implement a food waste collection service as part of its recycling services offered to the Glen Eira community. There is currently limited capability in Melbourne for food waste recycling however, Council has tendered for companies to build and run regional facilities for green waste and food waste recycling. Contracts should be finalised by September 2016 and facilities are expected to become available in 2017 for Council to use.

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: Council delivered various waste removal services to the community including a kerbside waste collection; street sweeping; a litter bin collection; and a hard rubbish collection. A total of 31,015 tonnes of waste was sent to landfill; 1,207 streets and roads were swept; 44.2 per cent of waste was recycled; and 26,280 bookings for hard rubbish collection were made.			
Develop and implement programs to reduce waste and increase rates of recycling within the community.	Investigate implementation options for the introduction of a food waste collection as part of organics recycling services for the community.	Investigation complete.	✓
Comment: Council investigated options for the introduction of a food waste collection as part of an organics recycling services for the community. Currently food waste makes up approximately 40 per cent of the waste going to landfill. Recycling food waste provides an important opportunity for Council to reduce landfill and decrease greenhouse gas emissions. Council has tendered, along with other local councils, for companies to build and run regional facilities for green waste and food waste recycling. Contracts are being finalised and facilities are estimated to become available in 2017 for Council to use. See <i>Looking ahead</i> , page 112.			

GRAFFITI REMOVAL

STRATEGY	ACTION	MEASURE	RESULT
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: Council officers removed 90 per cent of graffiti reported within five working days from Council owned buildings. There were 2,800 reports. See <i>Stats</i> , page 111.			
	Assist with the removal of graffiti from private property where resources allow.	Ninety per cent of requests responded to within 10 working days.	✓
Comment: Council officers received 260 requests to remove graffiti from private property by owners — a 29.5 per cent reduction in requests from the public compared with 2014–15. All requests were responded to within 10 working days. See <i>Stats</i> , page 111.			



CLAYTON REGIONAL
LANDFILL
CLAYTON SOUTH

EXPLORE

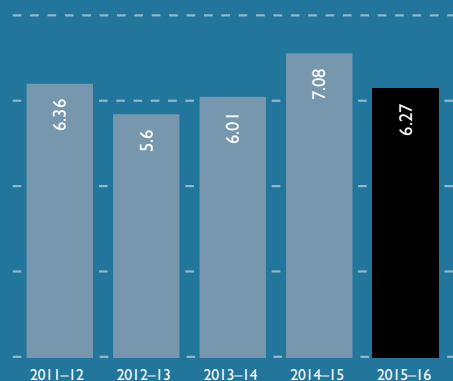




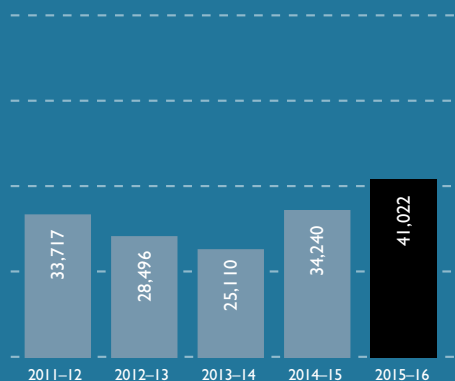
SUSTAINABLE COMMUNITY ASSETS AND INFRASTRUCTURE

STATS	2011–12	2012–13	2013–14	2014–15	2015–16
Street trees planted	1,684	1,721	1,681	2,360*	2,000**
*1,360 replacement and 1,000 additional trees were planted. **1,050 replacement and 950 additional trees were planted.					
Street trees removed	735	895	1,064	1,360	1,050
Concrete footpath replaced (kilometres)	27	27.2	23.32	19.61*	26.66
*The decrease in the amount of footpaths replaced was due to a cost increase per square metre laid due to a new tender.					
Drains cleaned (kilometres)	10.93	14.9	12.9	14.8	16.65
Drainage pits cleaned	6,295	11,826	11,457	14,067*	7,158**
*Proactive figure up, due to dry weather and decrease in reactive work. ** Staff and resources have been limited throughout 2015–16 due to unforeseen circumstances for example, injury and mechanical maintenance.					
Public utility openings repaired (m ²)	60.5	54.5	62	35	209*
*An increase in building permits has meant more roads, footpaths, nature strips and kerbs being opened for access to public utilities. A bond on road opening permits has increased the amount of inspection of openings. These openings are reinstated by Council.					
Total capital works projects undertaken	316	317	288	291	269
Roads reconstructed (kilometres)	4.62	4.47	4.23	4.06	5.05
Capital works expenditure (\$ million)	34.94	36.3	25.8	36.97	37.49
New capital works program completed (%)	81	100	90	97	99
Mains water use: parks (megalitres)	70	208.6*	146.8	180.5	213.9**
*Additional water was used for irrigation in 2012–13 as it was a dry year and tight water restrictions were eased. **Increased irrigation across Glen Eira's parks due to drier weather.					
Mains water use: non parks (megalitres)	39.6	75.1*	89.2	87.9	96.8
*The extra water used in 2012–13 was due to additional consumption at GESAC.					
ECO-Buy purchasing (\$ million)	4.222	3.284*	3.582	3.738	..**
*The reduction from 2011–12 was due to deferring the redevelopment of two sporting ovals from 2012–13 to 2013–14 including the planting of warm season grasses and installation of irrigation systems. **Council made an executive decision not to continue its membership in the ECO-Buy Program in April 2016. ECO-Buy is now owned by Ernst and Young and advised Council in September 2015 that the nature of its services was changing.					
Works management customer requests	8,890	8,384	8,804	5,765	5,815

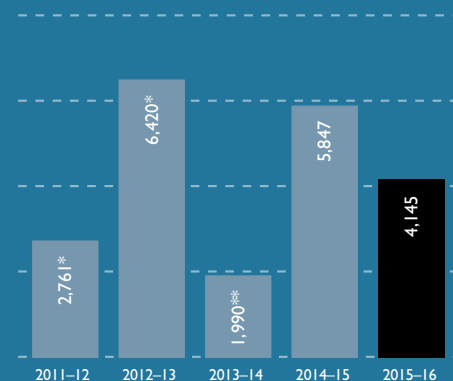
DRAINS INSTALLED (KILOMETRES)



ROADS REHABILITATED (AREA M²)



STREET TREES CLEARED FROM POWERLINES



*Changes to the regulations affecting the amount of clearance of street trees to overhead powerlines have resulted in increased pruning requirements.
**Anecdotal evidence is that every second year street trees require more pruning as they have attained adequate regrowth to be pruned again.

STRATEGIC OBJECTIVE

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

INTRODUCTION

Asset management is the process Council applies to manage its assets over each stage of their life including deploying, operating, maintaining, renewing, upgrading and disposing. Good asset management, that provides the desired level of service in the most cost-effective manner, demonstrates to the community that Council is a responsible steward of assets. Council's commitment to good asset management is reflected in the *Asset Management Strategy* first adopted in 2006 and reviewed and updated in 2014.

ACHIEVEMENTS

IMPROVING ENERGY EFFICIENCY IN COUNCIL BUILDINGS

Council installed a solar power photovoltaic (PV) system on the roof of Glen Eira Sports and Aquatic Centre (GESAC). The 384 panel system (which is among the largest solar power systems on a Local Government building) will generate clean electricity in the order of 151,000 kilowatt hours each year, and reduce greenhouse gas emissions by the equivalent of 205 tonnes of carbon dioxide. This reduction is equivalent to taking 47 medium-sized cars off the road. It is expected that the solar power system will reduce energy costs by around \$18,000 each year.

Solar panels (208) were also installed on the roof of Council's second largest energy user, Glen Eira Town Hall. Council expects a reduction in energy use by 81,000 kilowatt hours per year and greenhouse gas

emissions by 109 tonnes of carbon dioxide each year. This reduction of carbon dioxide emissions equates to taking 25 medium-sized cars off the road.

Improving energy efficiency in Council buildings is a key part of Council's *Emissions Reduction Plan*.

For further information, see *2015–2016 Major initiatives* page 67.

SAFETYMAP RE-ACCREDITATION AUDIT

Council's Works Depot passed its *SafetyMap* re-accreditation audit in April 2016 with no remedial action required. The Works Depot is responsible for undertaking many high risk tasks, including working on the road, using high-pressure machinery for drain cleaning/root cutting, heavy lifting of asphalt, pit lids and street furniture. For further information, see *SafetyMap Accreditation*, page 44.

MAJOR SHOPPING CENTRE STRIPS

Since its implementation in August 2014, Care Crew has continued to provide quality and efficient maintenance of major shopping strips within the municipality. Council has received a significant amount of compliments from traders and residents regarding the work of the Care Crew, which is managed by the Works Depot. All objectives that were set prior to the implementation of the program have been met. The Care Crew is responsible for servicing major shopping strips through regular cleaning of footpaths, gardens beds and street furniture.

NEW IRRIGATION SYSTEM

Council's Park Services replaced the irrigation system on oval number two at Lord Reserve in Carnegie from an ageing drip irrigation system to an overhead spray type irrigation system. The benefits of the new system include improved reliability and reduced maintenance costs in watering the sportsground. The previous sub-surface drip irrigation system incurred regular leaks and breaks, which was caused by ground movement placing pressure on drip line fittings and joints. This resulted in disruption to watering programs and required considerable resources to locate and repair the leaks beneath the sportsground surface. The new above ground system is easier to monitor performance and identify and undertake any necessary repairs.

ISSUES AND CHALLENGES

PARK SERVICES

The impact of one of the biggest El Niños on record challenged Council's Park Services to maintain the vegetation in the City's parks, reserves and shopping centres. The adverse weather conditions, including unseasonably hot and dry weather conditions, meant Park Services had to implement comprehensive watering programs that provided wetting agents into the soil profile to help retain moisture and reduce stress on vegetation.

COMPETITIVE PURCHASING COMPARED TO OTHER PURCHASING 2006–07 TO 2015–16 (%)

	2006 –07	2007 –08	2008 –09	2009 –10	2010 –11	2011 –12	2012 –13	2013 –14	2014 –15	2015 –16
Competitive purchases	83	84	85	87	93	91	93	93	93	94
Other purchases	17	16	15	13	7	9	7	7	7	6

TREE ROOT INVESTIGATIONS

In the past 12 months, Council has received a significant increase in property damage claims, mainly relating to the intrusion of nature strip tree roots. As a result, Council's Works Depot has had to organise footpath slab removal across many sites so that an arborist could do a full report on tree roots to address claims being made. Investigating these claims has led to more tree removals; hydro excavation to follow roots; stump grinding; and ultimately footpath replacement. This has put pressure on Works Depot resources, including in house supervision and from external contractors on our footpath replacement tender.

DELAY IN ESS REVIEW

The review of Council's *Environmental Sustainability Strategy (ESS)* was completed in 2015–16 and a draft *Strategy and Action Plan* for 2016–17 will be made available to the community for consultation in July 2016. Council will consider community feedback with a view to finalising its refreshed *ESS* before the end of 2016. The *ESS* sets out Council's plan for how it will improve environmental sustainability from its own operations and how it will support and advocate on behalf of the community. Council's *ESS* was written in 2009 and was scheduled to be reviewed in 2014–15 but was delayed due to the need for extended research.

LEVEL CROSSING REMOVAL PROJECTS

While the State Government's level crossing removal projects are taking place on the Frankston and Dandenong Lines, VicRoads and the Level Crossing Removal Authority (LXRA) are responsible for fixing any hazards such as potholes, cracked kerbs, broken or missing pit lids, pram crossings etc. As the response times have differed from Council's usual response times, residents have been complaining to Council regarding service levels. This has been a constant challenge and will remain so until the projects have been completed.

LOOKING AHEAD

BOORAN RESERVE

Construction of Booran Reserve in Glen Huntly is expected to be complete by the end of spring 2016. The former reservoir site will provide community members with 1.6 hectares of usable open space. The Reserve will include a splash-pad, which reflects the site's previous use; a large interactive playground for children of all ages and abilities; basketball hoops; tennis walls; an urban forest corridor; open grassed area; and picnic and barbecue facilities. A number of environmentally sustainable design features have also been incorporated into the development.

For further information, see *Recreation and open space*, page 106.

REVIEW OF STAFF SKILLS

Council's Works Depot will review its staff skills/ training matrix to identify gaps and training needs especially for second tier supervisors. The aim of this is to ensure skilled field workers can easily and seamlessly slip into office-based roles if required. During peak holiday times such as Christmas, it is currently challenging to find trained staff who can perform a variety of roles, including physical and office-based duties. If employees are trained in both areas, they will be able to perform multiple roles within the team and alleviate the pressure of being short staffed.

COMPREHENSIVE PRUNING PROGRAM

Council's Park Services is launching a *Comprehensive Pruning Program*. The *Program* will proactively manage the growth of all street trees by scheduling inspections and remedial works, where necessary, on a bi-annual basis. The benefits of the *Program* will include better health and structure of street trees; improved electric line clearance compliance; reduced risk associated with street trees through demonstrating proactive management rather than reactive; and improved customer service through the scheduled pruning timelines across the City through identified 'blocks'. The new *Program* will also provide additional resources to ensure more regular pruning of park trees, particularly those near pathways, park entrances, playgrounds and park buildings.

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 <i>Council's Road Reconstruction Sub-program</i> in accordance with Council's <i>Asset Management Strategy</i> .	Expend 90 per cent of the budgeted capital works program for road reconstruction.	✓
<p>Comment: Council installed 41,022 square metres of road, which cost \$3.93 million. A total of 100 per cent of the allocated budget of \$4.34 million was expended. Major roads reconstructed included:</p> <ul style="list-style-type: none"> — Bamba Road (Glen Eira Road to Balaclava Road), Caulfield North; — Morgan Street (Moirs Avenue to Koornang Road), Carnegie; — Begg Street (Centre Road to Tudor Street), Bentleigh East; — Alamar Avenue, Glen Huntly; — Eskdale Road (Hawthorn Road to Bamba Road), Caulfield North; — Lyons Street (Grange Road to Moira Avenue), Carnegie; and — Urandaline Grove (Maxwell Grove to Glen Eira Road), Caulfield. 			
	Deliver capital works program to renew, upgrade or build Council assets, community facilities and infrastructure.	Twenty seven million dollars spent on capital works projects.	✓
<p>Comment: Council's total capital program of \$37.49 million was completed. It comprised 45.8 per cent renewal, 35.1 per cent upgrade, 16.3 per cent expansion and 2.8 per cent new. The major categories of capital works in 2015–16 were as follows:</p> <ul style="list-style-type: none"> — buildings — \$5.45 million; — plant and equipment — \$4.66 million; — roads — \$7.95 million; — footpaths — \$1.8 million; — drainage — \$3.58 million; — open space — \$10.06 million; — car parks — \$772,000; — streetscape works — \$616,000; and — carried forward projects from 2014–15 — \$2.61 million. 			
	Implement the <i>Public Toilet Strategy</i> .	2015–16 items from the <i>Action Plan</i> completed.	✓
<p>Comment: Eleven actions were identified in Council's <i>Public Toilet Strategy</i> for completion in 2015–16. All 11 sites identified were upgraded with all works being completed by 30 June 2016. Works undertaken included internal refurbishments works to the following facilities:</p> <ul style="list-style-type: none"> — Bentleigh Hodgson Reserve, Bentleigh; — Marlborough Street Reserve, Bentleigh East; — Duncan Mackinnon Reserve, McKinnon; — Packer Park Reserve, Carnegie; and — Kokaribb car park, Carnegie. 			
	Implement \$1.7 million to footpath upgrade capital program at various locations around the City in accordance with Council's <i>Road Management Plan</i> .	Expend 90 per cent of the budgeted capital works program for footpath installation.	✓
<p>Comment: Council spent \$1.8 million on footpath works (19.61 kilometres laid) to ensure a safe passage for pedestrians. One Hundred per cent of the budget was spent.</p>			

SUSTAINING OUR ASSETS (CONTINUED)

STRATEGY	ACTION	MEASURE	RESULT
Maintain, renew and upgrade Council's drainage system to reduce the risk of flood damage.	Implement Council's <i>Drainage Improvement and Flood Mitigation Sub-programs</i> .	Expend 90 per cent of budget on Council's <i>Drainage Improvement and Flood Mitigation Sub-programs</i> .	✓
Comment: Council's drainage program involved the undertaking of major drainage improvements valued at \$3.59 million, adding 6.27 kilometres of drainage network. The budgeted amount on Council's <i>Drainage Improvement and Flood Mitigation Sub-programs</i> was \$3.5 million. See graph, page 117.			
	Inspect Council drainage pits.	Ten thousand pits inspected.	✗
Comment: A total of 7,158 drainage pits were inspected. See <i>Stats</i> , page 117. This decrease was due to reactive works such as root cutting; and pipe jetting requests taking precedence over Council's proactive pit inspection program. In addition to this throughout 2015–16, staff levels were limited and machinery needed to be replaced.			
Improve the quality and cleanliness of Glen Eira's major activity and retail precincts to meet the needs of business, visitors and the community.	Implement Council's <i>Shopping Centre Streetscapes Program</i> .	Complete Council's budgeted shopping centre streetscape works.	✓
Comment: Council fully expended its budget for its <i>Shopping Centre Streetscapes Program</i> . Streetscape projects completed included: <ul style="list-style-type: none"> — Glen Eira Road/Orrong Road Shopping Centre, Caulfield; — Hawthorn/Inkerman Road Shopping Centre, Caulfield; — Bamba Road to 954 Glenhuntly Road, Caulfield; — Hawthorn Road/Maple Street Shopping Centre, Caulfield South (in lieu of construction in Clarence Street, Bentleigh East); — Elsternwick Shopping Centre, Glenhuntly Road, Elsternwick; and — footpath works for the Elsternwick Plaza. Design work has progressed on Clarence Street, Bentleigh East and Patterson Road, Bentleigh with civil works to commence in the 2016–17 financial year.			

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 <i>Street Tree Strategy</i> , plant additional street trees.	Plant 2,000 street trees (estimated to be 1,000 replacement trees and 1,000 additional trees).	✓
Comment: Park Services planted a total of 2,000 street trees — 1,050 replacement trees and 950 additional trees as part of Council's <i>Street Tree Strategy</i> .			

CONSERVING OUR NATURAL RESOURCES

STRATEGY	ACTION	MEASURE	RESULT
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 to meet or better the equivalent of the average green expenditure of metropolitan councils under the <i>ECO-Buy Local Government Program</i> .	✓
Comment: In the 2014–15 financial year, <i>ECO-Buy</i> confirmed that Glen Eira's green expenditure was above average for metropolitan councils expenditure for 2014–15 and increased by 4.3 per cent. As of April 2016, Council decided not to continue its membership in the <i>ECO-Buy program</i> . <i>ECO-Buy</i> underwent some significant changes making participation not as relevant to local councils. (See page 117.)			
	Deliver actions identified in Council's <i>Environmental Sustainability Strategy</i> and <i>Carbon Emissions Reduction Plan</i> .	Ninety per cent of items in the 2015–16 <i>Environmental Sustainability Action Plan</i> complete.	✗
Comment: All <i>Environmental Sustainability Strategy</i> action items in the <i>Community Plan</i> were completed by June 2016. There was no 2015–16 <i>Environmental Sustainability Action Plan</i> . See <i>Issues and challenges</i> , page 119.			
	Investigate further energy efficiency options and review energy efficiency opportunities.	Investigations complete; preparation for replacement of HPNa type street lights complete.	✓
Comment: Council officers investigated a wide range of energy-efficient and renewable energy initiatives, including insulation and efficient appliances in Council buildings and further solar power opportunities. The replacement of more street lighting is subject to further approval of products by utilities companies. A preliminary business case has shown that there is merit in changing these lights when it is possible. At this stage, 2017–18 is likely to be the earliest year that this could be done.			

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 <i>Glen Eira News</i> and <i>Leader Newspaper</i> ; three activities at community events, and promotions in languages other than English.	✓
Comment: Council continued to educate the Glen Eira community on recycling and the key barriers to recycling through various platforms including: — <i>Glen Eira News</i> (21 articles); <i>Leader newspapers</i> (32 articles); and — community events (four). In addition to this, five articles were translated into languages other than English (Chinese, Italian, Russian, Greek) in the <i>Glen Eira News</i> .			
	Facilitate sustainability education activities with school and community networks, including hosting a Glen Eira Teachers' Environment Network.	Complete a two year review and host four Teachers' Environment Network meetings.	✓
Comment: Council completed a two year review of its Teachers' Environment Network. The review highlighted how local school teachers and the Glen Eira community value Council's sustainability education activities. Seven Teachers' Environment Network meetings were held in 2015–16 with a total of 142 teachers and educators attending.			
	Continue to rollout the <i>Neighbourhood Sustainable Gardening Program</i> and the <i>Glen Eira Energy Saving Program</i> .	Increase participation for each program by 200.	✗
Comment: There were 195 new registrations for Council's <i>Neighbourhood Sustainable Gardening (NSG) Program</i> in 2015–16. The <i>NSG Program</i> is designed to encourage residents to make their gardens more sustainable by sharing each other's knowledge and love of gardening. There were 119 new participants in the <i>Glen Eira Energy Saving Program</i> . Attracting new participants has been challenging despite ongoing promotion.			
	Run a regular series of free workshops on sustainability issues and supporting communications program on sustainability issues.	Ten workshops held; 20 articles published in <i>Glen Eira News</i> .	✓
Comment: Council delivered a total of 12 community presentations to 792 community members on a variety of topics including: sustainable gardening; reducing water and energy consumption; enhancing biodiversity; and recycling. In addition, 23 articles were published in the <i>Glen Eira News</i> on a range of sustainability issues and Council run programs.			

ASSET MANAGEMENT

Asset management is the process Council applies to manage its assets over each stage of their life including deploying, operating, maintaining, renewing, upgrading and disposing. Good asset management that provides the desired level of service in the most cost-effective manner for present and future generations demonstrates to the community that Council is a responsible steward of its assets.

In 2014, Council adopted a four year *Asset Management Strategy*. With Council's asset management practice now at a mature stage, the focus has been on continuous improvement tasks so that we can reach an advanced level of asset management performance. Reviews of footpath, roads and drainage plans have been completed and we will continue to work on the service plans for completion in 2016.

Council is responsible for community infrastructure with a replacement value of approximately \$797 million. Council manages its community infrastructure in the context of local needs and local, state and national plans, policies, legislation and standards. By managing its assets this way, Council can ensure it continues to deliver services that meet the needs of the Glen Eira community while complying with relevant legislation and standards.

COUNCIL'S ASSET MANAGEMENT FRAMEWORK

Council guides the delivery of services to the community through a range of plans and policies. Many of these documents drive Council's approach to asset management. The relationship between these documents is illustrated in the diagram on page 124.

NATIONAL ASSESSMENT FRAMEWORK — CORE AND ADVANCED MATURITY

The Municipal Association of Victoria's (MAV) *STEP Program* has been assisting Victorian councils, including Glen Eira, to implement asset management since the early 2000s. The *Program* was brought into alignment with the Federal Government's *National Assessment Framework* for Local Government assets in 2009.

Through a series of questions, Council is able to assess and score its own level of asset management maturity against 'core' and 'advanced' levels of maturity.

The MAV defines 'core maturity' when a council's aggregate score against all functions approaches 1,000 from a possible 1,100. With a current score of 1039, the MAV categorises Glen Eira City Council as having reached core maturity.

ASSET RENEWAL GAP

The asset renewal gap describes the difference between what Council spends on renewing its assets versus what it needs to spend to maintain the current average condition and service level of its assets.

More than a decade ago, Council recognised the need to address a large backlog of assets in poor condition. Since then, it has substantially increased its annual capital works program, ensuring that a large proportion is spent on renewing existing assets. Today, Council's capital works program averages about \$25 million to \$30 million of which Council spends about \$15 million to \$17 million renewing assets. Council spends the balance on upgrading or creating new assets to raise the standard and/or introduce new services to meet the community's current and future needs.

By increasing its capital works program, Council has reduced its long-term average annual asset renewal gap in the order of \$5 million to \$6 million in 2006 to a more manageable level of \$2 million to \$3 million today.

Whether Council's renewal funding is sufficient depends on many variables, including how long individual assets actually last. Through ongoing investigation, including periodic condition surveys, Council is gaining a better understanding of how much it needs for renewal. Indications at present suggest that \$15 million to \$17 million per annum should be planned for.

ASSET MANAGEMENT PLANS

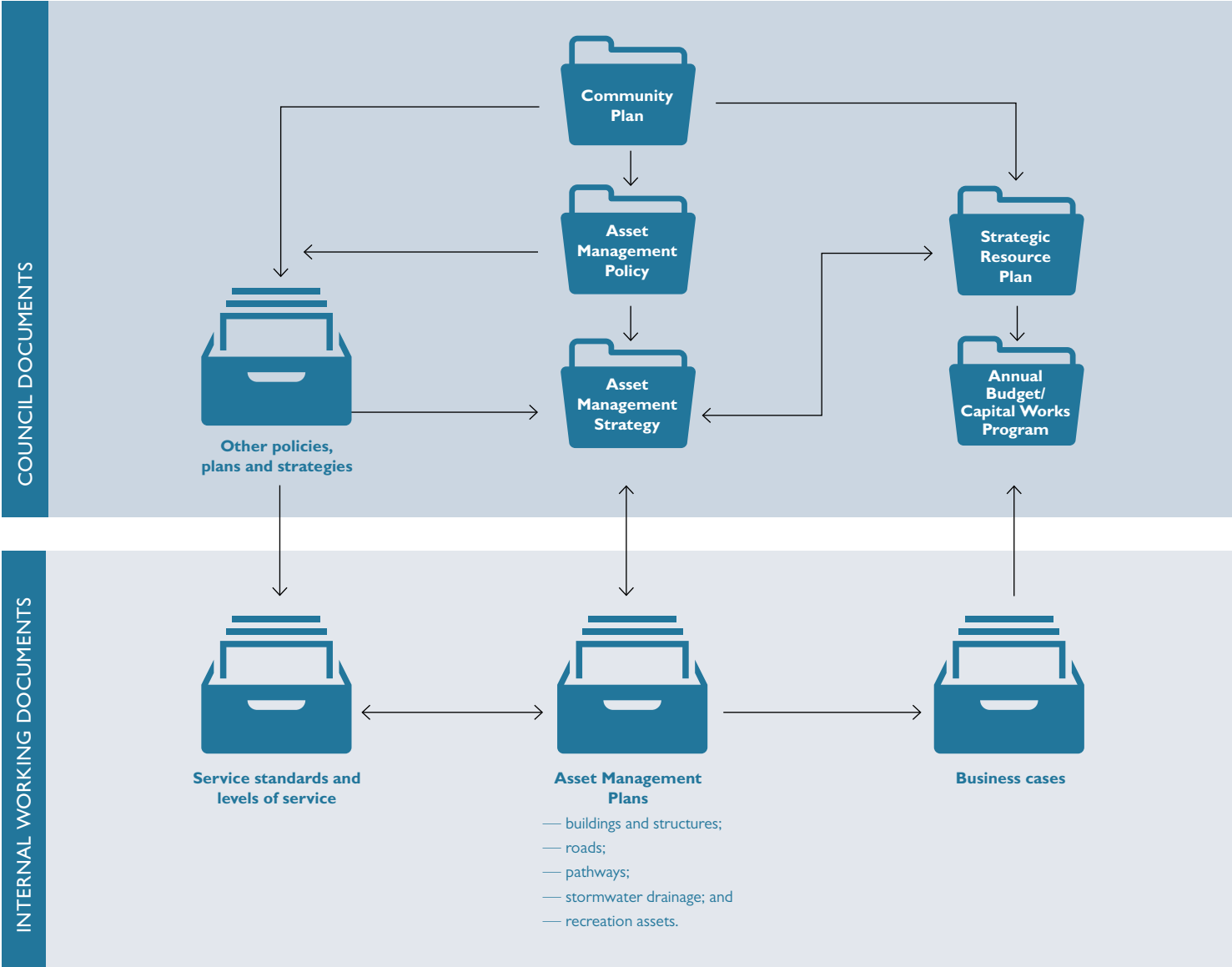
Council has developed asset management plans for:

- buildings and structures;
- roads;
- pathways;
- stormwater drainage; and
- recreation assets.

ASSET MANAGEMENT INTERNAL COMMITTEE STRUCTURE

Council has an Internal Strategic Asset Management Committee structure. The structure helps achieve the synergy between the various asset management roles and formalises the involvement of staff participating in service delivery in asset renewal and planning upgrades. The Committee structure also allows for high-level oversight and governance by Council's CEO and Executive Management team.

COUNCIL'S ASSET MANAGEMENT FRAMEWORK



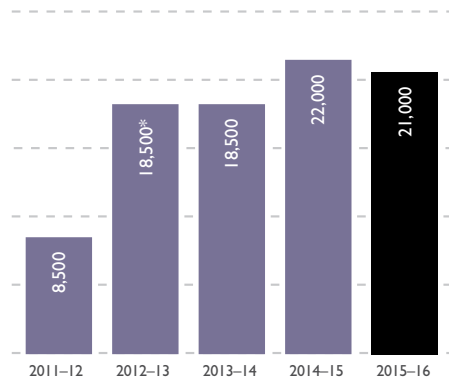
FLOURISH



COMMUNITY BUILDING AND ENGAGEMENT

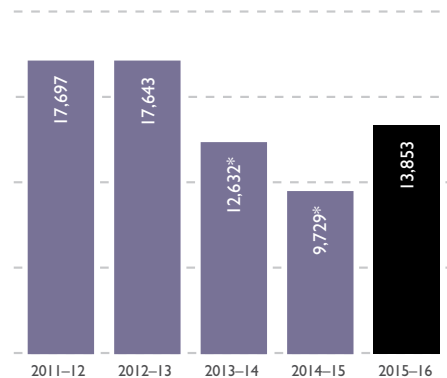
STATS	2011–12	2012–13	2013–14	2014–15	2015–16
<i>My Brother Jack Award</i> entries (literary and photographic)	400	376	439	443	613*
*Increase due to stronger marketing to schools and increased photographic categories.					
Exhibitions held in the Gallery	20	20	16*	16	11*
*Council's exhibitions are now running for several more weeks each, resulting in fewer exhibitions overall. The <i>Open Country — the Murrumbeena Boyds</i> exhibition ran over three months at the conclusion of 2015.					
Council's exhibitions in the Gallery	4	5	6	4	4
<i>Carols in the Park</i> attendance	4,500	5,000	4,000	6,500	5,500
<i>Springtime Music Series</i> attendance	535	663	627	1,266	881
<i>Winter Music Series</i> attendance*	434	641	613	654	597**
* <i>Winter Music Series</i> attendance numbers are dependent on how many concerts take place in the Auditorium or Theatre at Town Hall. The Auditorium has far greater capacity impacting attendance numbers. In recent years, only one concert has been programmed in the Auditorium with the remainder in the Theatre.					
** <i>Winter Music Series</i> was replaced by a new event — <i>Cabaret Lumiere</i> in 2015–16.					
<i>Storytelling Festival</i> attendance	3,100*	3,600	6,500**	7,187	10,076***
*The Glen Eira <i>Storytelling Festival</i> started in 2011.					
**Attendances increased significantly in 2013–14 due to an expanded program spread over more community venues and a strong marketing campaign.					
***Increase in attendance due to a larger program performed in larger venues and increased marketing and promotion.					
Business Development events held	29	26	34	24	24*
* <i>May Small Business Month</i> was presented as <i>Small Business 2016</i> with events spanning from May to August 2016 to support businesses during the Level Crossing Removal Authority projects.					
Business Development workshop participants	1,454	1,137	1,687	1,099*	957**
* <i>May Small Business Month</i> and the <i>Women's Business Network</i> had a reduction in events.					
** <i>May Small Business Month</i> was presented as <i>Small Business 2016</i> with events spanning from May to August 2016 to support businesses during the Level Crossing Removal Authority projects.					
<i>BusEd</i> projects initiated	33	63	77	114*	103
*2014–15 growth is a direct result of strengthening relationships between Monash and Swinburne Universities and the Holmesglen Institute. New project opportunities have been developed to offer practical support to local business. This year, Swinburne University's involvement provided 44 per cent of project opportunities.					
Accredited <i>Mentor Partners Program</i> business mentors	22	22	23	17*	21
*During 2014–15, the <i>Program</i> has seen the natural attrition of six mentors due to lifestyle choices. The <i>Program</i> attracts retirees who give their time freely as a transitional period from full-time employment to retirement.					
<i>Women's Business Network</i> meeting attendees	613	415	461	382*	447
*Meetings were reduced from nine in 2013–14 to eight in 2014–15.					
Businesses attending <i>Mentor Partners Program</i>	30	43	41	32*	36
*Decreased number of mentors available to conduct programs.					
<i>Community Consultation E-newsletter</i> subscribers	121	92	175	259	327
<i>Community Consultation E-newsletters</i> editions	4	4	5	4	4
Media releases issued	110	91	83	115	131*
*There has been an increase in Council business units wanting to promote their core business, as well as community-related events through local media outlets.					
Issues of <i>Glen Eira News</i> published	11	11	11	11	11
<i>Glen Eira News</i> copies distributed	625,504	625,504	643,500*	643,500	635,396**
*Increase in the number of households in the municipality.					
**The decrease in the number of copies delivered is due to the number of copies accepted by aged care facilities/retirement homes/villages, as well as the number of households that are on the Do Not Deliver register.					

PARTY IN THE PARK ATTENDANCES



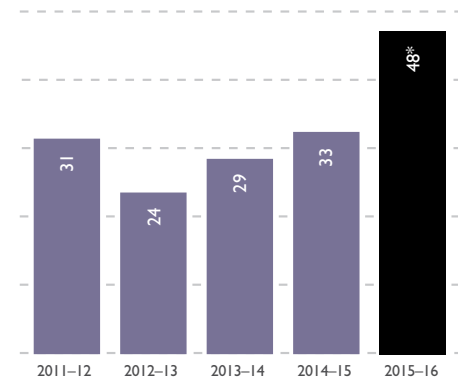
*Rise in attendance due to reprogramming, refreshed marketing and ideal weather conditions.

GLEN EIRA CITY COUNCIL GALLERY VISITORS



*Visitor numbers remained constant for Glen Eira produced exhibitions but were down significantly for private shows staged by external hirers.

TRADERS' ASSOCIATION MEETINGS ATTENDED



*Increase in traders' meetings held and attended due to Level Crossing Removal Authority projects.

STRATEGIC OBJECTIVE

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

INTRODUCTION

Fostering participation, a sense of community and the empowerment of individuals builds a strong and resilient community. Community connectedness and a feeling of belonging also contribute to the health and wellbeing of individuals.

Council provides a broad range of facilities, amenities, open space, activities and events that encourage community participation to cater for the wide variety of community interests. In order to generate participation and create a sense of belonging within the community, Council developed a *Community Engagement Strategy* to encourage residents and visitors of the City to play an active role in the way Council delivers services and events.

ACHIEVEMENTS

OPEN COUNTRY — THE MURRUMBEENA BOYDS EXHIBITION

Council's exhibition *Open Country — the Murrumbena Boyds* was held from the end of September to early December 2015 and achieved 5,000 visits. This is the highest visitation figure for any exhibition curated by Council.

The Boyd family is one of Australia's most celebrated artistic dynasties. The family's association with the City of Glen Eira spanned four generations and represents a significant chapter in the history of Australian art. From 1913 to 1964, various members of the clan lived and worked together in a collection of properties at the end of Wahroonga Crescent, Murrumbena.

The exhibition provided a fascinating insight into the influences, creativity and significance of the Boyds, one of Australia's most celebrated artistic families.

EXCELLENCE IN EVENTS

Council's Arts and Culture Department was the winner of the *2016 Parks and Leisure Australia Award of Excellence* in the Events category for its *Party in the Park* series.

The award recognised events that promote and enhance opportunities for the good use of leisure time for a number of social, environmental, and economic benefits to the community as well as the effort that is required to successfully plan, organise and manage effective events and/or festivals.

WORKING TOGETHER

More than 60 people representing 38 local not-for-profit organisations attended the fifth *Communities Working Together Conference* hosted by Council. Attendees participated in workshops and engaged in networking and partnership building as well as hearing from groups that have delivered successful local initiatives.

ISSUES AND CHALLENGES:

GRADE SEPARATION WORKS

Glen Eira traders in Bentleigh, McKinnon and Ormond have been suffering immensely due to the disruption caused by the State Government's level crossing removal projects. The announcement of these sites to be rolled out in conjunction with the planned North Road, Ormond site, created a significantly greater impact on departmental resources. The subsequent announcement of the project being brought forward by six months compounded the workload, impacting workflow and creating an unfavourable reaction from the business community.

Although businesses will significantly benefit from upgrading the railway network within Glen Eira in the long-term, road closures, noise and major construction have deterred locals from visiting these shopping strips.

CABARET LUMIERE

Cabaret Lumiere replaced Council's annual *Winter Music Series*. This first-time event was held at Glen Eira Town Hall in the Auditorium during August 2015. The venue was transformed into a cabaret club using specialised lighting, theming and the addition of cabaret styled tables with centrepieces. Unfortunately, this series of events did not perform as well as expected. The reason for this is unknown. As a result, Council will not be running this event in 2016 and will instead, increase its offering of outdoor food events.

LOOKING AHEAD

NEW SUMMER EVENTS

A new series of food themed events — *Groove and Graze* — will be launched in November 2016. The family-friendly, free outdoor events will be made up of three gatherings in Council's parks and gardens over the warmer months (November, March and April). Multiple food trucks providing a variety of street food will be made available, as well as roving musical entertainment.

SUPPORTING TRADERS

To assist local businesses during the level crossing removal projects, Council's Business Development Department will continue to provide ongoing practical support to local traders and will advocate in relevant forums to provide the community with better outcomes.

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 <i>Party in the Park</i> celebrations; exhibitions of local artists' work; a <i>Storytelling Festival</i> ; a multicultural event; a carols event; two music programs; and at least two groups or thematic exhibitions; and one feature exhibition in the Glen Eira City Council Gallery.	Ten community celebrations, exhibitions and events delivered with 75 per cent of participants satisfied based on exit surveys.	✓
<p>Comment: Council's Arts and Culture Department held 18 community events with a 90 per cent participant satisfaction rate.</p> <p>Events included:</p> <ul style="list-style-type: none"> — three <i>Party in the Park</i> events held in February and March 2016 with an attendance of 5,550; — eleven exhibitions including the <i>Open Country — the Murrumbeena Boyds</i> exhibition, which had a record attendance rate of 5,000 visits. See <i>Achievements</i>, page 128; — a <i>Storytelling Festival</i> held in June 2016; — an event to celebrate <i>National Reconciliation Week</i> held in May; — <i>Carols in the Park</i>, which was held in December 2015; — <i>Springtime Music</i> held throughout October and November 2015; — <i>Cabaret Lumiere</i> — a new event featuring world-class entertainers held in August; and — four Glen Eira curated exhibitions in Council's Gallery. 			
	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 <i>Small Business 2016</i> educational program.	✓
<p>Comment: Council's Business Development Department delivered eight Glen Eira <i>Women's Business Network</i> meetings to more than 400 attendees (see <i>Stats</i>, page 127). Council planned to run 10 events as part of its <i>Small Business 2016</i>, which was themed <i>Peeling back the layers</i> to align with the Level Crossing Removal Authority projects that are being undertaken in the municipality (see <i>Issues and challenges</i>, page 128). Out of the 10 events planned, only seven were delivered. Two events were cancelled due to a lack of interest and one due to the cancellation of a speaker.</p>			

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: The <i>Connect</i> community newsletter was distributed four times throughout 2015–16 to community groups across Glen Eira, providing information on funding opportunities, education, events, and information supporting strong and effective community organisations.			
	Deliver an annual community conference for community groups to promote effective community organisations.	Conference for community groups delivered.	✓
Comment: Council delivered its fifth <i>Communities Working Together Conference</i> for not-for-profit organisations in August 2015. See <i>Achievements</i> , page 128. More than 60 community members from 38 different community groups attended. In response to the demand for more opportunities to network and build skills, Council's program was expanded to include two skill builder workshops. More than 40 people attended <i>How to be a successful community group</i> and more than 50 people attended <i>Good Committee Great Community Groups</i> .			
	Implement the <i>Arts and Culture Strategy</i> .	Ninety per cent of 2015–16 actions complete.	✓
Comment: Council's <i>Arts and Culture Strategy</i> guides the delivery of relevant, accessible and engaging arts and culture programs to those who live, work, study and visit within the City of Glen Eira. One hundred per cent of the actions identified for 2013–15 were completed by August 2015, including: — developing and staging a program of talks; — staging a walking tour celebrating the contribution of the Boyd family in Murrumbeena; and — allowing community groups to exhibit for no cost in the Gallery Annexe.			
	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: Community Information Glen Eira (CIGE) provides an important information and referral service for the Glen Eira Community, linking community members with services and supports, with particular emphasis on vulnerable populations. Council provided \$175,453 to CIGE in 2015–16.			
Support local community groups through the provision of community grants to assist groups to meet identified community needs.	Continue to implement Council's <i>Community Grants Program</i> 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: Council allocated \$399,336 to 137 local not-for-profit community groups and organisations. Council's <i>Community Grants Program</i> aims to strengthen community connections; encourage new initiatives that respond to community needs; build a community that is inclusive of all people; and support the community in planning and delivering services.			

ENCOURAGING VOLUNTEERISM

STRATEGY	ACTION	MEASURE	RESULT
Actively encourage and promote volunteering opportunities within the local community and recognise the achievements of local volunteers.	Conduct <i>Volunteer Recognition Ceremony</i> .	<i>Volunteer Recognition Ceremony</i> conducted.	✓
Comment: Council recognised 149 local volunteers and their contributions to the Glen Eira community in a <i>Volunteer Recognition Ceremony</i> held in May 2016. Many of Council's programs would not achieve such levels of success without the help of volunteers. See <i>Our volunteers</i> , page 47. Awards were given for: <ul style="list-style-type: none"> — 500, 1,000 and 2,000 hours of service; and — 10, 20, 30 and 40 years of service. 			
	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: Council provided Community Information Glen Eira with \$25,790.48 to fund the delivery of its Volunteer Resource Centre, which links volunteers to local opportunities.			

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, <i>Bang The Table</i> , questionnaires, surveys, public meetings and focus groups as part of consultation processes and ensure consultations comply with Council's <i>Community Engagement Strategy</i> .	✓
Comment: In accordance with Council's <i>Community Engagement Strategy</i> , a range of consultation methods have been used throughout 2015–16 to engage with the community. Engagement tools included <i>Have Your Say</i> ; focus groups; public meetings; and workshops. See <i>Stakeholder engagement</i> , page 55. Council's <i>Community Engagement Strategy</i> aims to ensure the City of Glen Eira is governed in a democratic, open and responsible manner and in the best interests of the community.			
	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: Council distributed four e-newsletters to 327 community members, identifying opportunities for them to engage in consultations and provide feedback on consultation outcomes. A 26 per cent increase in subscribers was achieved.			
	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. Throughout 2015–16, community signage was updated four times (August and November 2015 and February and May 2016).			
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 <i>Glen Eira News</i> to all households in Glen Eira.	Eleven editions of <i>Glen Eira News</i> published annually.	✓
Comment: Council distributed 11 editions of <i>Glen Eira News</i> to more than 57,000 households. See <i>Stats</i> , page 127. <i>Glen Eira News</i> covers Council and community news and events, and provides an important link of communication across the City.			
	Publish corporate advertisements providing information on local issues and activities.	Twenty two Council corporate advertisements published annually.	✓
Comment: Council published 26 corporate advertisements in the local <i>Leader</i> newspapers (Caulfield and Moorabbin) to provide the City of Glen Eira with information on Council news, events and consultations.			



CREPE MYRTLE
NINA COURT RESERVE
BENTLEIGH EAST

CORPORATE GOVERNANCE

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 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 and 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.

- 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. Other decisions may be delegated to Council's special committees. Currently there is only one such special committee — the Delegated Planning Committee. The purpose of the Delegated Planning Committee is to exercise Council's powers, discretions and authorities to perform Council's functions under the *Planning and Environment Act 1987* in accordance with relevant policies and guidelines of the Council.

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 30,000 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 election.

Councils across Victoria will hold a general election on 22 October 2016 with Councillors to be elected for a term of four years.

Glen Eira City Council's election will be conducted by postal vote in accordance with Council's resolution on 2 February 2016. The VEC will conduct the election.

ATTENDANCE AT COUNCIL MEETINGS — JULY 2015 TO JUNE 2016

Councillor	Ordinary Meetings	Number of staff
Total number of meetings	16	6
Cr Mary Delahunty	13	5
Cr Margaret Esakoff	13	5
Cr Kelvin Ho (sworn in on 12 April 2016)	4	3
Cr Jamie Hyams	16	6
Cr Michael Lipshutz	15	4
Cr Oscar Lobo	15	4
Cr Jim Magee	15	6
Cr Karina Okotel (resigned effective 5 April 2016)	12	2
Cr Neil Pilling	16	6
Cr Thomas Sounness	15	5

ELECTION OF MAYOR AND DEPUTY MAYOR

Glen Eira's Mayor and Deputy Mayor are elected for a one-year term. Councillor Neil Pilling was elected Mayor and Councillor Karina Okotel was elected Deputy Mayor on 10 November 2015.

Although the Mayor has no additional 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.

Cr Karina Okotel resigned from Council effective 5 April 2016 to contest the Federal election. The Victorian Electoral Commission conducted a countback for Rosstown Ward and declared Kelvin Ho elected on the basis of the countback. Cr Ho was sworn in at a Special Meeting of Council on 12 April 2016. Cr Thomas Sounness was elected Deputy Mayor at a Special Meeting of Council on 19 April 2016.

COUNCILLOR CODE OF CONDUCT

In June 2016, 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 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 signed a declaration to abide by the *Code of Conduct* upon the adoption of the new code.

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 \$28,906.90 plus 9.5 per cent superannuation contribution for Councillors and \$92,333.13 plus 9.5 per cent superannuation contribution for the Mayor. Allowances are fully taxable.

The Mayor and Councillors are supported by a secretariat, who 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 home telephone line, telephone/fax/copier machine, laptop computer, tablet and mobile phone. 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*.

COUNCIL MEETINGS

Council conducts its business in open and publicly advertised meetings. Ordinary Council Meetings are generally held on Tuesday evenings on a three-weekly basis. Occasionally, Special Council Meetings are called to consider specific matters.

Meetings are conducted in accordance with the Meetings Procedure provisions of Council's Local Law 2009. Reports on the meeting agenda for consideration are prepared independently by staff and include recommended actions.

Councillors are required to disclose any direct or indirect conflict of interest in any item to be discussed at Council Meetings and are precluded from being present for the discussion of or voting on an item if a conflict of interest exists. Time is made available during ordinary meetings for questions from the public under specific guidelines.

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, which serve the Glen Eira community. Councillor membership on committees is reviewed regularly. In 2015–16, the following committees and representations were in place.

SPECIAL COMMITTEE

1. Delegated Planning Committee

Role: To make town planning decisions under powers, functions and duties delegated to it by Council. It can approve, refuse or modify certain town planning proposals.

Composition: a committee usually comprised of three members out of 11 eligible members.

The eligible committee members are the CEO, Director Planning and Transport, Manager Statutory Planning, Co-ordinator Strategic Planning, Manager Building and Civic Compliance, Manager Parking and Prosecutions, Manager Operations Civic Compliance, Strategic Planner, Subdivision Planner, Supervising Planner (VCAT), Urban Designer, Co-ordinator Planning and Building Enforcement, and Planning Enforcement Officer. The chairperson is either the Director Planning and Transport or the Manager Statutory Planning.

Number of meetings held during 2015–16: 265.

ADVISORY COMMITTEES

1. Arts and Culture Advisory Committee (new membership as of 17 March 2015)

Role: To assist Council by making recommendations for the review and improvement of Council's arts and culture programs to ensure maximum benefit, participation and value to the community.

Current composition: Cr Margaret Esakoff, Cr Jamie Hyams, and Cr Oscar Lobo.

Number of meetings held during 2015–16: 5.

2. Audit Committee (new membership as of 17 March 2015)

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 Mary Delahunty and Cr Michael Lipshutz.

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

Number of meetings held during 2015–16: 4.

3. Community Consultation Advisory Committee (new membership as of 17 March 2015)

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 Mary Delahunty, Cr Jamie Hyams, Cr Oscar Lobo and Cr Ho (duties assumed after his appointment on 12 April 2016). Cr Karina Okotel resigned 5 April 2016.

Independent representatives were appointed 23 September 2013. The appointment of Mark Holding, Susan McKenna and Gregor Ptok was extended for 12 months on the 18 November 2015. Rosemary McLean retired and Susanna Farfor was appointed following the 15 December Ordinary Council Meeting.

Number of meetings held during 2015–16: 5.

4. Community Grants Advisory Committee (new membership as of 17 March 2015)

Role: To support and assist not-for-profit community-based groups to meet identified community priorities and to strengthen the Glen Eira community.

Current composition: Cr Margaret Esakoff, Cr Magee, Cr Hyams (was appointed to replace Cr Magee at the Committee at Ordinary Council 7 June 2016) and Cr Thomas Sounness.

Number of meetings held during 2015–16: 10.

5. Environment Advisory Committee

Role: To make recommendations in relation to policy development and the strategic planning of policies and programs relating to the natural environment, energy efficiency and sustainable resource use.

Current composition: Cr Neil Pilling and Cr Thomas Sounness (Cr Karina Okotel resigned 5 April 2016.)

Independent representatives: Kathryn Hannan (term finished during the year), Shane Genziuk, Julian Donlan, Phil Thompson and Yann Decourt (appointed 5 April 2016).

Number of meetings held during 2015–16: 3.

6. Local Laws Advisory Committee (new membership as of 17 March 2015)

Role: To review the Local Law and provide recommendations to Council in relation to Local Law amendments.

Current composition: Cr Michael Lipshutz, Cr Jamie Hyams, and Cr Neil Pilling (Cr Karina Okotel resigned 5 April 2016).

Number of meetings held during 2015–16: nil.

7. Sport and Recreation Advisory Committee (new membership as of 17 March 2015)

Role: To make recommendations in relation to policy development and strategic planning of recreation and sporting activities, including recreational facilities and services, open space areas and unstructured recreation.

Current composition: Cr Mary Delahunty, Cr Michael Lipshutz, Cr Jim Magee, and Cr Oscar Lobo (Cr Karina Okotel resigned 5 April 2016).

Number of meetings held during 2015–16 nil.

8. Citizen of the Year Advisory Committee (new membership as of 17 March 2015)

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 Michael Lipshutz, Cr Jim Magee and Cr Neil Pilling.

Independent representatives (appointed on 1 September 2015): Marjorie Lochhead, Glen Eira's *Citizen of the Year* 2015 and Polly Flanagan Principal of Shelford Girls' Grammar.

Number of meetings held during 2015–16: 1.

OTHER COMMITTEES WITH COUNCILLOR REPRESENTATIVES

9. Municipal Association of Victoria

Delegate: Cr Margaret Esakoff.

Substitute: Cr Thomas Sounness.

10. Metropolitan Transport Forum

Representative: Cr Thomas Sounness.

Substitute: none.

11. Metropolitan Local Government Waste Forum

Delegate: Cr Mary Delahunty.

Substitute: Cr Neil Pilling.

Number of meetings held during 2015–16: 6.

12. 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).

MEMBERSHIPS OF ASSOCIATIONS

Australian Environmental Business Network

Australian Institute of Animal Management

Australian Institute of Building Surveyors

Australian Institute of Landscape Architects

Australian Institute of Management

Australia Institute of Project Management

Australian Parking Association

Australian Centre for Retail Studies —
Monash University

Council Arborists of Victoria

Early Childhood Australia

Economic Development Australia

Environmental Health Practitioners Australia

Family Day Care Victoria

Family Day Care Australia

Glen Eira/Bayside/Kingston Vulnerable

Road Users' Group

Inner South East Home and Community Care Network

Institute of Public Administration

Institute of Public Works Engineers of Australia

Life Saving Victoria

Local Government Professionals

Magistrates' Court Users' Group

Mainstreet Australia

Meals on Wheels Victoria

Metropolitan Transport Forum

Metropolitan Waste Resource Recovery Group

Municipal Association of Victoria

Parks and Leisure Australia

Planning Institute of Australia

Property Council of Victoria

Public Libraries Victoria Network

School Crossings Victoria

Southern Metropolitan Aged and
Disability Coordinators Group

Southern Metropolitan Aged and
Disability Managers Network

Southern Metropolitan Home and
Community Care Alliance

Stormwater Victoria

Victorian Municipal Building Surveyors Group

Victorian Municipal Prosecutors Group

Victorian Waste Management Association

COMMITMENTS TO EXTERNAL INITIATIVES

Racism: It stops with me

Anti-Hate campaign

Prevention of Violence Against Women

Reconciliation

Support marriage equality irrespective
of sex or gender identity

RECOGNISE campaign for constitutional recognition

RISK MANAGEMENT

Risk management is integrated into the organisation through senior management's key performance indicators and is overseen by the Audit Committee. The Executive conducts an annual review of Council's strategic risks.

Deploying risk management across three lines of defence is crucial to managing increasing expectations. Council adopts three lines of defence to respond to risk in an integrated manner. The three lines of defence are operational management; risk management function; and internal audit.

Council has implemented a rolling program of business unit risk reviews at every Audit Committee meeting, where business unit managers are required to present their unit's top 10 risks to the Committee, with the aim of giving assurance that these risks are being effectively managed. This demonstrates to the Audit Committee that managers are considering risk in their daily decision-making and ensuring that managing risk, whether low or extreme, is the way Council conducts its business.

The Audit Committee reviewed the updated *Risk Management Policy* on 27 May 2016 and approved the draft to go to Council to endorse.

Council uses specialised software in the management of its risks and continues to have one of the most extensive risk registers in Local Government in Australia. In order to maintain best practice, Council has upgraded its system. The system now includes claims

management capturing losses and near misses, to enable real time linkages to risks resulting in an immediate review of controls and a response in the form of an audit trail by creating treatment plans to address the cause of the loss or near miss in the first instance.

Council staff are often invited to speak on risk management initiatives and best practice in Local Government. This gives staff the ability to network with stakeholders in Local, State and Federal Government and corporate sectors and reflects our growing reputation as a leader in risk management in Local Government.

RISK MANAGEMENT FRAMEWORK

Council has a well-developed and mature *Risk Management Framework* that complies with the *ISO 31000:2009 Risk Management — Principles and Guidelines*. Through a strategic risk review process, coupled with the incorporation of the top 10 risks in every Council business plan, Council has a thorough understanding of the risks and opportunities it needs to manage.

An extensive review of the key elements of Council's risk management practices and framework was conducted in February 2016 by its auditors — Oakton. Oakton assessed the design, adequacy and application of the risk management framework. Council has many processes in place to support

its *Risk Management Framework*, which have been independently reviewed and found to be robust and at the advanced maturity level.

The risk management function works in collaboration with Council's business unit managers to ensure risk is well understood and managed. Assistance is offered through advice, support and training to all staff. Management of risk at the business unit level was reported by the auditors to be excellent.

Risk management has been embraced by staff and this responsibility has been included in position descriptions. Every manager has a risk register to monitor the operational risks within their business unit. Managers are trained how to review identified risks, add new risks and assess the effectiveness of the controls. Detailed and extensive controls are set out in the register giving information about the way risks are managed.

Council's key assurance activities have been mapped to its strategic risks. The assurance map considers the key risks to Council in achieving its objectives and performance expectations, the assurance activities that have been conducted and the operation of controls that apply to those risks. Council updates the map annually to reflect any changes in Council's assurance regime in line with the annual review of strategic risks.

RISK APPETITE

Glen Eira City Council's risk appetite articulates the level of risk Council is willing to accept to achieve its objectives.

Council's risk appetite or risk-taking culture is fundamentally low. It makes fully informed and considered decisions with a conservative risk approach. Council is known for its strong risk management culture.

Council's *Risk Management Framework* is built upon the understanding that some risks, no matter how many controls are in place, will never reduce below a high or extreme controlled risk rating simply because of the consequences that may occur. Council is statutorily mandated to undertake and provide services and activities that have a high-risk rating, irrespective of controls in place.

Council accepts high and extreme controlled risks only when it is satisfied the probability of the risk occurring is low, and robust monitoring and reviewing of controls are in place.

Council's risk appetite is communicated to staff and entrenched in the organisation's culture through concrete expressions such as Council guidelines, policies and procedures.

RISK ASSESSMENT AND REPORTING

Council has identified 25 risks in relation to fraud and embezzlement that have been assessed by all managers. These have been populated into Council's Risk Register.

The fraud risks are listed under the areas of management; staff; Councillors/candidates; contractors/suppliers; user/community groups; and the general public.

All managers and the executive staff have strategically analysed the risks and controls that are in place and will continue to do so annually, to give assurance to the Audit Committee that controls are in place as intended and working effectively. This ensures that everybody is aware of the status of each risk and how it's being managed.

In addition, Council has a number of policies that deal with fraud related issues including but not limited to sponsorship; confidentiality; gifts, favours and hospitality; Councillor civic support and expenses; protected disclosure; management of major construction contracts; employment security checks; recruitment and selection; procurement; purchasing card; fleet vehicles; and telephone usage procedure.

All staff members are trained in these policies and information is available on Council's intranet, which can be accessed by all employees. Refresher training is also provided on an ongoing basis.

Oakton has reported there is a strong culture in relation to risk reporting. The rolling program at every Audit Committee meeting, where business unit managers are required to present their unit's top 10 risks, is considered best practice among those councils benchmarked by Oakton.

The system upgrade will enable best practice reporting as Council strives for continual improvement in this area.

INSURANCE BROKING AND RISK MANAGEMENT SERVICES

Council tendered for the provision of insurance brokerage and risk management services in early 2015. The objective was to ensure the interest of the City of Glen Eira community was protected with the most appropriate insurance portfolio at a competitive price, arrived at by a transparent process supplemented by excellent advice. In order to satisfy itself as to *Best Value*, Council's insurance policies were market tested.

Council appointed Aon Risk Services Australia Limited (Aon) as its broker in July 2015 for a period of one year, with four options to renew on a yearly basis. Council exercised its first option to renew this contract with Aon for a further period of one year, commencing on 1 July 2016.

PUBLIC AND PROFESSIONAL LIABILITY INSURANCE

Council's public liability and professional liability insurance has been placed with CGU since 2014.

Aon Risk Services Australia Limited was able to secure renewal in June 2016 with CGU on very competitive terms.

The benefits include significant premium savings; a policy coverage that applies exclusively to Glen Eira City Council; improved coverage; ability to test the insurance market competitively each year; and an improved claims management service.

PROPERTY INSURANCE

Patel Dore Valuers completed a biennial revaluation of Council buildings and playground assets in 2016. The total insurance value for Council buildings is \$353,116,500. The total insurance value for Council playgrounds is \$14,134,000.

INSURANCE PREMIUMS

Council's continuing excellent claims experience, together with its reputation as a leader in risk management practices, has been rewarded through continued significant reductions in its insurance premiums.

The overall portfolio has recently increased from 12 to 13 policies. With the additional policy for cyber insurance, the total premium for all policies increased slightly by 0.22 per cent compared with the previous year.

CLAIMS MANAGEMENT

The overall number of public liability claims made against Council during the year increased by approximately 23.6 per cent (from 271 claims in 2014–15 to 335 in 2015–16).

The number of claims paid has increased by approximately 17 per cent (from 23 claims in 2014–15 to 27 in 2015–16). The continuing impact of the tort reforms in 2004, improving risk management and claims handling practices, have enabled Council to successfully defend many claims. The overall total amount paid to claimants also increased by approximately 11 per cent over the previous year (from \$41,588 in 2014–15 to \$46,212 in 2015–16). However, given the increase in the number of claims, the amount paid out fell in real terms.

INTEGRITY OF ASSETS AND OPERATIONS

AUDIT COMMITTEE

Council uses numerous processes and practices to ensure the integrity of its assets and operations and to discharge its responsibilities in a properly controlled manner.

The Audit Committee's charter is to assist the Council to fulfil its responsibilities in relation to accounting policies; external financial reporting practices; risk assessment; risk management; internal control; management and reporting policies and systems; and any other matters referred to it by Council. It has oversight of its external accountability responsibilities as defined in Section 139 of the *Local Government Act 1989*, which requires that Council establishes an audit committee as an advisory committee to Council and the various requirements of the Victorian Auditor-Generals Office. The committee determines the scope of internal audit work and liaises with Council's internal and external auditors. The Committee is independent from management and does not have any executive powers, management function or delegated financial responsibility.

During 2015–16, committee membership included:

- Mr David Gibbs B.Com, FCA, TEP, CTA, FAICD Independent member and Chair
 - Director — The Bennett Group Pty Ltd
 - Past Victorian Chairperson of the Chartered Accountants Australia and New Zealand

- Dr Craig Nisbet B.Ec, Grad Dip Tax, M.Acc, DBA, FAICD Independent member
 - Head of Risk and Internal Audit — Ridley Corporation Limited
 - Independent Audit Committee member — Shire of South Gippsland
- Lisa Woolmer B.Ec, Grad Dip Employment Relations, Grad Dip Japanese Business Communications, CA, GAICD Independent member
 - Independent Audit Committee member — Office of Public Prosecutions (Victoria)
 - Independent Audit Committee member — Comcare (Australian Government)
 - Independent Audit Committee member — Bayside City Council
 - Independent Audit Committee member/Audit Committee Chair — Mornington Peninsula Shire
- Cr Michael Lipshutz Councillor representative
- Cr Mary Delahunty Councillor representative

The committee met four times and considered six reports prepared by Council's internal auditors:

- *Follow-up Review*;
- *Financial Compliance (Transaction Analysis) Review*;
- *Park Services Review*;
- *Risk Management Framework Review*;
- *IT General Controls Review*; and
- *Home and Community Care (HACC) Review*.

The committee also considered Council management reports on:

- Risk Management — regular progress reports; reviews of strategic corporate risks; rolling risk reviews; risk assurance map review, including receiving directorate presentations highlighting risks and mitigation strategies;
- the Clayton Landfill, including status reports and risk framework paper;
- Community Care program — funding changes, transition agreement;
- *Safety/MAP* accreditation;
- IBAC review of Council Works Depots;
- insurances;
- Victorian Auditor-General's Office (VAGO) — *Recreation Facilities Audit Review*;
- Councillor expenses;
- Council's immunisation rates;
- GESAC — Lifesaving Victoria Audit results;
- *Fair Rates Framework* — regular status reports;
- *Local Government Performance Reporting Framework* — regular progress reports;

- tree management — policy and procedure;
- large scale events — risks of managing these events;
- closed landfill in Spring Road, Dingley Village; and
- business continuity planning — progress reports.

In addition, the Audit Committee *Annual Report* was completed, the 2014–15 annual accounts were considered, an Audit Committee self-assessment was performed, a review of the Audit Committee Charter was performed and progress of the 2015–16 internal audit program was considered.

Council meets all statutory requirements for external audits, which require the annual financial and performance statements to be subjected to the scrutiny of VAGO. During the year, Audit Committee meetings were attended by representatives from VAGO. VAGO conducted the 2014–15 annual financial and performance audit of Glen Eira City Council with unqualified audit opinions being issued.

The Audit Committee discussed the external audit strategy with Mr. Loughnan from VAGO for the year ending 30 June 2016. Officers also submitted a number of reports for consideration to the Audit Committee, covering the 2015–16 year-end audit process. These included:

- *The Local Government Performance Reporting Framework*;
- Land under roads revaluation; and
- Land and buildings revaluation.

INTERNAL AUDIT

During 2015–16, Council tendered the Internal Audit contract. Oakton Services P/L were appointed as the contractor for the provision of internal audit services to Council.

Internal audit scrutinises the processes and controls applied by Council to its administrative and accounting functions over a three-year cycle. Reports on all findings and recommendations are submitted to the Audit Committee. The approach to developing the strategic internal audit plan includes: undertaking information gathering interviews; reviewing relevant parts of Council's risk profile; identifying areas of importance and risk to Council; reviewing past internal audit activity; and reviewing previous internal and external audit report findings.

During the year, the number of issues rated as a serious weakness or a control weakness, for further follow-up action, was 19. Of those, five issues arose from a review recently completed (*IT General Controls Review*). The completion dates for those five issues are dated post the 2015–16 follow-up review. They will be reviewed in next year's follow-up review. Of the remaining 14 findings, 10 have been satisfactorily completed. The remaining four findings are partially complete and are expected to be fully completed by December 2016.

As a result of the internal audit reviews, management implemented the following procedures and improvements in order to enhance the existing controls already in place:

- strengthened the controls over the access levels to the Home and Community Care (HACC) payroll files;

- tightened the controls and processes in place for reconciling HACC payroll data files;
- tightened the controls and processes in place for managing HACC payroll exceptions;
- improved the processes for pre-payroll checks with HACC payroll data;
- updated and improved the controls and processes in regard to network system access; and
- updated processes to ensure regular patching of desktop applications.

The internal auditors' work is supplemented by business process reviews, which are completed by internal staff. These reviews ensure Council processes are efficient, comply with legislation and identify opportunities for change.

OVERALL ASSESSMENT OF COUNCIL'S RISK, CONTROL AND COMPLIANCE FRAMEWORK

The Committee's overall assessment is that, based on information received by the Committee (including from VAGO and Council's appointed internal auditors), Council has improved its management of strategic and operational risk, financial and other internal controls and compliance in a tight operational and financial environment.

It is therefore the view of the Committee that the governance culture of the Council is supporting the development of a robust risk, control and compliance framework, which continues to strengthen and adapt to changes in Council's operations.

COMPLIANCE

LOCAL LAW

On 24 November 2009, following extensive consultation and review, Council resolved to adopt a new single Local Law, the Glen Eira City Council Local Law 2009. The Local Law commenced on 25 November 2009. The Local Law prohibits, regulates and controls certain activities, practices and behaviours to ensure neighbourhood amenity is maintained, Council and public assets are protected, residents are not annoyed and a person's property is not detrimentally affected.

The Local Law is divided into a number of sections including:

Use of Council Seal and Council Meeting procedures — regulates the operation of Council Meetings including the election of Mayor, rules of debate, adjournment of meetings and time limits, public participation and standards of behaviour.

Permits required — prescribes which activities require a permit from Council such as lighting fires; erection of temporary dwellings; placing industrial waste bins on public land; advertising signs; goods displays and proposed works on roads; and keeping of certain animals.

Prohibited — lists activities that are prohibited outright. These include overhanging trees and shrubs; inappropriate behaviour on public land; animal litter; dangerous and unsightly land; fire hazards; incinerators on residential property; and failure to number properties.

Parking schemes — regulates residential parking schemes and permits and ticketed parking areas. The Local Law also sets out how permits may be applied for and prescribes enforcement action against breaches.

On 26 April 2016, Council resolved to give notice of its intention to amend several clauses of the Local Law. In accordance with section 119(2) of the *Act*, a notice was given of the proposed amendments inviting submissions to Council by 1 July 2016.

The Local Law 2009 is available to download from Council's website at www.gleneira.vic.gov.au. It can also be inspected and copies are available from Council's Service Centre. The current Local Law will expire on 24 November 2019.

PRIVACY

Council has adopted policies relating to privacy and health records that meet the requirements of the *Privacy and Data Protection Act 2014* and the *Health Records Act 2001*.

Both Acts contain 'privacy principles' that relate to such matters as the collection, use and disclosure of information relating to individuals. Council forms and information systems carry a privacy statement, which advises why personal information is being collected, how it will be used and how it can be accessed by the person providing it. Council conducts ongoing training to staff on compliance with laws protecting privacy.

During the 2015–16 year, Council has not received any communications from the Privacy and Data Protection Commissioner investigating or alleging a breach of privacy under the *Privacy and Data Protection Act 2014* (Vic).

COUNCIL INFORMATION

Council holds and maintains a variety of documents as part of the day-to-day management of its operations. Both property and subject-based files are held to assist in the co-ordination of documents and correspondence relating to its areas of responsibility. Property files relate to the location, street name and number. Subject files relate to correspondence of a more general nature and cover a range of areas such as Council administration and community services. Other technical material is also held, including road construction and other infrastructure plans and planning and building records, as well as statutory information Council is required to keep, such as food premises registrations and dog and cat registrations.

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.

FREEDOM OF INFORMATION REQUESTS RECEIVED 2011–12 TO 2015–16

Details	2011–12	2012–13	2013–14	2014–15	2015–16
Total number of new requests	35	21	28	41	28
Requests determined not to be <i>Freedom of Information Act</i> requests	1	0	0	1	1
Access granted in full	4	4	0	0	0
Access granted in part	21	6	19	25	16
Other	5	4	5	5	1
Access denied in full	3	0	1	0	3
Requests still under consideration	1	3	3	7	5
Requests withdrawn	0	4	0	3	2
Number of decisions referred to the FOI Commission*	0	1	0	2	2
*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.					
Appeals lodged with VCAT	1	0	0	0	0

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*.
- Minutes of meetings of special committees established under section 86 of the *Act* and held in the previous 12 months 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 people about who Council holds information. 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.

PROTECTED DISCLOSURE

As required by the *Protected Disclosure Act 2012 (Act)*, 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 employees, Councillors, councils or members of 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, or 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 2015–2016, there were three disclosures made to Council as required to be reported in accordance with the aforesaid legislation.

CHARTER OF HUMAN RIGHTS AND RESPONSIBILITIES ACT 2006

The *Charter of Human Rights and Responsibilities Act 2006 (Charter)* came into force on 1 January 2007 and sets out a number of important human rights. Glen Eira City Council has been required to act compatibly with the *Charter* since 1 January 2008.

The *Charter* contains 20 rights that reflect the four basic principles of freedom, respect, equality and dignity. The *Charter* introduces standards to ensure human rights are considered when making laws and decisions and when providing services. The 20 rights that reflect the four basic principles are:

Freedom

- freedom from forced work;
- freedom of movement;
- freedom of thought, conscience, religion and belief;
- freedom of expression;
- right to peaceful assembly and freedom of association;
- right to property;
- right to liberty and security of person;
- right to a fair hearing;
- rights in criminal proceedings;
- right not to be tried and punished more than once; and
- protection from retrospective criminal laws.

Respect

- right to life;
- protection of families and children; and
- cultural rights, including the recognition of the distinct cultural rights of the Aboriginal people of Victoria.

Equality

- recognition of equality before the law; and
- entitlement to participate in public life (including voting).

Dignity

- protection from torture and cruel, inhuman or degrading treatment;
- protection of privacy and reputation;
- humane treatment when deprived of liberty; and
- appropriate treatment of children in the criminal process.

Council has provided staff training on the *Charter* and Council policies are reviewed for compatibility with the *Charter* as a *Community Plan* requirement.

LEGISLATION THAT IMPACTS ON COUNCIL

Council undertakes a broad range of activities and many of its operations are regulated.

There are many Acts, both Commonwealth and State, that have a direct impact on Council and involve significant compliance obligations. Council has in place a legislative compliance system that sets out applicable legislative requirements and provides updates when the legislation is amended or repealed or new legislation is enacted.

Some of the key Victorian legislation that impacts Council is set out below:

Building Act 1993
Carers Recognition Act 2012
Charter of Human Rights and Responsibilities Act 2006
Children and Young Persons Act 1989
Children Youth and Families Act 2005
Children's Services Act 1996
Cultural and Recreational Lands Act 1963
Dangerous Goods Act 1985
Domestic Animals Act 1994
Emergency Management Act 1986
Environment Protection Act 1970
Equal Opportunity Act 2010
Fences Act 1968
Filming Approval Act 2014
Fines Reform Act 2014
Fire Services Property Levy Act 2012
Food Act 1984
Freedom of Information Act 1982
Gambling Regulation Act 2003
Graffiti Prevention Act 2007
Health Records Act 2001

Heritage Act 1995
Independent Broad-Based Anti-Corruption Commission Act 2011
Infringements Act 2006
Land Acquisition and Compensation Act 1986
Local Government Act 1989
Local Government (Best Value Principles) Act 1999
Occupational Health and Safety Act 2004
Planning and Environment Act 1987
Privacy and Data Protection Act 2014
Protected Disclosure Act 2012
Public Health and Wellbeing Act 2008
Public Records Act 1973
Retail Leases Act 2003
Road Management Act 2004
Road Safety Act 1986
Subdivision Act 1988
Transfer of Land Act 1958
Valuation of Land Act 1960
Water Act 1989

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 (Best Value Principles) Act 1999* 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 15th 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:

- 92.51 per cent of zero to one-year-olds fully immunised.
- Recreation Services achieved its target of having 100 per cent capacity in respect to the level of sportsground usage.
- Parking and Prosecutions completed 96 per cent of detailed investigations within one month against a target of 90 per cent per month.
- Infrastructure Assets achieved 68 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, 95 per cent and 94 per cent against a target of 90 per cent.
- 4,937 young people participated in 292 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 98.12 per cent of customer requests/complaints in time.
- Maternal and Child Health client satisfaction was 95 per cent.
- Corporate Counsel ensured that all contracts complied with the *Local Government Act*.
- Family Day Care parent's satisfaction was 96 per cent.

REQUIREMENTS UNDER CARERS RECOGNITION ACT 2012

Key reporting against efficiency and cost standards:

- 1,987 inspections of Glen Eira's 850 registered food businesses were undertaken in 2015–16.
- Community Care Services provided 114,435 hours of in-home support against a Department of Health and Human Services target of 94,499 hours and 23,436 social support hours against a target of 23,433.
- Fleet Services' workshop service costs were 1.24 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 24 seconds with 80.25 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 98 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 \$17.23.

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* were taken into account when developing quality and cost standards for each service. These factors are:

- the need to review services against best-on-offer;
- an assessment of value-for-money;
- community expectations and values;
- the balance of affordability and accessibility; and
- opportunities for local employment growth or retention.

Council has taken all practical measures to comply with its responsibilities outlined in the *Carers Recognition Act 2012 (Act)*. Council has promoted the principles of the *Act* to 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 at Council community venues;
- providing links to State Government resource materials on Council's website; and
- providing information to organisations represented in Council/community networks.

Council has taken all practical measures to ensure staff, Council agents and volunteers working for Council are informed about the principles and obligations of the *Act* by including information on the care relationship in:

- Council induction and training programs for staff working in Home and Community Care and Disability Services; and
- induction and training programs for volunteers working directly with the community. See *Our volunteers*, page 47.

Council has taken all practical measures to review and modify policies, procedures and supports to include recognition of the carer relationships and has provided additional activities and resources to recognise the care relationship.

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 target in all but one of the nine performance indicators. The cat registration target was not met, even though there were 521 new cats registered in the current year as opposed to 514 in the previous year. Furthermore, due to the requirement to microchip your pet prior to registration, more cats were returned to their owners.

The cat reclaim/return rate is well above the target set. This has been a strong focus for Council's animal management team over the past two 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/adopted (63 cats). 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 2016:

Indicator	Target (%)	2011–12 (%)	2012–13 (%)	2013–14 (%)	2014–15 (%)	2015–16 (%)	2015–16 figures
1 Dog registration rate: (per cent dogs registered/estimated dog population)	85	88.9	89.1	88.4	88	88.1	11,953/13,558
2 Cat registration rate: (per cent cats registered/estimated cat population)	85	86.9	85.5	83.7	83	83.8	5,113/6,102
3 Enforcement success rate: (per cent successful prosecutions/total prosecutions)	100	100	100	100	100	100	11/11
4 Dog return/reclaim rate: (per cent total dogs reclaimed/returned/total dogs impounded) (includes adopted/sold dogs)	90	94.8	97.7	96.5	96	95.1	269/283
5 Cat reclaim/return rate: (per cent total cats reclaimed/total cats impounded)(includes adopted/sold cats)	20	34.2	57.3	61.3	75	65.41	87/133
6 Domestic animal business compliance rates: (registered/compliant)	93	90.1	100	100	100	100	13/13
7 Dog desexing rate (per cent dogs desexed/actual registered)	70	75.1	74.27	75.7	77	78.2	9,341/11,945
8 Cat desexing rate (per cent cats desexed/actual registered)	80	90.7	90.1	91	92	92.7	4,740/5,111
9 Infringements versus official warnings rates (per cent of infringements/warnings)	<40	37.1	30.3	20.8	39	38.1	107/281

LOCAL GOVERNMENT PERFORMANCE REPORTING FRAMEWORK FOR THE YEAR ENDED 30 JUNE 2016

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

The new 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	28/06/2016
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	28/06/2016
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: <ul style="list-style-type: none"> — <i>Asset Management Strategy</i> (25/11/2014); — <i>State of Community Assets Report</i> (17/3/2015); — <i>Roads and Laneways Asset Management Plan</i> (December 2015); — <i>Footpaths Plan</i> (November 2014); — <i>Building Services Management Plan</i> (March 2014); — <i>Stormwater Drainage Asset Management Plan</i> (November 2015); and — <i>Recreation Asset Management Plan</i> (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)	<i>Strategy</i>	✓
	Date of operation of current <i>Strategy</i>	28/06/2016
Risk policy (Policy outlining Council's commitment and approach to minimising the risks to Council's operations)	<i>Policy</i>	✓
	Date of operation of current policy	2/09/2014
Fraud policy (Policy outlining Council's commitment and approach to minimising the risk of fraud)	<i>Policy</i>	✓
	Date of operation of current policy	8/04/2015
Municipal Emergency Management Plan (Plan under section 20 of the <i>Emergency Management Act 1986</i> for emergency prevention, response and recovery)	Prepared and maintained in accordance with section 20 of the <i>Emergency Management Act 1986</i>	✓
	Date of preparation	4/12/2015
Procurement policy (Policy under section 186A of the <i>Local Government Act 1989</i> 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 <i>Local Government Act</i>	✓
	Date of approval	28/06/2016
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)	<i>Plan</i>	✓
	Date of operation of current <i>Plan</i>	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)	<i>Plan</i>	✓
	Date of operation of current <i>Plan</i>	13/05/2015
Risk Management Framework (Framework outlining Council's approach to managing risks to the Council's operations)	<i>Framework</i>	✓
	Date of operation of current <i>Framework</i>	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	17/03/2015
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)	<i>Framework</i>	✓
	Date of operation of current <i>Framework</i>	30/06/2016

GOVERNANCE AND MANAGEMENT CHECKLIST

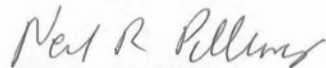
Governance and management items	Assessment	Outcome
Council plan reporting (Report reviewing the performance of the Council against the <i>Council Plan</i> , including the results in relation to the strategic indicators, for the first six months of the financial year)	Report	✓
	Date of operation of current report	To Council every quarter: 1/9/2015; 24/11/2015; 23/2/2016 and 7/6/2016.
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: 1/9/15; 21/9/15; 4/11/15; 24/11/15; 15/12/15; 2/2/16; 23/2/16; 15/3/16; 26/4/16; 17/5/16; and 28/6/16.
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: 21/8/2015; 27/11/2015; 26/2/2016 and 27/5/2016.
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: 1/9/15; 21/9/15; 4/11/15; 24/11/15; 15/12/15; 2/2/16; 23/2/16; 15/3/16; 26/4/16; 17/5/16; 7/6/16; and 28/6/16. Audit Committee received reports covering the <i>Local Government Performance Reporting Framework</i> on 21/8/2015; 26/2/2016; and 27/5/2016.
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	20/10/2015
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	21/06/2016
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	21/7/2015 and 17/5/2016
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: 26 September 2016



Councillor Neil Pilling
MAYOR

Dated: 28 September 2016

STATE GOVERNMENT PRESCRIBED SERVICE PERFORMANCE INDICATORS

FOR THE YEAR ENDED 30 JUNE 2016

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

SERVICE / Indicator / Measure	Results 2015	Results 2016	Material variations
AQUATIC FACILITIES			
Service standard			
Health inspections of aquatic facilities	4.00	4.00	
[Number of authorised officer inspections of Council aquatic facilities/number of Council aquatic facilities]			
HEALTH AND SAFETY			
Reportable safety incidents at aquatic facilities	8.00	12.00	This measure does not give an accurate representation on health and safety performance. It does not account for the type of activities/ facilities at each centre as some activities have higher or lower risk profiles. This aquatic facility offers indoor sports activities and this measure mostly relates to indoor sports injuries sustained. The measure does not take into account the ratio of visits to incidents and Glen Eira City Council only had 12 reportable safety incidents during 2015–16 out of a total 1.1 million visits to the facility.
[Number of WorkSafe reportable aquatic facility safety incidents]			
Service cost			
Cost of indoor aquatic facilities	-\$2.27	-\$2.61	This result has improved from the previous year. 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. This increase is due to higher usage which reflects that the facility is meeting community needs and expectations.
[Direct cost of indoor aquatic facilities less income received/number of visits to indoor aquatic facilities]			
Cost of outdoor aquatic facilities	\$3.98	\$4.97	This measure has deteriorated from the previous year due to a reduction in overall visits. Council will be considering redevelopment of the facility over coming years to improve the customer experience. The measure is still above the average performance for both similar and all councils.
[Direct cost of outdoor aquatic facilities less income received/number of visits to outdoor aquatic facilities]			
Utilisation			
Utilisation of aquatic facilities	7.97	8.16	
[Number of visits to aquatic facilities /municipal population]			
ANIMAL MANAGEMENT			
Timeliness			
Time taken to action animal management requests	0.00	1.38	Applicable from financial year commencing 1 July 2015.
[Number of days between receipt and first response action for all animal management requests/number of animal management requests]			
Service standard			
Animals reclaimed	70%	67.19%	
[Number of animals reclaimed/number of animals collected] x 100			

STATE GOVERNMENT PRESCRIBED SERVICE PERFORMANCE INDICATORS

FOR THE YEAR ENDED 30 JUNE 2016

SERVICE / Indicator / Measure	Results 2015	Results 2016	Material variations
ANIMAL MANAGEMENT (CONTINUED)			
Service cost			
Cost of animal management service	\$39.45	\$43.71	
[Direct cost of the animal management service/number of registered animals]			
Health and safety			
Animal management prosecutions	16.00	13.00	
[Number of successful animal management prosecutions]			
FOOD SAFETY			
Timeliness			
Time taken to action food complaints	0.00	1.64	Council has established highly effective and efficient operating procedures in relation to actioning food safety complaints in a timely manner.
[Number of days between receipt and first response action for all food complaints/number of food complaints]			
Service standard			
Food safety assessments	105%	102.86%	Council inspects every registered food premises at least once a year. Additional assessments are conducted for premises that have transferred ownership during the registration period.
[Number of registered class 1 food premises and class 2 food premises that receive an annual food safety assessment in accordance with the <i>Food Act 1984</i> / number of registered class 1 food premises and class 2 food premises that require an annual food safety assessment in accordance with the <i>Food Act 1984</i>] ×100			
Service cost			
Cost of food safety service	\$657.95	\$638.83	In addition to Council's pre-eminent food safety risk management program, Council provides a food safety education and incentive program for local food businesses. Council's <i>Five-Star Safe Food Program</i> was the first of its kind in Australia and provides rewards for local food operators that exceed national food safety standards.
[Direct cost of the food safety service/number of food premises registered or notified in accordance with the <i>Food Act 1984</i>]			
Health and safety			
Critical and major non-compliance outcome notifications	100.00%	100.00%	
[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] ×100			

STATE GOVERNMENT PRESCRIBED SERVICE PERFORMANCE INDICATORS

FOR THE YEAR ENDED 30 JUNE 2016

SERVICE / Indicator / Measure	Results 2015	Results 2016	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%	This measure is substantially an indicator of the number of contracts, which are awarded after considering public tenders. The <i>Local Government Act</i> makes provision for contractual information to be kept confidential in order to protect market competition and avoid risk of collusion. In addition, the fewer decisions made by Council at meetings closed to the public could indicate that more decisions are made by officers under delegated authority.
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	
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	94.71%	94.44%	
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	
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	While Council's score is slightly down on this indicator, the survey is a perception based survey, and is not always reflective of the user experience.
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	Time from assessment to service delivery has reduced with the implementation of process improvement strategies, that reduced double handling of information, booked assessment at first point of contact and first service in a more streamlined manner.
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%	A review of compliance with the Home Care Standards is conducted by the Australian Aged Care Quality Agency on a three yearly basis. This review will be undertaken in September 2016. Last review conducted 2012.

STATE GOVERNMENT PRESCRIBED SERVICE PERFORMANCE INDICATORS

FOR THE YEAR ENDED 30 JUNE 2016

SERVICE / Indicator / Measure	Results 2015	Results 2016	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	Applicable from financial year commencing 1 July 2015.
Cost of personal care service [Cost of the personal care service/ hours of personal care service provided]	\$0.00	\$42.98	
Cost of respite care service [Cost of the respite care service/ hours of respite care service provided]	\$0.00	\$53.37	Applicable from financial year commencing 1 July 2015.
Participation			
Participation in HACC service [Number of people that received a HACC service / municipal target population for HACC services] x100	26.00%	24.49%	
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%	
LIBRARIES			
Utilisation			
Library collection usage [Number of library collection item loans/number of library collection items]	7.87	8.31	Glen Eira Libraries have put substantial work into improving and expanding its collection over the past 24 months and this result is demonstrative of the fact that its collection contains high quality and current items that are of appeal to customers.
Resource standard			
Standard of library collection [Number of library collection items purchased in the last five years/number of library collection items] x100	71.19%	70.75	
Service cost			
Cost of library service [Direct cost to Council of the library service/number of visits]	\$5.78	\$5.83	The recent implementation of radio frequency identification self-borrowing and self-return technology across Glen Eira Libraries has substantially improved library efficiencies.

STATE GOVERNMENT PRESCRIBED SERVICE PERFORMANCE INDICATORS

FOR THE YEAR ENDED 30 JUNE 2016

SERVICE / Indicator / Measure	Results 2015	Results 2016	Material variations
LIBRARIES (CONTINUED)			
Participation			
Active library members	17.32%	17.18%	
[Number of active library members/municipal population] x100			
MATERNAL AND CHILD HEALTH (MCH)			
Satisfaction			
Participation in first MCH home visit	105.09%	103.57%	
[Number of first MCH home visits/number of birth notifications received] x100			
Service standard			
Infant enrolments in the MCH Service	100.00%	99.19%	Glen Eira City Council has substantially higher enrolments in the Maternal and Child Health (MCH) service due to a sustained and consistent effort to actively follow-up missed scheduled MCH visits with parents. Council also provides a highly effective outreach program that provides additional home visits for vulnerable families that have difficulty attending MCH centres.
[Number of infants enrolled in the MCH Service (from birth notifications received) / number of birth notifications received] x100			
Service cost			
Cost of MCH Service	\$0.00	\$81.68	Applicable from financial year commencing 1 July 2015.
[Cost to Council of the MCH Service hours worked by MCH nurses]			
Participation			
Participation in the MCH Service	87.04%	87.51%	
[Number of children who attend the MCH Service at least once (in the year) /number of children enrolled in the MCH Service] x100			
Participation in the MCH Service by Aboriginal children	87.50%	92.86%	
[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			
ROADS			
Participation			
Sealed local road requests	89.74	87.32	
[Number of sealed local road requests/kilometres of sealed local roads] x100			

STATE GOVERNMENT PRESCRIBED SERVICE PERFORMANCE INDICATORS

FOR THE YEAR ENDED 30 JUNE 2016

SERVICE / Indicator / Measure	Results 2015	Results 2016	Material variations
ROADS (CONTINUED)			
Condition			
Sealed local roads below the intervention level	96.98%	95.37%	
[Number of kilometres of sealed local roads below the renewal intervention level set by Council/kilometres of sealed local roads] x100			
Service cost			
Cost of sealed local road reconstruction	\$104.80	\$100.01	
[Direct cost of sealed local road reconstruction/square metres of sealed local roads reconstructed]			
Cost of sealed local road resealing	\$17.96	\$17.36	
[Direct cost of sealed local road resealing/square metres of sealed local roads resealed]			
Satisfaction			
Satisfaction with sealed local roads	74.00	69.00	This measure is derived from the State Government's <i>Community Satisfaction Survey</i> . Main roads within the municipality are the responsibility of VicRoads whilst lesser roads are the responsibility of Local Government. The <i>Survey</i> does not differentiate between the responsibilities of State and Local Government. This measure risks measuring satisfaction with VicRoads and attributing it to councils.
[Community satisfaction rating out of 100 with how Council has performed on the condition of sealed local roads]			
STATUTORY PLANNING			
Timeliness			
Time taken to decide planning applications	72.00	90.00	The increase in applications numbers is impacting on the time taken to decide planning applications. Another factor also includes the increase in more complex applications received.
[The median number of days between receipt of a planning application and a decision on the application]			
Service standard			
Planning applications decided within 60 days	76.96%	61.98%	The increase in applications numbers is impacting on the time taken to decide planning applications within 60 days. Another factor also includes the increase in more complex applications received.
[Number of planning application decisions made within 60 days/number of planning application decisions made] x100			
Service cost			
Cost of statutory planning service	\$2,341.87	\$2,211.86	The cost of service remains fairly consistent despite the overall increase in application numbers.
[Direct cost of the statutory planning service/number of planning applications received]			
Decision-making			
Council planning decisions upheld at VCAT	58.95%	56.86%	The decrease in planning applications upheld at the Victorian Civil and Administrative Tribunal (VCAT) is due to VCAT not having to consider Council's Local Planning Policies. Applicants can change their plans significantly before they get to VCAT so VCAT may be considering a different proposal to the one decided by Council. VCAT is legally required to take account of Council's <i>Planning Scheme</i> policies but is not legally required to apply them. It follows that VCAT is often not making the same decision as Council. The measure does not capture mediated outcomes.
[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			

STATE GOVERNMENT PRESCRIBED SERVICE PERFORMANCE INDICATORS

FOR THE YEAR ENDED 30 JUNE 2016

SERVICE / Indicator / Measure	Results 2015	Results 2016	Material variations
WASTE COLLECTION			
Satisfaction			
Kerbside bin collection requests [Number of kerbside garbage and recycling bin collection requests/number of kerbside bin collection households] ×1000	146.81	109.21	Fewer calls to Council to provide services such as repairs, special requests, failures to collect, missed streets, damaged bins, bins missing, etc. All request categories have dropped in number compared to the previous year.
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] ×10,000	3.33	1.20	The contractor has improved performance significantly compared to the previous year.
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	
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	
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] ×100	43.47%	44.18%	The recycling rate increased because more green waste was recycled after Council offered green waste bins to all households in 2014–15.

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

FOR THE YEAR ENDED 30 JUNE 2016

Indicator / Measure	Results 2015	Results 2016	Material variations
Population			
Expenses per head of municipal population [Total expenses/municipal population]	\$928.91	\$1,023.01	2015–16 expenses were impacted by one-off, unbudgeted items including: the restructuring of existing loan facilities \$4.93 million; and the payment to the Clayton Landfill Site of \$1.94 million relating to undercharges.
Infrastructure per head of municipal population [Value of infrastructure/municipal population]	\$3,207.12	\$3,218.36	No material variations.
Population density per length of road [Municipal population/kilometres of local roads]	289.86	294.37	No material variations.
Own-source revenue			
Own-source revenue per head of municipal population [Own-source revenue/municipal population]	\$834.01	\$910.91	2015–16 rate income incurred in line with Council's <i>Strategic Resource Plan</i> and additional revenue from parking infringements income.
Recurrent grants			
Recurrent grants per head of municipal population [Recurrent grants / Municipal population]	\$164.92	\$147.13	Reduction due to the Commonwealth Government announcement on 30 June 2015 that 50 per cent of Council's Victorian Grants Commission funding would be prepaid in 2014–15. The amount of \$1.75 million (50 per cent of the 2015–16 grants) was received for financial assistance and local roads funding during the 2014–15 financial year.
Disadvantage			
Relative socio-economic disadvantage [Index of relative socio-economic disadvantage by decile]	10.00	10.00	No material variations.

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

FOR THE YEAR ENDED 30 JUNE 2016

DIMENSIONS / Indicator / Measure	Results		Forecasts				Material variations
	2015	2016	2017	2018	2019	2020	
EFFICIENCY							
Revenue level							
Average residential rate per residential property assessment	\$1,415.61	\$1,485.03	\$1,530.14	\$1,560	\$1,596	\$1,632	Movements in line with Council's <i>Strategic Resource Plan</i> .
[Residential rate revenue/number of residential property assessments]							
Expenditure level							
Expenses per property assessment	\$2,149.55	\$2,332.85	\$2,281.93	\$2,323.67	\$2,343.88	\$2,385.95	2015–16 expenses were impacted by one-off, unbudgeted items including: the restructuring of existing loan facilities \$4.93 million and the payment to the Clayton Landfill Site of \$1.94 million relating to undercharges. Following years are in line with Council's <i>Strategic Resource Plan</i> .
[Total expenses/number of property assessments]							
Workforce turnover							
Resignations and terminations compared to average staff	9.82%	11.48%	10.33%	10.33%	10.33%	10.33%	No material variations.
[Number of permanent staff resignations and termination/average number of permanent staff for the financial year] ×100 [depreciation] ×100							
LIQUIDITY							
Working capital							
Current assets compared to current liabilities	98.80%	99.31%	104.36%	107.54%	112.63%	109.18%	No material variations. Movements in line with Council's <i>Strategic Resource Plan</i> .
[Current assets/current liabilities] ×100							
Unrestricted cash							
Unrestricted cash compared to current liabilities	25.21%	28.15%	25.47%	31.75%	35.42%	40.41%	No material variations. Movements in line with Council's <i>Strategic Resource Plan</i> .
[Unrestricted cash/current liabilities] ×100							

FINANCIAL PERFORMANCE INDICATORS

FOR THE YEAR ENDED 30 JUNE 2016

DIMENSIONS / Indicator / Measure	Results		Forecasts				Material variations
	2015	2016	2017	2018	2019	2020	
OBLIGATIONS							
Asset renewal							
Asset renewal compared to depreciation	78.26%	82.14%	79.11%	78.23%	82.44%	92.88%	No material variations.
[Asset renewal expenses/asset depreciation] x100							
Loans and borrowings							
Loans and borrowings compared to rates	23.35%	25.68%	21.32%	17.37%	13.54%	9.86%	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.
[Interest bearing loans and borrowings/rate revenue] x100							
Loans and borrowings repayments compared to rates	3.21%	3.11%	3.98%	3.82%	3.68%	3.55%	Borrowings restructured in June 2016, which resulted in a net financial benefit to Council. Reflects repayment of loan borrowings according to schedule.
[Interest and principal repayments on interest bearing loans and borrowings/rate revenue] x100							
Indebtedness							
Non-current liabilities compared to own source revenue	20.45%	19.44%	16.91%	14.01%	10.96%	8.11%	Reflects Council's reduction in debt according to scheduled loan repayments.
[Non-current liabilities/own source revenue] x100							
OPERATING POSITION							
Adjusted underlying result							
Adjusted underlying surplus (or deficit)	9.32%	6.90%	9.84%	9.02%	9.68%	9.47%	Underlying result for 2016 impacted by one-off, unbudgeted items including: the restructuring of existing loan facilities \$4.93 million; and the payment to the Clayton Landfill Site of \$1.94 million relating to undercharges. No material variations thereafter.
[Adjusted underlying surplus (deficit)/ adjusted underlying revenue] x100							
STABILITY							
Rates concentration							
Rates compared to adjusted underlying revenue	61.72%	61.12%	61.88%	62.54%	62.94%	63.38%	No material variations.
[Rate revenue/adjusted underlying revenue] x100							
Rates effort							
Rates compared to property values	0.19%	0.20%	0.16%	0.16%	0.16%	0.16%	No material variations.
[Rate revenue/capital improved value of rateable properties in the municipality] x100							

FINANCIAL PERFORMANCE INDICATORS

FOR THE YEAR ENDED 30 JUNE 2016

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

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FINANCIAL REPORT

READING OUR FINANCIALS

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 Auditor-General of Victoria 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:

1. changes in revaluation reserve; and
2. share of other comprehensive income of joint operations.

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 2016 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

READING OUR FINANCIALS (CONTINUED)

(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 discretionary 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 discretionary 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 2016

	Notes	2016 \$ '000	2015 \$ '000
Income			
Rates and charges	3	96,888	91,088
Statutory fees and fines	4	7,128	4,853
User fees	5	24,976	23,922
Grants — operating	6	20,703	23,471
Grants — capital	6	2,391	466
Other income	7	3,919	4,149
Contributions — monetary	8	5,865	3,667
Share of net surplus of joint operations	9 (a)	314	-
Total income		162,184	151,616
Expenses			
Employee costs	10	64,822	62,929
Materials and services	11	50,126	44,523
Depreciation and amortisation	12	21,331	20,286
Net loss on sale/disposal of property, infrastructure, plant and equipment	13	2,089	1,068
Borrowing costs	14	6,649	1,965
Other expenses	15	4,652	4,116
Share of net loss of joint operations	9 (a)	-	2,797
Total expenses		149,669	137,684
Surplus for the year		12,515	13,932
Other comprehensive income			
Items that will not be reclassified to surplus or deficit in future periods			
Net asset revaluation increment/(decrement)	26 (a)	332,196	(3,230)
Total comprehensive result		344,711	10,702

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

BALANCE SHEET

AS AT 30 JUNE 2016

	Notes	2016 \$ '000	2015 \$ '000
Assets			
Current assets			
Cash and cash equivalents	16	17,008	17,690
Other financial assets	17	28,922	23,714
Trade and other receivables	18	10,408	8,984
Other assets	19	1,297	1,309
Total current assets		57,635	51,697
Non-current assets			
Other financial assets	17	5	5
Investments in joint operations	9 (a)	2,125	2,595
Property, infrastructure, plant and equipment	20	2,047,138	1,701,564
Intangible assets	21	1,042	750
Total non-current assets		2,050,310	1,704,914
Total assets		2,107,945	1,756,611
Liabilities			
Current liabilities			
Trade and other payables	22	16,494	13,731
Trust funds and deposits	23	25,501	24,670
Provisions	24	12,891	12,692
Interest-bearing loans and borrowings	25	3,149	1,231
Total current liabilities		58,035	52,324
Non-current liabilities			
Provisions	24	1,186	1,187
Interest-bearing loans and borrowings	25	21,734	20,037
Other liabilities	9 (b)	2,568	3,352
Total non-current liabilities		25,488	24,576
Total liabilities		83,523	76,900
Net assets		2,024,422	1,679,711
Equity			
Accumulated surplus		890,150	878,187
Reserves	26	1,134,272	801,524
Total equity		2,024,422	1,679,711

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

STATEMENT OF CHANGES IN EQUITY

FOR THE YEAR ENDED 30 JUNE 2016

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

2015	Notes	Total	Accumulated surplus	Public open space reserve	Asset revaluation reserve
		\$ '000	\$ '000	\$ '000	\$ '000
Balance at beginning of the financial year		1,669,009	865,313	2,483	801,213
Surplus for the year		13,932	13,932	-	-
Net asset revaluation decrement	26 (a)	(3,230)	-	-	(3,230)
Transfers to public open space reserve	26 (b)	-	(3,667)	3,667	-
Transfers from public open space reserve	26 (b)	-	2,609	(2,609)	-
Balance at the end of the financial year		1,679,711	878,187	3,541	797,983

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 2016

	Notes	2016 inflows/ (outflows) \$ '000	2015 inflows/ (outflows) \$ '000
Cash flows from operating activities			
Rates and charges		96,395	90,607
Statutory fees and fines		7,572	4,853
User fees		24,675	25,148
Other receipts		2,816	3,374
Grants — operating		20,703	23,471
Grants — capital		2,391	466
Contributions — monetary		5,871	3,768
Interest received		1,463	1,599
Trust funds and deposits taken		17,126	9,724
Net GST refund/payment		7,053	6,404
Employee costs		(66,035)	(63,699)
Materials and services		(55,116)	(52,197)
Trust funds and deposits repaid		(16,295)	(9,215)
Other payments		(4,652)	(3,862)
Superannuation — Defined Benefits Call		-	(2,742)
Net cash provided by operating activities	27	43,967	37,699
Cash flows from investing activities			
Payments for property, infrastructure, plant and equipment		(36,783)	(32,796)
Proceeds from sale of property, infrastructure, plant and equipment		358	558
Proceeds from other financial assets		23,714	21,204
Payments for other financial assets		(28,922)	(23,714)
Net cash used in investing activities		(41,633)	(34,748)
Cash flows from financing activities			
Finance costs		(1,704)	(1,766)
Repayment of borrowings		(1,272)	(1,104)
Repayment of finance lease		(40)	(57)
Net cash provided used in financing activities		(3,016)	(2,927)
Net (decrease)/increase in cash and cash equivalents		(682)	24
Cash and cash equivalents at the beginning of the financial year		17,690	17,666
Cash and cash equivalents at the end of the financial year	28	17,008	17,690
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 2016

	2016 \$ '000	2015 \$ '000
New works		
Property		
Buildings	5,454	4,829
Total property	5,454	4,829
Plant and equipment		
Plant, machinery and equipment	963	1,645
Computers and telecommunications	954	936
Library books and materials	826	800
Other plant and equipment	1,916	2,446
Total plant and equipment	4,659	5,827
Infrastructure		
Roads	7,945	6,979
Footpaths	1,798	1,701
Drainage	3,581	3,777
Open space and recreation	10,055	6,047
Car parks	772	609
Streetscape works	616	318
Total infrastructure	24,767	19,431
Total new capital works expenditure	34,880	30,087
Carried forward projects from previous year	2,613	6,879
Total capital works expenditure (including carry forwards)	37,493	36,966
Represented by:		
Asset renewal expenditure	17,153	15,553
Asset upgrade expenditure	13,152	8,912
Asset expansion expenditure	6,130	11,457
Asset new expenditure	1,058	1,044
Total capital works expenditure	37,493	36,966

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

NOTES TO THE FINANCIAL REPORT

FOR THE YEAR ENDED 30 JUNE 2016

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.

NOTES TO THE FINANCIAL REPORT

FOR THE YEAR ENDED 30 JUNE 2016

(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.

(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.

NOTES TO THE FINANCIAL REPORT

FOR THE YEAR ENDED 30 JUNE 2016

NOTE 1 SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

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

Receivables are carried at amortised cost using the effective interest rate method. 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.

(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

NOTES TO THE FINANCIAL REPORT

FOR THE YEAR ENDED 30 JUNE 2016

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.

(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.

NOTES TO THE FINANCIAL REPORT

FOR THE YEAR ENDED 30 JUNE 2016

NOTE 1 SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

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
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

NOTES TO THE FINANCIAL REPORT

FOR THE YEAR ENDED 30 JUNE 2016

(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.

(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.

NOTES TO THE FINANCIAL REPORT

FOR THE YEAR ENDED 30 JUNE 2016

NOTE 1 SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

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.

(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.

NOTES TO THE FINANCIAL REPORT

FOR THE YEAR ENDED 30 JUNE 2016

(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

Certain new AASs have been issued that are not mandatory for the 30 June 2016 reporting period. Council has assessed these pending standards and has identified that no material impact will flow from the application of these standards in future reporting periods.

(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.

NOTES TO THE FINANCIAL REPORT

FOR THE YEAR ENDED 30 JUNE 2016

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 23 June 2015. 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	Actuals	Variance	Ref
	2016 \$'000	2016 \$'000	2016 \$'000	
Income				
Rates and charges	96,406	96,888	482	
Statutory fees and fines	4,282	7,128	2,846	(a)
User fees	25,129	24,976	(153)	
Grants — operating	21,668	20,703	(965)	(b)
Grants — capital	2,034	2,391	357	(c)
Other income	2,504	3,919	1,415	(d)
Contributions — monetary	5,000	5,865	865	(e)
Share of net surplus of joint operations	-	314	314	(f)
Total income	157,023	162,184	5,161	
Expenses				
Employee costs	67,326	64,822	2,504	(g)
Materials and services	48,038	50,126	(2,088)	(h)
Depreciation and amortisation	21,650	21,331	319	
Net loss on sale/disposal of property, infrastructure, plant and equipment	1,050	2,089	(1,039)	(i)
Borrowing costs	1,674	6,649	(4,975)	(j)
Other expenses	4,001	4,652	(651)	(k)
Total expenses	143,739	149,669	(5,930)	
Surplus for the year	13,284	12,515	(769)	

NOTES TO THE FINANCIAL REPORT

FOR THE YEAR ENDED 30 JUNE 2016

EXPLANATION OF MATERIAL VARIATIONS — INCOME STATEMENT	
VARIANCE REFERENCE	EXPLANATION — INCOME ITEMS
(a)	<p>Statutory fees and fines — were favourable to budget by \$2.85m mainly due to higher than anticipated revenue from parking infringements income \$2.71m to emphasise safety around schools and balancing trader and patron parking due to increased building activity and the grade separation works.</p>
(b)	<p>Grants — operating — were unfavourable to budget by \$965k due to:</p> <ul style="list-style-type: none"> (i) The Commonwealth Government announced on 30 June 2015 that 50 per cent of Council's Victorian Grants Commission funding would be prepaid in 2014–15. The amount of \$1.75m (50 per cent of the 2015–16 grants) was received for financial assistance and local roads funding during the 2014–15 financial year. At the time of approving the 2015–16 Budget, Council had provided for the full amount to be received during 2015–16. (ii) Better than budget grants for residential aged care \$350k (ACFI funding); childcare fee relief funding \$295k and community care and development \$120k.
(c)	<p>Grants — capital — were favourable to budget by \$357k due to:</p> <ul style="list-style-type: none"> (i) Additional income from the <i>Black Spot Programme</i> of \$601k for traffic management projects at Neerim Road and Bambra Road, Caulfield (\$433k), Inkerman/Orrong Road, Caulfield North (\$136k) and Inkerman Road and Kooyong Road, Caulfield (\$32k). These funds are used for capital works expenditure. (ii) Additional funding from the Department of Infrastructure and Regional Development for the <i>Roads to Recovery Program</i> of \$247k for the 2015–16 financial year (funding of capital works projects). (iii) Additional funding from Melbourne Water of \$105k relating to the water sensitive urban design of Booran Reserve. (iv) Reduction of \$650k, relating to Council being unsuccessful in receiving funding from Sports and Recreation Victoria in 2015–16, relating to the redevelopment of Duncan Mackinnon Reserve athletics track. Council has included the athletics track upgrade in Council's <i>Strategic Resource Plan</i> for 2017–18.
(d)	<p>Other income — was higher than budget by \$1.42m due to the following items:</p> <ul style="list-style-type: none"> (i) Liquidation of bank guarantees relating to contractual disputes with the construction of Duncan Mackinnon Pavilion of \$486k. (ii) Interest on investments was better than budget by \$477k. (iii) Unbudgeted licence/permit fee income of \$293k in relation to the grade separation works (level crossing removal project) within the municipality.
(e)	<p>Contributions — monetary — higher than anticipated open space fees exceeding the budget by \$865k. Refer to notes 8 and 26(b) for further details. Better than budget open space contributions included stage one development of Caulfield Village of \$575k.</p>
(f)	<p>Share of net surplus of joint operations — is favourable to budget by \$314k. 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.</p> <p>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.</p>

NOTES TO THE FINANCIAL REPORT

FOR THE YEAR ENDED 30 JUNE 2016

NOTE 2 BUDGET COMPARISON (CONTINUED)

EXPLANATION OF MATERIAL VARIATIONS — INCOME STATEMENT

VARIANCE REFERENCE

EXPLANATION — EXPENSE ITEMS

- (g) **Employee costs** — are favourable to budget by \$2.5m due to vacant positions as at 30 June 2016. Contributing to this favourable variance were savings in Council's WorkSafe premium of \$286k.
- (h) **Materials and services** — are unfavourable due to the unbudgeted payment to the Clayton Landfill Site joint operation of \$1.94m. A recent EPA audit identified that the Clayton South Landfill had underpaid the EPA Landfill Levy by approximately \$1.9m, dating back to 2008–09. This was caused by charges for refuse disposed by Council not being invoiced correctly to Glen Eira City Council by the landfill site operator.
- (i) **Net loss on sale/disposal of property, infrastructure, plant and equipment** — unfavourable variance of \$1.04m 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. Such amounts are difficult to predict when the budget is set.
- (j) **Borrowing costs** — was higher than budget by \$4.98m. On 17 May 2016, Council approved the restructure of the existing loan facility into a seven year principal plus interest loan (with an early repayment cost of \$4.93m to be absorbed into the existing loan) at a fixed rate of interest. Despite the early repayment break fee of \$4.93m, restructuring the old loan facility results in a net financial benefit of approximately \$1.7m to Council.
- (k) **Other expenses** — is unfavourable to budget by \$651k mainly due to an increase in the provision for bad and doubtful parking debtors of \$549k. There was a large increase in income from parking infringements due to increased activity during the 2015–16 year.

NOTES TO THE FINANCIAL REPORT

FOR THE YEAR ENDED 30 JUNE 2016

(b) CAPITAL WORKS	Budget	Actuals	Variance	Ref
	2016 \$'000	2016 \$'000	2016 \$'000	
New works				
Property				
Buildings	4,461	5,454	(993)	(l)
Total property	4,461	5,454	(993)	
Plant and equipment				
Plant, machinery and equipment	1,021	963	58	
Computers and telecommunications	748	954	(206)	(m)
Library books and materials	805	826	(21)	
Other plant and equipment	1,593	1,916	(323)	(n)
Total plant and equipment	4,167	4,659	(492)	
Infrastructure				
Roads	7,435	7,945	(510)	(o)
Footpaths	1,725	1,798	(73)	
Drainage	3,500	3,581	(81)	
Open space	9,699	10,055	(356)	
Car parks	560	772	(212)	(p)
Streetscape works	550	616	(66)	
Total infrastructure	23,469	24,767	(1,298)	
Total new capital works expenditure	32,097	34,880	(2,783)	
Carried forward projects from previous year	5,000	2,613	2,387	(q)
Total capital works expenditure (including carry forwards)	37,097	37,493	(396)	
Leased assets	214	-	214	(r)
Total capital expenditure (including carry forwards)	37,311	37,493	(182)	
Represented by:				
Asset renewal expenditure	17,823	17,153	670	
Asset upgrade expenditure	13,475	13,152	323	
Asset expansion expenditure	5,156	6,130	(974)	
Asset new expenditure	857	1,058	(201)	
Total capital works expenditure	37,311	37,493	(182)	

NOTES TO THE FINANCIAL REPORT

FOR THE YEAR ENDED 30 JUNE 2016

NOTE 2 BUDGET COMPARISON (CONTINUED)

EXPLANATION OF MATERIAL VARIATIONS — CAPITAL WORKS STATEMENT

VARIANCE REFERENCE

EXPLANATION — CAPITAL ITEMS

- (l) **Buildings** — were overspent by \$993k mainly due to increased funding requirements at Duncan Mackinnon Pavilion of \$1m to complete the project. Related expenditure included:
- rectification of non-compliant works by Maxstra Constructions;
 - materials supplied to expedite the works of the new builder Fimma Constructions (eg. automated toilets, glazed bricks, lift etc.);
 - additional costs of providing site security and ancillary equipment to expedite the works of the new builder Fimma Constructions (fencing, sheds, security guards etc.);
 - additional costs associated with the delay in transitioning the builders/rectification works (eg. consultants and management of the project).
- Council has liquidated a bank guarantee from Maxstra of \$486k, which has partly offset the cost increase.
- (m) **Computers and telecommunications** — were over budget by \$206k by bringing forward the PC rollout from 2016–17 to 2015–16.
- (n) **Other plant and equipment** — mainly due to additional spend for solar panels renewal \$116k and plant renewal works \$141k.
- (o) **Roads** — was overspent by \$510k mainly due to traffic management works relating to *Black Spot Programme* funding received in 2015–16 of \$601k.
- (p) **Car parks** — were over budget by \$212k mainly due to reprioritising work on the car park at Centenary Park \$509k offset by delaying works on other car parks to 2016–17.
- (q) **Carried forward expenditure from 2014–15** — 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 2014–15 financial year were lower than anticipated in the *2015–16 Budget*. Council approved carried forward projects of \$3.87m in July 2015 of which \$2.61m was spent as at 30 June 2016.
- At the time of adopting the *2015–16 Budget*, \$5m was estimated for carried forward amounts for projects such as Booran Reserve and Duncan Mackinnon Pavilion.
- (r) **Leased assets** — favourable by \$214k. At the time of establishing the *2015–16 Budget*, it was anticipated that Council would enter into a finance lease arrangement for strength equipment at GESAC at the expiry of the initial lease. Council opted to keep and maintain the existing equipment.

NOTES TO THE FINANCIAL REPORT

FOR THE YEAR ENDED 30 JUNE 2016

	2016	2015
	\$'000	\$'000
NOTE 3		
RATES AND CHARGES		
Council uses Net Annual Value (NAV) as the basis of valuation 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 2015–16 was \$2,357m (2014–15 \$2,334m). The 2015–16 rate in the dollar was 3.4920 cents (2014–15 3.3120 cents).		
Municipal rates	81,723	76,717
Waste and recycling charges	14,314	13,843
Supplementary rates and rate adjustments	851	528
Total rates and charges	96,888	91,088
The date of the latest general revaluation of land for rating purposes within the municipality was 1 January 2014 and the valuation was applied to the rating period commencing 1 July 2015.		
NOTE 4		
STATUTORY FEES AND FINES		
Parking infringements	5,724	3,385
Registration fees — food premises/ <i>Health Act</i>	401	378
Rates and garbage interest	349	417
Property information	232	217
Building fees	171	181
Land information certificates	140	126
Magistrate court fees	95	130
Other statutory fees and fines	16	19
Total statutory fees and fines	7,128	4,853
NOTE 5		
USER FEES		
Leisure centre and recreation	12,399	11,837
Aged and health services	3,788	3,602
Family and children services	2,273	2,019
Building services	1,700	1,593
Animal registrations and local laws	1,231	1,139
Community care	1,204	1,314
Other fees and charges	573	556
Council facilities	507	467
Parking fees	454	398
Road openings and reinstatements	209	199
Footpath rentals	177	167
Library fees	125	120
Waste and sustainability	121	102
Maintenance	120	113
State Revenue Office — valuation recoupment	95	296
Total user fees	24,976	23,922

NOTES TO THE FINANCIAL REPORT

FOR THE YEAR ENDED 30 JUNE 2016

	2016	2015
	\$'000	\$'000
NOTE 6		
GRANTS		
Grants were received in respect of the following:		
Summary of grants		
Commonwealth funded grants	12,731	15,128
State funded grants	9,657	8,706
Others	706	103
Total grants received	23,094	23,937
Operating grants		
Recurrent — Commonwealth Government		
Aged care	8,550	7,780
Children services	1,128	1,062
Family day care	441	727
Victorian Grants Commission — general purpose*	1,458	4,388
Victorian Grants Commission — local roads*	311	883
Recurrent — State Government		
Community care	6,021	5,883
Immunisation	151	154
Libraries	899	873
Maternal and child health	870	872
MetroAccess	127	122
Other	46	55
School crossing supervisors	212	191
Senior citizens	93	91
Social support	396	390
Total operating grants	20,703	23,471
*On 30 June 2015, the Commonwealth Government announced prepayments of Council's Victorian Grants Commission funding for 2015–16. The amount of \$1.75m (50 per cent of the grant) was received for financial assistance and local roads funding in the 2014–15 financial year.		

NOTES TO THE FINANCIAL REPORT

FOR THE YEAR ENDED 30 JUNE 2016

	2016	2015
	\$'000	\$'000
Capital grants		
Recurrent — Commonwealth Government		
<i>Roads to Recovery Program</i>	823	288
Total recurrent capital grants	823	288
Non-recurrent — Commonwealth Government		
<i>Stronger Community Program — Allnutt Park Toddlers Playground</i>	20	-
Non-recurrent — State Government		
Booran Reserve redevelopment	585	-
Caulfield Park tennis club lighting	-	23
Centenary Park Pavilion car park redevelopment	-	38
Centenary Park Pavilion redevelopment	50	-
Duncan Mackinnon Pavilion redevelopment	100	-
Leckie Street Reserve play space redevelopment	75	-
<i>Restoring Community War Memorial Grants Program</i>	14	-
Tobacco inspection	8	14
<i>Walk to School Program</i>	10	-
Non-recurrent — Other		
<i>Black Spot Programme</i>	601	93
<i>Living Rivers Program</i>	105	-
<i>Streetlife Program</i>	-	10
Total non-recurrent capital grants	1,568	178
Total capital grants	2,391	466

NOTES TO THE FINANCIAL REPORT

FOR THE YEAR ENDED 30 JUNE 2016

	2016	2015
	\$'000	\$'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:		
Living Rivers Program		
Open balance brought forward	-	-
Grants received during the financial year	105	-
Amounts expended during the financial year	-	-
Balance remaining to be spent	105	-
Melbourne Water has contributed \$128k in total towards the water sensitive urban design of Booran Reserve. The project is expected to be completed during the 2016–17 financial year.		
Walk to School Program		
Open balance brought forward	-	-
Grants received during the financial year	10	-
Amounts expended during the financial year	-	-
Balance remaining to be spent	10	-
Grant funding of \$10k received from the Department of Public Health is for Council to promote <i>Walk to School</i> in the municipality, to liaise with local primary schools to encourage them to actively participate in <i>Walk to School 2016</i> , 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:	-	-

NOTES TO THE FINANCIAL REPORT

FOR THE YEAR ENDED 30 JUNE 2016

	2016	2015
	\$'000	\$'000
NOTE 7		
OTHER INCOME		
Rentals and leases	1,464	1,496
Interest	1,377	1,540
Bank guarantees*	486	-
Other revenue	299	237
Licences and permits (grade separation works)	293	-
Carbon tax**	-	876
Total other income	3,919	4,149
* Council received \$486k due to the liquidation of bank guarantees relating to contractual disputes with the construction of Duncan Mackinnon Pavilion.		
** Council was refunded \$876k from Clayton Regional Landfill in 2015. As a user of this landfill site, Council was charged carbon tax on the disposal of waste. The refund relates to the carbon tax paid by Council on waste disposed during 2012–13 and 2013–14.		
NOTE 8		
CONTRIBUTIONS — MONETARY		
Public open space	5,865	3,667
Total contributions — monetary	5,865	3,667
Public open space fees received during the year are transferred to other reserves pursuant to section 18 of the <i>Subdivision Act 1988</i> (public open space reserve). Refer to note 26 (b).		

NOTES TO THE FINANCIAL REPORT

FOR THE YEAR ENDED 30 JUNE 2016

	2016	2015
	\$'000	\$'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 is the provision of a refuse disposal site for councils. The principal place of business of the joint operation is Clayton Road, Clayton South, Victoria.

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 2016

Total income	1,800	3,305
Total expenses	1,486	3,384
Share of net surplus/(loss) of joint operations (excluding rehabilitation costs)	314	(79)
Impairment of landfill site	-	2,718
Share of net surplus/(loss) of joint operations	314	(2,797)

SUMMARISED BALANCE SHEET AS AT 30 JUNE 2016

Assets		
Current assets	2,236	2,777
Non-current assets*	-	418
Total assets	2,236	3,195
Liabilities		
Current liabilities	847	600
Non-current liabilities	1,832	3,352
Total liabilities	2,679	3,952
Net liabilities	(443)	(757)
Equity/deficit		
Accumulated deficit	(443)	(757)
Total equity/deficit	(443)	(757)
Adjusted for rehabilitation costs (refer to note 9 (b))	2,568	3,352
Total investment in joint operations (excluding rehabilitation costs)	2,125	2,595

*The Joint Venture's land, land improvements and EPA licence and infrastructure were revalued at 30 June 2016 by independent valuers (C.J. Ham & Murray Pty Ltd) after the site ceased operation with nil value. The revaluation decrement was debited to the impairment loss in the statement of comprehensive income.

NOTES TO THE FINANCIAL REPORT

FOR THE YEAR ENDED 30 JUNE 2016

	2016	2015
	\$'000	\$'000
NOTE 9 (b)		
OTHER LIABILITIES		
Provision for environmental rehabilitation	2,568	3,352
Total other liabilities	2,568	3,352
<p>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 29 years. Remediation is expected to be completed by 2045.</p> <p>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 29 years. The present value calculation uses the Long Term Bond rate forecasts for the first 15 years, but has been modified to incorporate the Joint Venture's historical investment returns above that rate.</p> <p>After year 15 the discount factor assumes an investment rate of 5.31 per cent which is closer to the historical risk free investment term returns earned by the Joint Venture.</p> <p>The provision also takes into account a forecast \$4.2m of capping and gas infrastructure works that are required to be undertaken in next 24 months in order to decommission the landfill.</p> <p>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.</p> <p>Council's share of the joint operation is also recognised 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.</p>		
SUMMARISED STATEMENT OF CASH FLOWS		
Net cash provided used in operating activities	(364)	(297)
Net cash provided used in investing activities	-	(361)
Net decrease in cash and cash equivalents	(364)	(658)
SUMMARY OF JOINT OPERATIONS		
Movements for the year		
Share of joint operations as at 1 July	(757)	2,040
Share of net surplus/(loss) of joint operations	314	(2,797)
Share of total equity of joint operations as at 30 June	(443)	(757)

NOTES TO THE FINANCIAL REPORT

FOR THE YEAR ENDED 30 JUNE 2016

		2016 \$'000	2015 \$'000
NOTE 10 (a)	EMPLOYEE COSTS		
	Wages and salaries	53,649	51,626
	Superannuation (refer to note 10 (b))	5,687	5,451
	Annual leave	4,480	4,364
	Long service leave	1,166	1,673
	WorkSafe	913	937
	Other employee costs	949	835
	Fringe benefits tax	226	222
	Total gross employee costs	67,070	65,108
	Capitalised salaries	(2,248)	(2,179)
	Total net employee costs	64,822	62,929
NOTE 10 (b)	SUPERANNUATION		
	Council made contributions to the following funds:		
	Defined benefit plans		
	Employer contributions to Local Authorities Superannuation Fund (Vision Super)	423	441
		423	441
	Accumulation funds		
	Employer contributions to Local Authorities Superannuation Fund (Vision Super)	4,386	4,177
	Employer contributions to HESTA	657	610
	Employer contributions to other funds	221	223
		5,264	5,010
	Employer contributions payable to Local Authorities Superannuation Fund (Vision Super) at reporting date (accumulation fund)	490	402
		490	402
	Summary		
	Employer contributions paid at reporting date	5,687	5,451
	Employer contributions payable at reporting date	490	402
	Refer to note 31 for further information relating to Council's superannuation obligations.		

NOTES TO THE FINANCIAL REPORT

FOR THE YEAR ENDED 30 JUNE 2016

		2016	2015
		\$'000	\$'000
NOTE 11	MATERIALS AND SERVICES		
	Contract payments	30,484	27,224
	Maintenance	7,625	5,836
	Materials and consumables	5,635	5,538
	Utilities	4,107	3,698
	Grants and subsidies	773	837
	Insurance	754	869
	Training	748	521
	Total materials and services	50,126	44,523
NOTE 12	DEPRECIATION AND AMORTISATION		
	Infrastructure	11,437	11,075
	Plant and equipment	4,802	4,512
	Property	4,641	4,286
	Total depreciation	20,880	19,873
	Intangible assets	451	413
	Total depreciation and amortisation	21,331	20,286
	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	632	1,323
	Written down value (WDV) of assets disposed (refer to note 20)	(2,489)	(2,259)
	Disposal costs for laneway sales	(120)	(132)
	Discontinued capital works projects*	(112)	-
	Total net loss on sale/disposal of property, infrastructure, plant and equipment	(2,089)	(1,068)
	*Relates to the write-off of design costs on projects that did not proceed.		

NOTES TO THE FINANCIAL REPORT

FOR THE YEAR ENDED 30 JUNE 2016

	2016 \$'000	2015 \$'000
NOTE 14		
BORROWING COSTS		
Economic cost*	4,927	-
Interest — borrowings	1,703	1,760
Interest — superannuation — Defined Benefits Call	-	181
Interest — equipment lease	18	18
Interest — finance lease	1	6
Total borrowing costs	6,649	1,965
<p>* In early 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).</p> <p>On 17 May 2016, Council approved restructuring the existing loan facilities into a seven year principal plus interest loan (with an early repayment cost of \$4.93m to be absorbed into the existing loan). Despite the early repayment cost, restructuring the old loan facility results in a net financial benefit of approximately \$1.7m to Council.</p>		
NOTE 15		
OTHER EXPENSES		
Other expenses	879	814
Bad and doubtful debts	658	515
Rentals (refer to note 30)	449	454
Advertising	364	371
Councillors' allowances	351	342
Lodgement fees	341	55
Leasing	333	251
Memberships and subscriptions	215	210
Document storage	149	157
Program costs	141	160
Licences and registrations	137	148
Laundry fees	136	133
VicRoads extracts	109	58
Animal registrations and levies	79	74
Business development seminars	68	93
Party in the parks	27	27
Auditors remuneration		
Internal auditors	107	171
External auditors — VAGO — audit of the Financial Statements, Performance Statement and grant acquittals	75	54
Other auditors remuneration costs	34	29
Total other expenses	4,652	4,116

NOTES TO THE FINANCIAL REPORT

FOR THE YEAR ENDED 30 JUNE 2016

	2016	2015
	\$'000	\$'000
NOTE 16		
CASH AND CASH EQUIVALENTS		
Cash at bank and on hand	6,606	6,381
Term deposits	10,402	11,309
Total cash and cash equivalents	17,008	17,690
Other financial assets (refer note 17)	28,922	23,714
Total cash and cash equivalents and other financial assets	45,930	41,404
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)	(25,501)	(24,670)
Public open space reserve (note 8, 26 (b))	(4,093)	(3,541)
Total restricted funds	(29,594)	(28,212)
Total unrestricted cash and cash equivalents	16,336	13,193
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	3,000	5,000
Total funds subject to intended allocations	3,000	5,000
NOTE 17		
OTHER FINANCIAL ASSETS		
Current		
Term deposits (maturity greater than three months)	28,922	23,714
Non-current		
MAPS shareholding — at fair value	5	5

NOTES TO THE FINANCIAL REPORT

FOR THE YEAR ENDED 30 JUNE 2016

		2016 \$'000	2015 \$'000
NOTE 18	TRADE AND OTHER RECEIVABLES		
	Rates debtors	5,098	4,689
	Parking infringement debtors — Council	1,264	896
	Parking infringement debtors — PERIN Court	1,749	1,300
	Provision for doubtful debts — parking infringements	(1,701)	(1,259)
	Other trade receivables	1,766	1,488
	Net GST Receivable	1,657	1,377
	Provision for doubtful debts — other trade receivables	(4)	(2)
	Fire services property levy	579	495
	Total trade and other receivables	10,408	8,984
	(a) Ageing of trade and other receivables		
	At balance date other debtors representing financial assets were past due but not impaired. These amounts relate to a number of independent customers for whom there is no recent history of default. The ageing of Council's other trade receivables (excluding statutory receivables) was:		
	Current (not yet overdue)	1,449	861
	Past due by up to 30 days	267	576
	Past due between 31 and 180 days	50	51
	Total trade and other receivables	1,766	1,488
	(b) Movements in provisions for doubtful debts		
	Balance at the beginning of the year	(1,261)	(1,524)
	(Increase)/decrease in provisions recognised during the year	(444)	263
	Balance at end of year	(1,705)	(1,261)
NOTE 19	OTHER ASSETS		
	Accrued income	831	667
	Prepayments	466	642
	Total other assets	1,297	1,309

NOTES TO THE FINANCIAL REPORT

FOR THE YEAR ENDED 30 JUNE 2016

NOTE 20 PROPERTY, INFRASTRUCTURE PLANT AND EQUIPMENT

	At fair value 30 June 2016	Accumulated depreciation	WDV 30 June 2016	At fair value 30 June 2015	Accumulated depreciation	WDV 30 June 2015
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Summary of property, infrastructure plant and equipment						
Land	1,577,325	-	1,577,325	1,240,301	-	1,240,301
Buildings	262,193	(87,390)	174,803	243,109	(83,041)	160,068
Plant and equipment	41,972	(28,078)	13,894	39,314	(24,626)	14,688
Infrastructure	604,493	(339,440)	265,053	592,921	(330,029)	262,892
Art collection and municipal regalia	1,910	-	1,910	1,910	-	1,910
Work in progress	14,153	-	14,153	21,705	-	21,705
	2,502,046	(454,908)	2,047,138	2,139,260	(437,696)	1,701,564
			Opening WIP	Additions	Transfers to completed assets	Closing WIP
			\$'000	\$'000	\$'000	\$'000
Summary of work in progress (WIP)						
Buildings			14,336	5,965	(12,202)	8,099
Plant and equipment			438	5,099	(5,537)	-
Infrastructure			6,931	26,429	(27,306)	6,054
			21,705	37,493	(45,045)	14,153

NOTES TO THE FINANCIAL REPORT

FOR THE YEAR ENDED 30 JUNE 2016

NOTE 20 PROPERTY, INFRASTRUCTURE PLANT AND EQUIPMENT (CONTINUED)

PROPERTY	Notes	Land — specialised \$'000	Land under roads \$'000	Total land \$'000	Buildings — non specialised \$'000	Buildings — specialised \$'000	Leasehold improvements \$'000	Total buildings \$'000	Total property \$'000
At fair value 1 July 2015		878,322	361,979	1,240,301	202,837	39,890	382	243,109	1,483,410
Accumulated depreciation		-	-	-	(76,753)	(6,147)	(141)	(83,041)	(83,041)
Work in progress		-	-	-	14,299	37	-	14,336	14,336
		878,322	361,979	1,240,301	140,383	33,780	241	174,404	1,414,705
Movements in fair value									
Acquisition of assets at fair value		2,516	-	2,516	16,459	1,300	-	17,759	20,275
Revaluation increments	26 (a)	117,930	216,578	334,508	435	1,523	-	1,958	336,466
Fair value of assets disposed	13	-	-	-	(633)	-	-	(633)	(633)
Work in progress		-	-	-	(6,208)	(29)	-	(6,237)	(6,237)
		120,446	216,578	337,024	10,053	2,794	-	12,847	349,871
Movements in accumulated depreciation									
Depreciation	12	-	-	-	(3,617)	(1,006)	(18)	(4,641)	(4,641)
Accumulated depreciation of disposals	13	-	-	-	292	-	-	292	292
		-	-	-	(3,325)	(1,006)	(18)	(4,349)	(4,349)
At fair value 30 June 2016		998,768	578,557	1,577,325	219,098	42,713	382	262,193	1,839,518
Accumulated depreciation at 30 June 2016		-	-	-	(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

NOTES TO THE FINANCIAL REPORT

FOR THE YEAR ENDED 30 JUNE 2016

PLANT AND EQUIPMENT	Notes	Plant and equipment \$'000	Furniture and equipment \$'000	Total plant and equipment \$'000
At cost 1 July 2015		8,919	30,395	39,314
Accumulated depreciation		(5,033)	(19,593)	(24,626)
Work in progress		-	438	438
		3,886	11,240	15,126
Movements in cost				
Acquisition of assets at cost		981	3,157	4,138
Revaluation increments/(decrements)	26 (a)	-	-	-
Cost of assets disposed	13	(970)	(510)	(1,480)
Work in progress		-	(438)	(438)
		11	2,209	2,220
Movements in accumulated depreciation				
Depreciation	12	(1,281)	(3,521)	(4,802)
Accumulated depreciation of disposals	13	841	509	1,350
		(440)	(3,012)	(3,452)
At cost 30 June 2016		8,930	33,042	41,972
Accumulated depreciation at 30 June 2016		(5,473)	(22,605)	(28,078)
Work in progress		-	-	-
		3,457	10,437	13,894

NOTES TO THE FINANCIAL REPORT

FOR THE YEAR ENDED 30 JUNE 2016

NOTE 20 PROPERTY, INFRASTRUCTURE PLANT AND EQUIPMENT (CONTINUED)

INFRASTRUCTURE	Notes	Roads \$'000	Footpaths, furniture and signs \$'000	Drains \$'000	Parks and gardens \$'000	Total infrastructure \$'000
At fair value 1 July 2015		245,076	112,343	170,916	64,586	592,921
Accumulated depreciation		(131,341)	(69,562)	(97,350)	(31,776)	(330,029)
Work in progress		3,522	131	2,513	765	6,931
		117,257	42,912	76,079	33,575	269,823
Movements in fair value						
Acquisition of assets at fair value		9,645	2,586	3,856	3,802	19,889
Revaluation decrements at fair value	26 (a)	(2,368)	(1,628)	(274)	-	(4,270)
Fair value of assets disposed	13	(2,618)	(1,010)	(394)	(25)	(4,047)
Work in progress		(651)	97	179	(502)	(878)
		4,008	45	3,367	3,275	10,695
Movements in accumulated depreciation						
Depreciation	12	(4,192)	(2,286)	(1,715)	(3,244)	(11,437)
Accumulated depreciation of disposals	13	1,678	101	232	15	2,026
		(2,514)	(2,185)	(1,483)	(3,230)	(9,411)
At fair value 30 June 2016		249,735	112,291	174,104	68,363	604,493
Accumulated depreciation at 30 June 2016		(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

NOTES TO THE FINANCIAL REPORT

FOR THE YEAR ENDED 30 JUNE 2016

ART COLLECTION AND MUNICIPAL REGALIA	Notes	Art collection and municipal regalia	Total art collection and municipal regalia
		\$'000	\$'000
At fair value 1 July 2015		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 2016		1,910	1,910
		1,910	1,910

NOTES TO THE FINANCIAL REPORT

FOR THE YEAR ENDED 30 JUNE 2016

NOTE 20 PROPERTY, INFRASTRUCTURE PLANT AND EQUIPMENT (CONTINUED)

(a) Valuations of land and buildings

Valuations of land and buildings was undertaken by a qualified independent valuer, Belinda Macfarlane (A.A.PI) Certified Practising Valuer from Patel Dore Valuers. The valuations of land and buildings (1 January 2016) 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.

Details of Council's land and buildings and information about the fair value hierarchy as at 30 June 2016 are as follows:

	Level 1	Level 2	Level 3
	\$'000	\$'000	\$'000
Land — specialised	-	-	998,768
Land under roads	-	-	578,557
Buildings — specialised	-	-	35,560
Buildings — non specialised	-	139,020	-
Total land and buildings	-	139,020	1,612,885

(b) Valuations of infrastructure

Valuations of infrastructure 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 2016. The valuations are at fair value based on the cost approach that utilises the current replacement cost, adjusted for the condition of the asset.

Parks and recreation were assessed by Ben Kenyon (B.AppSc) Principal Consulting Arborist/Director from Homewood Consulting Pty Ltd as at 1 December 2011. The next scheduled full revaluation for this purpose will be conducted in 2016–17.

The valuation of infrastructure assets is at fair value based on replacement cost less accumulated depreciation as at the date of valuation.

Details of Council's infrastructure and information about the fair value hierarchy as at 30 June 2016 are as follows:

	Level 1	Level 2	Level 3
	\$'000	\$'000	\$'000
Roads	-	-	115,880
Footpaths, furniture and signs	-	-	40,544
Drains	-	-	75,271
Parks and gardens	-	-	33,358
Total infrastructure	-	-	265,053

NOTES TO THE FINANCIAL REPORT

FOR THE YEAR ENDED 30 JUNE 2016

(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 2016 are as follows:

	Level 1	Level 2	Level 3
	\$'000	\$'000	\$'000
Art collection and municipal regalia	-	-	1,910
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. Currently 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 costs are calculated on a square metre basis and is \$3,840 per square metre. The remaining useful life of the building is determined on the basis of the current condition of the building. Replacement costs are 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 costs are 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.

	2016	2015
	\$'000	\$'000
Reconciliation of specialised land		
Land	998,768	878,322
Land under roads	578,557	361,979
Total	1,577,325	1,240,301

NOTES TO THE FINANCIAL REPORT

FOR THE YEAR ENDED 30 JUNE 2016

		2016 \$'000	2015 \$'000
NOTE 21	INTANGIBLE ASSETS		
	Computer software and licences — at cost	5,238	4,495
	Accumulated amortisation	(4,196)	(3,745)
	Total intangible assets	1,042	750
	Movements for the year		
	Computer software and licences — as at 1 July	750	794
	Additions	743	369
	Amortisation expense	(451)	(413)
	Net book value at 30 June	1,042	750
NOTE 22	TRADE AND OTHER PAYABLES		
	Trade payables	11,009	9,818
	Accrued expenses	5,485	3,913
	Total trade and other payables	16,494	13,731
NOTE 23	TRUST FUNDS AND DEPOSITS		
	Current — expected to be refundable within 12 months		
	Residential aged care deposits	5,214	5,092
	Refundable deposits	3,807	3,419
	Fire services property levy	837	881
		9,858	9,392
	Current — expected to be refundable after 12 months		
	Residential aged care deposits	15,643	15,278
		15,643	15,278
	Total trust funds and deposits	25,501	24,670
	Purpose and nature of items:		
	Residential aged care deposits — relate to resident accommodation deposits for Council's nursing homes at Warrawee, Rosstown and Spurway. These deposits are to be refunded (less retention income) when residents leave the facility. Council forecasts that 25 per cent of residential aged care 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.		

NOTES TO THE FINANCIAL REPORT

FOR THE YEAR ENDED 30 JUNE 2016

NOTE 24 PROVISIONS

	Annual leave	Long service leave	Sick leave	Total
	\$'000	\$'000	\$'000	\$'000
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
2015				
Balance at beginning of the financial year	3,719	9,118	12	12,849
Additional provisions	4,344	1,613	-	5,957
Amounts used	(4,116)	(852)	-	(4,968)
Increase in the discounted amount arising because of time and the effect of any change in the discount rate	-	41	-	41
Balance at the end of the financial year	3,947	9,920	12	13,879
			2016	2015
			\$'000	\$'000
EMPLOYEE PROVISIONS				
Current provisions expected to be wholly settled within 12 months				
Annual leave			3,410	3,358
Long service leave			715	696
Sick leave			9	12
			4,134	4,066
Current provisions expected to be wholly settled after 12 months				
Annual leave			625	588
Long service leave			8,132	8,038
			8,757	8,626
Total current provisions			12,891	12,692
Non-current				
Long service leave			1,186	1,187
			1,186	1,187
Aggregate carrying amount of employee provisions:				
Current provisions			12,891	12,692
Non-current provisions			1,186	1,187
Total aggregate carrying amount of employee provisions			14,077	13,879
The following assumptions were adopted in measuring the present value of employee benefits:				
Weighted average increase in employee costs			3.70%	3.70%
Weighted average discount rates			1.99%	3.03%
Weighted average settlement period			15.75 years	15.05 years

NOTES TO THE FINANCIAL REPORT

FOR THE YEAR ENDED 30 JUNE 2016

	2016 \$'000	2015 \$'000
NOTE 25		
INTEREST-BEARING LOANS AND BORROWINGS		
Current		
Finance leases	-	40
Borrowings — secured*	3,149	1,191
	3,149	1,231
Non-current		
Borrowings — secured*	21,734	20,037
	21,734	20,037
Total	24,883	21,268
*Borrowings are secured over the General Rates of Council as per section 141 of the <i>Local Government Act 1989</i> .		
On 17 May 2016, Council approved restructuring the existing loan facilities (remaining term of 10 years) into a seven year principal plus interest loan. Restructuring the old loan facility results in a net financial benefit of approximately \$1.7m to Council.		
(a) The maturity profile for Council's borrowings is:		
Not later than one year	3,149	1,191
Later than one year and not later than five years	17,815	6,008
Later than five years	3,919	14,028
	24,883	21,227
(b) The maturity profile for Council's finance leases liabilities is:		
Not later than one year	-	40
	-	40
Minimum lease payments	-	41
Less future finance charges	-	(1)
Present value of minimum lease payments	-	40
Leased assets include strength gymnasium equipment purchased for use at GESAC. As at balance date, the finance lease had reached its expiration date. Council opted to keep and maintain the existing equipment.		
(c) Aggregate carrying amount of interest-bearing loans and borrowings:		
Current	3,149	1,231
Non-current	21,734	20,037
Total aggregate carrying amount of interest-bearing loans and borrowings	24,883	21,268

NOTES TO THE FINANCIAL REPORT

FOR THE YEAR ENDED 30 JUNE 2016

NOTE 26 RESERVES

	Balance at beginning of reporting period \$'000	Increment/ (decrement) \$'000	Balance at end of reporting period \$'000
(a) Asset revaluation reserve			
2016			
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
2015			
Property			
Land	568,970	-	568,970
Buildings	79,308	-	79,308
Infrastructure			
Road assets	104,076	(2,778)	101,298
Footpaths	23,030	(808)	22,222
Drainage	18,377	(205)	18,172
Parks and gardens	6,925	-	6,925
Art collection and municipal regalia			
Art collection	527	561	1,088
	801,213	(3,230)	797,983

The asset revaluation reserve is used to record the net movement of Council's assets over time.

NOTES TO THE FINANCIAL REPORT

FOR THE YEAR ENDED 30 JUNE 2016

NOTE 26 RESERVES (CONTINUED)

	Balance at beginning of reporting period \$'000	Transfers from accumulated surplus \$'000	Transfers to accumulated surplus \$'000	Balance at end of reporting period \$'000
(b) Public open space reserve				
2016				
Public open space reserve	3,541	5,865	(5,313)	4,093
	3,541	5,865	(5,313)	4,093
2015				
Public open space reserve	2,483	3,667	(2,609)	3,541
	2,483	3,667	(2,609)	3,541
Expenditure on open space projects for 2015–16 relates to the following initiatives: Booran Reserve \$5.022m and Eskade Road/Fitzgibbon Crescent Road Closure \$291k.				
Council approved its <i>Open Space Strategy</i> 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 <i>Subdivision Act 1988</i> . 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.				
	Balance at beginning of reporting period \$'000	Increment/ (decrement) and transfers \$'000	Balance at end of reporting period \$'000	
Summary of reserves				
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
2015				
Asset revaluation reserve		801,213	(3,230)	797,983
Public open space reserve		2,483	1,058	3,541
		803,696	(2,172)	801,524

NOTES TO THE FINANCIAL REPORT

FOR THE YEAR ENDED 30 JUNE 2016

		Notes	2016 \$'000	2015 \$'000
NOTE 27	RECONCILIATION OF CASH FLOWS FROM OPERATING ACTIVITIES TO SURPLUS			
	Surplus for the year		12,515	13,932
	Share of net (surplus)/loss of joint operations	9	(314)	2,797
	Capitalised salaries	10 (a)	(2,248)	(2,179)
	Depreciation and amortisation	12	21,331	20,286
	Loss on sale/disposal of property, infrastructure, plant and equipment	13	2,243	1,701
	Borrowing costs	14	1,704	1,766
	Economic cost of borrowings	14	4,927	-
	Change in assets and liabilities:			
	Increase in trade and other receivables	18	(1,588)	(543)
	Decrease/(increase) in other assets	19	176	(170)
	Increase in trade and other payables	22	4,192	1,312
	Increase in provisions	24	198	1,030
	Increase in trust funds and other deposits	23	831	509
	Decrease in superannuation — Defined Benefits Call		-	(2,742)
	Net cash provided by operating activities		43,967	37,699
NOTE 28	RECONCILIATION OF CASH AND CASH EQUIVALENTS			
	Cash and cash equivalents	16	17,008	17,690
			17,008	17,690

NOTES TO THE FINANCIAL REPORT

FOR THE YEAR ENDED 30 JUNE 2016

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 2016. Similarly, the receipt of future income (contract receivables) has not been recognised as it relates to future services post 30 June 2016.

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	1,252	167	-	4,967
Receivables					
Other	1,306	1,040	3,119	-	5,465
Total contract receivables	1,306	1,040	3,119	-	5,465

NOTES TO THE FINANCIAL REPORT

FOR THE YEAR ENDED 30 JUNE 2016

2015	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	110	83	-	303
Cleaning	1,221	244	-	-	1,465
Community care	950	942	171	-	2,063
Consultancies	2,099	838	149	-	3,086
Drainage	57	57	133	-	247
Maintenance	998	115	-	-	1,113
Parks and gardens	4,681	23	-	-	4,704
Plant and equipment	668	560	757	-	1,985
Traffic and parking	2,486	228	-	-	2,714
Waste and sustainability	8,615	6,793	22,907	8,741	47,056
Other contractual obligations	1,606	870	172	-	2,648
Total operating commitments	23,491	10,780	24,372	8,741	67,384
Capital					
Buildings	1,609	367	-	-	1,976
Parks and gardens	80	-	-	-	80
Roads	3,948	2,951	1,018	-	7,917
Total capital expenditure commitments	5,637	3,319	1,018	-	9,973
Receivables					
Other	1,040	1,040	3,119	1,040	6,239
Total contract receivables	1,040	1,040	3,119	1,040	6,239

NOTES TO THE FINANCIAL REPORT

FOR THE YEAR ENDED 30 JUNE 2016

	2016	2015
	\$'000	\$'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	12	10
Later than one year and not later than five years	30	39
Total finance leases	42	49
(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	373	373
Later than one year and not later than five years	69	425
Later than five years	4	5
Total operating lease commitments	446	803
(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 22 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	473	241
Later than one year and not later than five years	284	350
Later than five years	38	86
Total operating lease receivables	795	677
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 <i>Residential Tenancies Act 1997</i> .		
Some of the leases are subject to periodic rent reviews.		
Rental payments made during period	449	454

NOTES TO THE FINANCIAL REPORT

FOR THE YEAR ENDED 30 JUNE 2016

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 2016, 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 2015, 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 Glen Eira City Council is a contributing employer was 105.8 per cent per annum. To determine the VBI, the Fund Actuary used the following long-term assumptions:

- Net investment returns 7.0 per cent per annum
- Salary information 4.25 per cent per annum
- Price inflation (CPI) 2.5 per cent per annum
- Vision Super has advised that the VBI at 30 June 2016 quarter end was 102.0 per cent

The VBI is to be used as the primary funding indicator. Because the VBI was above 100 per cent, the 2015 interim actuarial investigation determined the Defined Benefit category was in a satisfactory financial position and that no change was necessary to the Defined Benefit category's funding arrangements from prior years.

NOTES TO THE FINANCIAL REPORT

FOR THE YEAR ENDED 30 JUNE 2016

NOTE 31 SUPERANNUATION (CONTINUED)

Employer contributions

Regular contributions

On the basis of the results of the 2015 interim actuarial investigation conducted by the Fund Actuary, Glen Eira City 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 2016, this rate was 9.5 per cent of members' salaries (9.5 per cent in 2014–15). This rate will increase in line with any increase to the SG contribution rate.

In addition, Glen Eira City 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 I 60 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.

2015 interim actuarial investigation surplus amounts

The Fund's interim actuarial investigation as at 30 June 2015 identified the following in the Defined Benefit category of which Glen Eira City Council is a contributing employer:

- A VBI surplus of \$130.8 million; and
- A total service liability surplus of \$239 million.

The VBI surplus means that the market value of the Funds' 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 2015.

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.

Glen Eira City Council was notified of the 30 June 2015 VBI during August 2015.

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 2016 are detailed below:

Scheme	Type of scheme	Rate	2016 \$'000	2015 \$'000
Vision Super	Defined Benefits	9.50%	\$423	\$441
Vision Super	Accumulation	9.50%	\$4,386	\$4,177
Hesta	Accumulation	9.50%	\$657	\$610
Other	Accumulation	9.50%	\$221	\$223
Total			\$5,687	\$5,451

In addition to the above contributions, Glen Eira City Council has paid unfunded liability payments to Vision Super totalling \$nil during the 2015–16 year (\$2.74m paid during the 2014–15 year).

There were no contributions outstanding and loans issued from or to the above schemes as at 30 June 2016.

The expected contributions to be paid to the Defined Benefit category of Vision Super for the year ending 30 June 2017 is \$nil.

NOTES TO THE FINANCIAL REPORT

FOR THE YEAR ENDED 30 JUNE 2016

NOTE 32**CONTINGENT ASSETS AND LIABILITIES****Contingent assets**

As at 30 June 2016, 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) Spring Road Landfill

Spring Road Landfill is a closed landfill in the City of Kingston that the Kingston City Council currently monitors and manages. It is possible that the Kingston City Council may seek costs from Glen Eira City Council in future to cover an 11.61 per cent share based on a management agreement established when the landfill was active and used by the City of Moorabbin. It is highly uncertain if the Kingston City Council will call on Glen Eira City Council to cover future costs and current material suggests that any remediation works would be minor and Council's costs immaterial.

(d) 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 preparing for a program of rehabilitation works that include the construction of a landfill cap over the whole of the landfill.

The joint owners are obligated to restore the landfill site to a particular standard. The site ceased operation at the end of January 2016 and restoration work is expected to commence shortly after year ended 30 June 2016. The forecast life of the site is based on current estimates of remaining capacity and the forecast rate of infill.

The joint operation 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 owners received a report in June 2015 into the post closure aftercare 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 29 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.

The Joint Venture's land, land improvements and EPA licence and infrastructure were revalued at 30 June 2016 by independent valuers (C.J. Ham & Murray Pty Ltd) after the site ceased operation with nil value. The revaluation decrement was debited to the impairment loss in the statement of comprehensive income.

NOTES TO THE FINANCIAL REPORT

FOR THE YEAR ENDED 30 JUNE 2016

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.

NOTES TO THE FINANCIAL REPORT

FOR THE YEAR ENDED 30 JUNE 2016

(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 1.75 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.

NOTES TO THE FINANCIAL REPORT

FOR THE YEAR ENDED 30 JUNE 2016

NOTE 34

RELATED PARTY TRANSACTIONS

(a) Responsible persons

Names of persons holding the position of a responsible person at Council at any time during the year were:

Mary Delahunty	Deputy Mayor	1 July 2015–10 November 2015
	Councillor	11 November 2015–30 June 2016
Jim Magee	Mayor	1 July 2015–10 November 2015
	Councillor	11 November 2015–30 June 2016
Karina Okotel*	Councillor	1 July 2015–10 November 2015
	Deputy Mayor	11 November 2015–5 April 2016
Kelvin Ho**	Councillor	12 April 2016–30 June 2016
Michael Lipshutz	Councillor	1 July 2015–30 June 2016
Neil Pilling	Councillor	1 July 2015–10 November 2015
	Mayor	11 November 2015–30 June 2016
Margaret Esakoff	Councillor	1 July 2015–30 June 2016
Jamie Hyams	Councillor	1 July 2015–30 June 2016
Oscar Lobo	Councillor	1 July 2015–30 June 2016
Thomas Sounness	Councillor	1 July 2015–18 April 2016
	Deputy Mayor	19 April 2016–30 June 2016

*Councillor Karina Okotel resigned from her position as Councillor effective 5 April 2016.

**Councillor Kelvin Ho was declared elected on 12 April 2016 due to the vacancy caused by Councillor Karina Okotel.

Andrew Newton*	Chief Executive Officer	1 July 2015–26 January 2016
Rebecca McKenzie**	Chief Executive Officer	8 February 2016–30 June 2016

*Andrew Newton resigned from his position as CEO effective 26 January 2016.

**Rebecca McKenzie was appointed CEO effective 8 February 2016.

(b) Remuneration of responsible persons

The number of responsible persons whose total remuneration from Council falls within the following bands:

Income range:	2016	2015
	No.	No.
\$0–\$10,000	1	-
\$20,000–\$29,999	1	-
\$30,000–\$39,999	6	7
\$50,000–\$59,999	1	1
\$70,000–\$79,999	1	1
\$110,000–\$119,999	1	-
\$270,000–\$279,999	1	-
\$350,000–\$359,999	-	1
Total responsible persons	12	10

	2016	2015
	\$ '000	\$ '000
Total remuneration for the reporting year for responsible persons included above amounted to:	749	698

NOTES TO THE FINANCIAL REPORT

FOR THE YEAR ENDED 30 JUNE 2016

(c) Senior officers' remuneration

A senior officer other than a responsible person is an officer of Council who:

- has management responsibilities and reports directly to the Chief Executive; or
- whose total annual remuneration exceeds \$139,000 (\$136,000 in 2014–15).

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 responsible persons, are shown below in their relevant income bands:

Income range:	2016 No.	2015 No.
<\$139,000	3	3
\$139,001 – \$149,999	8	8
\$150,000 – \$159,999	3	3
\$160,000 – \$169,999	3	3
\$170,000 – \$179,999	1	2
\$180,000 – \$189,999	2	2
\$190,000 – \$199,999	3	1
\$210,000 – \$219,999	1	-
\$230,000 – \$239,999	1	-
\$240,000 – \$249,999	3	5
Total senior officers	28	27

	2016 \$ '000	2015 \$ '000
Total remuneration for the reporting year for senior officers included above amounted to:	4,656	4,544

(d) Responsible persons retirement benefits

No retirement benefit was paid to responsible persons during the 2015–16 and 2014–15 reporting years.

(e) Loans to responsible persons

No loans have been made, guaranteed, or secured by Council to a responsible person of Council during the 2015–16 or 2014–15 reporting years.

(f) Transactions with responsible persons

There were no related party transactions with responsible persons during the 2015–16 or 2014–15 reporting years.

NOTES TO THE FINANCIAL REPORT

FOR THE YEAR ENDED 30 JUNE 2016

NOTE 35

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 2016			2016	2015
			\$ '000	\$ '000
Income				
Resident charges			3,789	3,609
Other income			2	2
Donations			-	6
Government grants			8,550	7,780
Interest on unpaid bonds			52	128
Investment income			750	750
Total income			13,143	12,275
Expenses				
Wages and superannuation — care			6,980	6,707
Wages and superannuation — administration			288	330
Wages and superannuation — other			2,939	2,827
Staff on-costs			1,252	1,334
Training			17	13
Agency costs			164	80
Materials and consumables			1,034	996
Contractor payments			397	375
Maintenance			116	156
Utility services			326	320
Other expenses			257	241
Management fees			346	365
Direct and indirect overheads			1,009	903
Depreciation on property, plant and equipment			1,294	805
Total expenses			16,419	15,452
Deficit			(3,276)	(3,177)

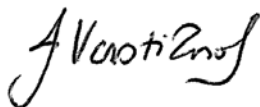
NOTES TO THE FINANCIAL REPORT

FOR THE YEAR ENDED 30 JUNE 2016

BALANCE SHEET FOR RESIDENTIAL AGED CARE FACILITIES AS AT 30 JUNE 2016		2016 \$ '000	2016 \$ '000
Current assets			
Cash and financial assets		20,857	20,370
Trade and other receivables		147	48
Total current assets		21,004	20,418
Non-current assets			
Property, plant and equipment		18,335	18,450
Total non-current assets		18,335	18,450
Total assets		39,339	38,868
Current liabilities			
Trade and other payables		89	147
Residential aged care deposits		20,857	20,370
Employee provisions		2,342	2,272
Total current liabilities		23,288	22,789
Non-current liabilities			
Employee provisions		205	245
Total non-current liabilities		205	245
Total liabilities		23,493	23,034
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 36	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 37	Special committees and other activities		
	There are no material special committees or other activities to disclose at reporting date.		

CERTIFICATION OF THE FINANCIAL REPORT

In my opinion the accompanying financial statements have been prepared in accordance with the *Local Government Act 1989*, the Local Government (Planning and Reporting) Regulations 2014, Australian Accounting Standards and other mandatory professional reporting requirements.



John Vastianos
Principal Accounting Officer FCPA

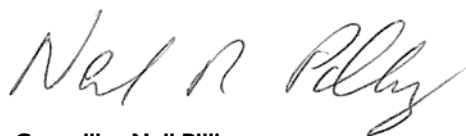
Dated: 7 September 2016

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 2016 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 Neil Pilling
Mayor

Dated: 7 September 2016

Location: Glen Eira Town Hall, corner Glen Eira and Hawthorn Roads, Caulfield



Councillor Thomas Sounness
Deputy Mayor

Dated: 7 September 2016

Location: Glen Eira Town Hall, corner Glen Eira and Hawthorn Roads, Caulfield



Rebecca McKenzie
Chief Executive Officer

Dated: 7 September 2016

Location: Glen Eira Town Hall, corner Glen Eira and Hawthorn Roads, Caulfield

AUDITOR-GENERAL'S REPORT ON THE FINANCIAL REPORT

VAGO

Victorian Auditor-General's Office

Level 24, 35 Collins Street
Melbourne VIC 3000

Telephone 61 3 8601 7000
Facsimile 61 3 8601 7010

Website www.audit.vic.gov.au

INDEPENDENT AUDITOR'S REPORT

To the Councillors, Glen Eira City Council

The Financial Report

I have audited the accompanying financial report for the year ended 30 June 2016 of the Glen Eira City Council which comprises the comprehensive income statement, balance sheet, statement of changes in equity, statement of cash flows, statement of capital works, notes comprising a summary of the significant accounting policies and other explanatory information, and the certification of the financial report.

The Councillors' Responsibility for the Financial Report

The Councillors of the Glen Eira City Council are responsible for the preparation and the fair presentation of the financial report in accordance with Australian Accounting Standards, and the financial reporting requirements of the *Local Government Act 1989*.

The Councillors are responsible for such internal control as the Councillors determine is necessary to enable the preparation and fair presentation of the financial report that is free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

As required by the *Audit Act 1994* and the *Local Government Act 1989*, my responsibility is to express an opinion on the financial report based on the audit, which has been conducted in accordance with Australian Auditing Standards. Those standards require compliance with relevant ethical requirements relating to audit engagements and that the audit be planned and performed to obtain reasonable assurance about whether the financial report is free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial report. The audit procedures selected depend on judgement, including the assessment of the risks of material misstatement of the financial report, whether due to fraud or error. In making those risk assessments, consideration is given to the internal control relevant to the entity's preparation and fair presentation of the financial report 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 entity's internal control.

An audit also includes evaluating the appropriateness of the accounting policies used and the reasonableness of accounting estimates made by the Councillors, as well as evaluating the overall presentation of the financial report.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

AUDITOR-GENERAL'S REPORT ON THE FINANCIAL REPORT

Independent Auditor's Report (continued)

Independence

The Auditor-General's independence is established by the *Constitution Act 1975*. The Auditor-General is not subject to direction by any person about the way in which his powers and responsibilities are to be exercised. In conducting the audit, I and my staff and delegates complied with the applicable independence requirements of the Australian Auditing Standards and relevant ethical pronouncements.

Opinion

In my opinion the financial report presents fairly, in all material respects, the financial position of the Glen Eira City Council as at 30 June 2016 and of its financial performance and its cash flows for the year then ended in accordance with applicable Australian Accounting Standards, and the financial reporting requirements of the *Local Government Act 1989*.

MELBOURNE
15 September 2016


Dr Peter Frost
Acting Auditor-General

PERFORMANCE STATEMENT

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 144,000 people across more than 58,000 households — representing more than 160 different cultural backgrounds.

SUSTAINABLE CAPACITY INDICATORS

FOR THE YEAR ENDED 30 JUNE 2016

Indicator / Measure	Results 2016	Results 2015	Material variations
Population			
Expenses per head of municipal population [Total expenses/Municipal population]	\$1,023	\$929	2015–16 expenses were impacted by one-off, unbudgeted items 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]	\$3,218	\$3,207	No material variations.
Population density per length of road [Municipal population/Kilometres of local roads]	294	290	No material variations.
Own-source revenue			
Own-source revenue per head of municipal population [Own-source revenue/Municipal population]	\$911	\$834	2015–16 rate income incurred in line with Council's <i>Strategic Resource Plan</i> and additional revenue from parking infringements income.
Recurrent grants			
Recurrent grants per head of municipal population [Recurrent grants/Municipal population]	\$147	\$165	Reduction due to the Commonwealth Government announcement on 30 June 2015 that 50 per cent of Council's Victorian Grants Commission funding would be prepaid in 2014–15. The amount of \$1.75m (50 per cent of the 2015–16 grants) was received for financial assistance and local roads funding during the 2014–15 financial year.
Disadvantage			
Relative socio-economic disadvantage [Index of relative socio-economic disadvantage by decile]	10	10	No material variations.

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 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

SERVICE PERFORMANCE INDICATORS

FOR THE YEAR ENDED 30 JUNE 2016

SERVICE / Indicator / Measure	Results 2016	Results 2015	Material variations
AQUATIC FACILITIES			
Utilisation			
Utilisation of aquatic facilities	8	8	No material variations.
[Number of visits to aquatic facilities/Municipal population]			
ANIMAL MANAGEMENT			
Health and safety			
Animal management prosecutions	13	16	No material variations.
[Number of successful animal management prosecutions]			
FOOD SAFETY			
Health and safety			
Critical and major non-compliance notifications	100%	100%	No material variations.
[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] ×100			
GOVERNANCE			
Satisfaction			
Satisfaction with Council decisions	54	60	While Council's score is slightly down on this indicator, the survey is a perception based survey, and is not always reflective of the user experience.
[Community satisfaction rating out of 100 with how Council has performed in making decisions in the interest of the community]			
HOME AND COMMUNITY CARE			
Participation			
Participation in HACC service	24%	26%	No material variations.
[Number of people that received a HACC service/ Municipal target population for HACC services] ×100			
Participation in HACC service by culturally and linguistically diverse (CALD) people	20%	22%	No material variations.
[Number of CALD people who receive a HACC service/Municipal target population in relation to CALD people for HACC services] ×100			

SERVICE PERFORMANCE INDICATORS

FOR THE YEAR ENDED 30 JUNE 2016

SERVICE / Indicator / Measure	Results 2016	Results 2015	Material variations
LIBRARIES			
Participation			
Active library members	17%	17%	No material variations.
[Number of active library members/ Municipal population] x100			
MATERNAL AND CHILD HEALTH			
Participation			
Participation in the MCH service	88%	87%	No material variations.
[Number of children who attend the MCH service at least once (in the year) /Number of children enrolled in the MCH service] x100			
MATERNAL AND CHILD HEALTH			
Participation			
Participation in the MCH service by Aboriginal children	93%	88%	No material variations.
[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			
ROADS			
Satisfaction			
Satisfaction with sealed local roads	69	74	This measure is derived from the State Government's <i>Community Satisfaction Survey</i> . Main roads within the municipality are the responsibility of VicRoads whilst lesser roads are the responsibility of Local Government. The <i>Survey</i> does not differentiate between the responsibilities of State and Local Government. This measure risks measuring satisfaction with VicRoads and attributing it to councils.
[Community satisfaction rating out of 100 with how Council has performed on the condition of sealed local roads]			

SERVICE PERFORMANCE INDICATORS

FOR THE YEAR ENDED 30 JUNE 2016

SERVICE / Indicator / Measure	Results 2016	Results 2015	Material variations	
STATUTORY PLANNING				
Decision making				
Council planning decisions upheld at VCAT	57%	59%	The decrease in planning applications upheld at VCAT is due to VCAT not having to consider Council's local planning policies. 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. VCAT is legally required to take account of Council's planning scheme policies but is not legally required to apply them. It follows that VCAT is often not making the same decision as Council. The measure does not capture mediated outcomes.	
[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				
WASTE COLLECTION				
Waste diversion				
Kerbside collection waste diverted from landfill	44%	43%	The recycling rate increased because more green waste was recycled after Council offered green waste bins to all households in 2014–15.	
[Weight of recyclables and green organics collected from kerbside bins/Weight of garbage, recyclables and green organics collected from kerbside bins] x100				

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 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 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*.

FINANCIAL PERFORMANCE INDICATORS

FOR THE YEAR ENDED 30 JUNE 2016

DIMENSIONS / Indicator / Measure	Results		Forecasts				Material variations
	2015	2016	2017	2018	2019	2020	
EFFICIENCY							
Revenue level							
Average residential rate per residential property assessment	\$1,416	\$1,485	\$1,530	\$1,560	\$1,596	\$1,632	Movements in line with Council's <i>Strategic Resource Plan</i> .
[Residential rate revenue/Number of residential property assessments]							
Expenditure level							
Expenses per property assessment	\$2,150	\$2,333	\$2,282	\$2,324	\$2,344	\$2,386	2015–16 expenses were impacted by one-off, unbudgeted items including: the restructuring of existing loan facilities \$4.93m and the payment to the Clayton Landfill Site of \$1.94m relating to undercharges. Following years are in line with Council's <i>Strategic Resource Plan</i> .
[Total expenses/Number of property assessments]							
Workforce turnover							
Resignations and terminations compared to average staff	10%	11%	10%	10%	10%	10%	No material variations.
[Number of permanent staff resignations and terminations/ Average number of permanent staff for the financial year] x100							
LIQUIDITY							
Working capital							
Current assets compared to current liabilities	99%	99%	104%	108%	113%	109%	No material variations. Movements in line with Council's <i>Strategic Resource Plan</i> .
[Current assets/Current liabilities] x100							
Unrestricted cash							
Unrestricted cash compared to current liabilities	25%	28%	25%	32%	35%	40%	No material variations. Movements in line with Council's <i>Strategic Resource Plan</i> .
[Unrestricted cash/Current liabilities] x100							

FINANCIAL PERFORMANCE INDICATORS

FOR THE YEAR ENDED 30 JUNE 2016

DIMENSIONS / Indicator / Measure	Results		Forecasts				Material variations
	2015	2016	2017	2018	2019	2020	
OBLIGATIONS							
Asset renewal							
Asset renewal compared to depreciation	78%	82%	79%	78%	82%	93%	No material variations.
[Asset renewal expenses/Asset depreciation] x100							
Loans and borrowings							
Loans and borrowings compared to rates	23%	26%	21%	17%	14%	10%	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.
[Interest-bearing loans and borrowings/Rate revenue] x100							
Loans and borrowings							
Loans and borrowings repayments compared to rates	3%	3%	4%	4%	4%	4%	Borrowings restructured in June 2016 which resulted in a net financial benefit to Council. Reflects repayment of loan borrowings according to schedule.
[Interest and principal repayments on interest-bearing loans and borrowings/Rate revenue] x100							
Indebtedness							
Non-current liabilities compared to own source revenue	20%	19%	17%	14%	11%	8%	Reflects Council's reduction in debt according to scheduled loan repayments.
Non-current liabilities/Own source revenue] x100							

FINANCIAL PERFORMANCE INDICATORS

FOR THE YEAR ENDED 30 JUNE 2016

DIMENSIONS / Indicator / Measure	Results		Forecasts				Material variations
	2015	2016	2017	2018	2019	2020	
OPERATING POSITION							
Adjusted underlying result							
Adjusted underlying surplus (or deficit)	9%	7%	10%	9%	10%	9%	Underlying result for 2016 impacted by one-off, unbudgeted items including: the restructuring of existing loan facilities \$4.93m and the payment to the Clayton Landfill Site of \$1.94m relating to undercharges. No material variations thereafter.
[Adjusted underlying surplus (deficit)/ Adjusted underlying revenue] x100							
STABILITY							
Rates concentration							
Rates compared to adjusted underlying revenue	62%	61%	62%	63%	63%	63%	No material variations.
[Rate revenue/Adjusted underlying revenue] x100							
Rates effort							
Rates compared to property values	0.2%	0.2%	0.2%	0.2%	0.2%	0.2%	No material variations.
[Rate revenue/Capital improved value of rateable properties in the municipality] x100							

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

OTHER INFORMATION

FOR THE YEAR ENDED 30 JUNE 2016

I. 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 28 June 2016 and which forms part of the *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.

CERTIFICATION OF THE PERFORMANCE STATEMENT

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: 7 September 2016

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 2016 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 Neil Pilling
Mayor

Dated: 7 September 2016

Location: Glen Eira Town Hall, corner Glen Eira and Hawthorn Roads, Caulfield



Councillor Thomas Sounness
Deputy Mayor

Dated: 7 September 2016

Location: Glen Eira Town Hall, corner Glen Eira and Hawthorn Roads, Caulfield



Rebecca McKenzie
Chief Executive Officer

Dated: 7 September 2016

Location: Glen Eira Town Hall, corner Glen Eira and Hawthorn Roads, Caulfield

AUDITOR-GENERAL'S REPORT ON THE PERFORMANCE STATEMENT

VAGO

Victorian Auditor-General's Office

Level 24, 35 Collins Street
Melbourne VIC 3000
Telephone 61 3 8601 7000
Facsimile 61 3 8601 7010
Email comments@audit.vic.gov.au
Website www.audit.vic.gov.au

INDEPENDENT AUDITOR'S REPORT

To the Councillors, Glen Eira City Council

The Performance Statement

I have audited the accompanying performance statement for the year ended 30 June 2016 of the Glen Eira City Council which comprises the statement, the related notes and the certification of the performance statement.

The Councillors' Responsibility for the Performance Statement

The Councillors of the Glen Eira City Council are responsible for the preparation and fair presentation of the performance statement in accordance with the *Local Government Act 1989* and for such internal control as the Councillors determine is necessary to enable the preparation and fair presentation of the performance statement that is free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

As required by the *Local Government Act 1989*, my responsibility is to express an opinion on the performance statement based on the audit, which has been conducted in accordance with Australian Auditing Standards. Those standards require compliance with relevant ethical requirements relating to audit engagements and that the audit be planned and performed to obtain reasonable assurance about whether the performance statement is free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the performance statement. The audit procedures selected depend on judgement, including the assessment of the risks of material misstatement of the performance statement, whether due to fraud or error. In making those risk assessments, consideration is given to the internal control relevant to the entity's preparation and fair presentation of the performance statement 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 entity's internal control. An audit also includes evaluating the overall presentation of the performance statement.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

AUDITOR-GENERAL'S REPORT ON THE PERFORMANCE STATEMENT

Independent Auditor's Report (continued)

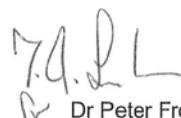
Independence

The Auditor-General's independence is established by the *Constitution Act 1975*. The Auditor-General is not subject to direction by any person about the way in which his powers and responsibilities are to be exercised. In conducting the audit, I and my staff and delegates complied with all applicable independence requirements of the Australian accounting profession.

Auditor's Opinion

In my opinion, the performance statement of the Glen Eira City Council in respect of the 30 June 2016 financial year presents fairly, in all material respects, in accordance with the *Local Government Act 1989*.

MELBOURNE
15 September 2016


Dr Peter Frost
Acting Auditor-General

GLOSSARY — TERMS AND ACRONYMS

AAS — Australian Accounting Standards.

AASB — Australian Accounting Standards Board.

ABS — Australian Bureau of Statistics.

Advisory Committee — a committee that provides advice and recommendations for decisions by Council.

Amendment C120 — a *planning scheme* amendment that sets a contribution rate on applicable developments to pay for additional open space within the City.

ANZAC Day — (Australian New Zealand Army Corps) — a national day of remembrance in Australia and New Zealand on 25 April commemorating those that have served or died in wars, conflicts and peacekeeping operations.

ATO — Australian Taxation Office.

Auditor-General — independent parliamentary officer appointed by legislation to examine and report to State Parliament and the community on the management of public sector resources and provide assurance on the financial integrity of Victoria's system of government.

BabyTime — a sensory and language program, which incorporates songs, rhymes, puppets and mini-stories for babies and toddlers under three years.

Bang the Table — an online community engagement tool used for consultations.

Benchmarking — the qualitative and quantitative comparisons with a similar service or service organisation that provide a benchmark for service standards and therefore, ensure Council is providing services to the

municipality at or above quality standards.

Best Value — the *Best Value* model is a key component of Council's continuous improvement program. *Best Value* principles allow councils to benchmark services, assess their efficiency and gauge the extent to which they meet community needs.

Biodiversity — the totality of genes, species and ecosystems of a region.

Black Spot Program — a road safety program to identify and raise awareness of hazardous spots on Victoria's roads initiated by the State and Federal Governments.

Budget — Council's planned allocation of monetary resources for a financial year.

BusEd — a Council program that links Glen Eira businesses and tertiary institutions for mutually beneficial projects.

Capital works — any work undertaken to establish, renew, expand and upgrade Council's assets.

Carbon emissions — carbon dioxide and carbon monoxide in the atmosphere, produced by vehicles and industrial processes.

CEO — Chief Executive Officer.

Charter of Human Rights — the *Charter* contains 20 rights that reflect the four basic principles of freedom, respect, equality and dignity. The *Charter* introduces standards to ensure human rights are considered when making laws and decisions, and when providing services.

CIGE — Community Information Glen Eira is a community-based not-for-profit organisation run by a committee of management. CIGE is strongly supported by Council and

provides a range of services, including information, referrals to support agencies, emergency relief, volunteer co-ordination and information.

CIV — Capital Improved Value. The market value of the property at the date of valuation, including the value of the land and all improvements built on the land.

Clayton Regional Landfill — a now closed landfill and waste and recycling transfer station located at Ryans Road, Clayton South owned and jointly managed by five councils — Glen Eira, Boroondara, Stonnington, Whitehorse and Monash.

Community grants — Council funding to assist local not-for-profit community groups to implement projects and activities that meet identified community priorities and which benefit Glen Eira residents.

Community Plan — a document outlining Council's strategic direction for three to five years.

Community Satisfaction Survey — Council elects to participate in the *Community Satisfaction Survey* co-ordinated annually by the Department of Transport, Planning and Local Infrastructure (DTPLI) on behalf of Victorian councils. In 2012, the Department of Planning and Community Development (the name of the Department at the time), appointed independent research company JVS Research to conduct the *Survey*.

Continuous improvement — the process that ensures review and improvement practices are built into operational activities.

Corporate governance — the systems established by Council to ensure compliance with legislative and

other obligations in the management of the municipality.

Councillors — the elected representatives of Council.

Council asset — an asset is a facility or part of a facility that has value, enables a service to be provided and has an economic life greater than 12 months.

CPA — Certified Practising Accountant.

Crown Land — land owned by the Commonwealth of Australia or State Government.

DAM Plan — Council's *Domestic Animal Management Plan* provides strategic direction for the management of animals within the City of Glen Eira.

Defined Benefit Plan — a type of superannuation plan where the benefits that a member will receive are defined in advance using a set formula. For the Vision Super defined benefit plan, a member's retirement benefit is based on their years of membership of the fund multiplied by a benefit multiple, multiplied by their final salary.

Ditch Witch — a compact machine that digs trenches.

E-waste — electronic waste including televisions, computers and mobile phones.

Enterprise Bargaining Agreement — a registered agreement that sets out the terms and conditions of employment between an employee and employer.

ECO-Buy — a Victorian Local Government green purchasing program that encourages councils to purchase and use environmentally sound products.

GLOSSARY — TERMS AND ACRONYMS

Expense — an outgoing payment made by Council.

Fair Work Commission — Australia's national workplace relations tribunal, responsible for maintaining a safety net of minimum wages and employment conditions, as well as a range of other workplace functions and regulations.

Family Day Care — a Council sponsored scheme that offers care and education for children from birth to 12 years in the safe home environment of registered educators.

Fast Track application processes — a collective term to describe Council processes that provide planning applicants with an incentive to follow best practice by seeking the assistance of professionals, involving their neighbours and talking to Council prior to lodging a planning application. This offers time savings for applicants and Council. One of Council's *Fast Track* application processes is the *Pre-Lodgement Certification Program*.

Fire Services Property Levy — the *Fire Services Property Levy Act 2012 (the Act)* imposes a Fire Services Property Levy (levy) on all real property in Victoria, unless specifically exempt, to fund the Metropolitan Fire and Emergency Services Board (MFB) and the Country Fire Authority (CFA). The levy is collected by councils through rate notices, or in the case of a non-rateable property, through a separate notice. The Act provides that the owner of the land is liable to pay the levy.

FOI — Freedom of Information.

General Residential Zone — a Victorian Government planning zone relating to residential areas. The purpose of the General Residential Zone is to respect and preserve urban

character while enabling moderate housing growth and housing diversity.

GESAC — Glen Eira Sports and Aquatic Centre.

Glen Eira News — Council's monthly newspaper, which provides residents with information about Council activities. It is delivered to all residents within Glen Eira.

Global Reporting Initiative (GRI) — the *Global Reporting Initiative (GRI)* is an international not-for-profit organisation, with a network-based structure; and a Collaborating Centre of the United Nations Environment Programme. *GRI* promotes the use of sustainability reporting as a way for organisations to become more sustainable and contribute to sustainable development.

Grade separation — the act of removing railway crossings from intersecting with the road network. This is usually achieved by placing the railway crossing either under the road (underpass) or over the road (overpass).

GST — Goods and services tax.

HESTA — a superannuation fund for Council employees.

Home Care — a Council service that assists frail older and disabled residents with essential house cleaning, shopping and errands.

HPNa type street lights — a high pressure sodium street light.

Infrastructure — the basic facilities required for the functioning of the community such as parks, roads and drainage and waste systems.

In Home Support Program — a program of services provided when frailty, disability or illness prevent a person from undertaking the tasks

of daily living for themselves. The program consists of Home Care, Personal Care and Respite Care services.

Joint operation — disposal of waste in landfill by the cities of Glen Eira, Boroondara, Stonnington, Whitehorse and Monash located at the Clayton Regional Landfill, Clayton South.

Kulin Nation — the Kulin Nation was an alliance of five Indigenous Australian nations in Central Victoria, before European settlement, that spoke related languages. The Eastern Kulin group includes four of these languages from the Woiwurrung, Bunurong Taungurong, Ngurai-illam-wurrung nations. The Bunurong people are the traditional owners of where Glen Eira is today.

Local Authorities

Superannuation Fund — a superannuation fund for Council employees.

Local Government Performance Reporting Framework

(LGPRF) — a mandatory system of performance reporting to ensure all councils are measuring and reporting on their performance in a consistent way. The *Framework* is made up of 67 measures and a governance and management checklist of 24 items, which together build a comprehensive picture of council performance.

Local Law — the laws adopted by Council that prohibit, regulate and control activities events, practices and behaviours within Glen Eira.

Long day care — care for children between six months and school age in a Council children's centre.

Level Crossing Removal Authority (LXRA) — a statutory authority in Victoria that oversees

the removal of level crossings. The Authority is responsible for all aspects of the removals, including planning and development, stakeholder engagement, procurement, through to construction and delivery.

Material aspects — those that reflect the organisation's significant economic, environmental and social impacts; or substantially influence the assessments and decisions of stakeholders.

MAV — Municipal Association of Victoria — the Local Government peak body for Victoria's 79 councils.

Maternal and Child Health (MCH) Key Ages and Stages consultations — a schedule of 10 Key Ages and Stages visits provided by Council's Maternal and Child Health nurses for families and children from birth to three-and-a-half years.

Mentor Partners Program — a joint initiative with Kingston City Council, the *Program* matches mentors with local business operators.

Middle-ring municipality — areas that were urbanised early in a city's expansion after the inner suburbs had become established.

Moorleigh Community Village — is a multipurpose facility in Bentleigh East that caters for a wide range of community activities.

Municipal rates — a property tax based on property valuations, which are determined by Council.

NAV — Net Annual Value — this is the assessed annual rental value and is used to determine the amount of rates property owners will pay.

Neighbourhood character — the collective term used to describe the physical components of the built

GLOSSARY — TERMS AND ACRONYMS

environment, architectural style, street width and layout vegetation and fence height and style.

Neighbourhood Residential Zone — a Victorian Government planning zone relating to residential areas. The Neighbourhood Residential Zone restricts housing growth and protects an identified neighbourhood character. This zone represents the lowest scale of intended growth of the three new residential zones.

OHS — occupational health and safety.

Open Space Strategy — a Council approved *Strategy* that will guide the future provision, design and management of public open space in Glen Eira until 2026.

Personal Care — a Council service that assists frail older and disabled residents with personal tasks such as showering, dressing, eating and drinking.

Planning scheme — legal documents prepared by a council or the Minister for Planning, and approved by the Minister that determine the use, development and protection of land within that specific municipality

Pre-lodgement Certification Program — a program that provides planning applicants with an incentive to follow best practice by seeking the assistance of professionals involving their neighbours and talking to Council prior to lodging a planning application. This offers time savings for applicants and Council.

Property Maintenance — a Council service that assists frail older and disabled residents with minor repairs and modifications in the home.

Rate cap — an annual cap set by the Victorian Minister for Local Government, which controls general rate increases for all councils during that financial year.

Rate cap variation — Councils have the option to seek a variation above the annual rate cap, through the Essential Services Committee (ESC), to support vital community services and infrastructure.

Radio Frequency Identification (RFID) technology — library self-service barcode reading and scanning system.

Residential Growth Zone — a Victorian Government planning zone relating to residential areas. The purpose of the Residential Growth Zone is to enable new housing growth and diversity.

Residential Zone — a Victorian Government planning zone relating to residential areas. The residential zones are: the Residential Growth Zone, the General Residential Zone and the Neighbourhood Residential Zone.

Respite Care — a Council service that provides support to carers of a frail older person or person with a disability by providing them with a break from their role.

Revenue — the amount of money Council receives from its activities, mostly from rates and services, provided to customers and ratepayers.

Risk management — the procedures adopted by Council to manage, minimise or eliminate the risk of adverse effects resulting from future events and activities.

Root cutting — the process of removing roots that have grown into drains.

Rosstown Community — Council's low care, aged care facility in Carnegie.

SafetyMAP — an audit tool designed by WorkSafe to help workplaces improve their ability to manage health and safety and so protect people at work.

Sensory friendly film session — a film screening where the lights are left on and the sound turned down to create a more comfortable experience for people with autism spectrum disorders and their families.

Service Centre — Council's customer service centre that handles requests, enquiries and payments from the general public.

Solar photovoltaic (PV) systems — a system that uses solar panels to generate electricity from sunlight.

Special Building Overlay — a planning control applied to land identified by Melbourne Water to be prone to flooding in a one-in-100 year flood.

Spurway Community — Council's aged care facility for high care residents.

StoryTime — a program of reading development for preschoolers that includes stories, music, songs and rhymes.

Strategic Resource Plan — a plan covering long-term financial resources, which includes key financial indicators to support Council's *Community Plan*.

Superannuation defined benefits call — additional contribution to Vision Super to meet Council's obligations in relation to members of the *Defined Benefit Plan*.

Sustainability — providing for the needs of the present community

without compromising the ability of future generations to meet their own needs.

VCAT — Victorian Civil and Administrative Tribunal.

VicRoads — a Victorian statutory authority that plans, develops and manages the arterial road network and delivers registration and licensing services.

Victorian WorkCover Authority (VWA) — the manager of Victoria's workplace safety system. Broadly its responsibilities include: helping avoid workplace injuries occurring; enforcing Victoria's occupational health and safety laws; helping injured workers back into the workforce; and managing the workers' compensation scheme.

VicTrack — the Victorian Government agency that owns all railway and tram lines, associated rail lands and other related rail-related infrastructure in the state of Victoria.

Ward — an area that provides a fair and equitable division of a municipal district. The City of Glen Eira is divided into three wards each with three elected Council representatives.

Warrawee Community — Council's low and high care residential aged care facility.

External Assurance

Glen Eira City Council's *Financial Report* and Performance Statement are audited by the Victorian Auditor-General's Office.

Other information including environmental and social reporting in Glen Eira City Council's *2015–2016 Annual Report*, has not been externally assured.

GLOBAL REPORTING INITIATIVE CONTENT INDEX

GLOBAL REPORTING INITIATIVE (GRI) G4 REFERENCE NUMBER AND DESCRIPTION		PAGES
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G4-8	Report the markets served (including geographic breakdown, sectors served, and types of customers and beneficiaries).	9–10
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G4-10	Workforce composition.	37–41
G4-11	Report the percentage of total employees covered by collective bargaining agreements.	39
G4-12	Describe the organisation's supply chain.	26–27
G4-13	Report any significant changes during the reporting period regarding the organisation's size, structure, ownership, or its supply chain.	96
G4-14	Report whether and how the precautionary approach or principle is addressed by the organisation.	137–138
G4-15	List externally developed economic, environmental and social charters, principles, or other initiatives to which the organisation subscribes or which it endorses.	136
G4-16	List memberships of associations (such as industry associations) and national or international advocacy organisations.	136
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G4-17	Entities: a) List all entities included in the organisation's consolidated financial statements or equivalent documents; and b) Report whether any entity included in the organisation's consolidated financial statements or equivalent documents is not covered by the report.	189–190
G4-18	Process for defining report content and Aspect Boundaries, and how the organisation has implemented the Reporting Principles for Defining Report Content.	5, 53–54
G4-19	List all the Material Aspects identified in the process for defining report content.	53–54
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G4-21	For each Material Aspect, report the Aspect Boundary outside the organisation.	53
G4-22	Report the effect of any restatements of information provided in previous reports, and the reasons for such restatements.	As identified in the Report
G4-23	Report significant changes from previous reporting periods in the Scope and Aspect Boundaries.	No significant changes

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G4-27	Report key topics and concerns that have been raised through stakeholder engagement, and how the organisation has responded to those key topics and concerns, including through its reporting. Report the stakeholder groups that raised each of the key topics and concerns.	58–61
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G4-28	Reporting period (such as fiscal or calendar year) for information provide.	5
G4-29	Date of most recent previous report (if any).	2014–2015
G4-30	Reporting cycle (such as annual, biennial).	5
G4-31	Provide the contact point for questions regarding the report or its contents.	5
G4-32	Report the 'In accordance' option; report the GRI Content Index for the chosen option; and report the reference to the External Assurance Report, if the report has been externally assured.	5
G4-33	Assurance: report the organisation's policy and current practice with regard to seeking external assurance for the report.	239
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G4-LA3	Return to work and retention rates after parental leave, by gender. <i>A 12 month reporting period is not an accurate indicator as maternity leave typically goes up to 12 months with an option to take a further year.</i>	40
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G4-HR2	Total hours of employee training on human rights policies or procedures concerning aspects of human rights that are relevant to operations, including the percentage of employees trained.	39, 97 (in part)
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GLEN EIRA
CITY COUNCIL

GLEN EIRA CITY COUNCIL
Annual Report 2015–2016

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