GLEN EIRA CITY COUNCIL ANNUAL REPORT 2017–2018



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

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The City of Glen Eira

Acknowledgement of country

On behalf of Council, we respectfully acknowledge the Boon Wurrung people of the Kulin Nation, who have traditional connections to the land now known as Glen Eira. We would like to pay our respects to their Elders past, present and emerging, and acknowledge and uphold their continuing relationship to this land.

Statement of purpose

GLEN EIRA CITY COUNCIL WORKS WITH AND FOR THE COMMUNITY:

- to provide quality facilities, services, safeguards and supports;
- towards goals that are beyond the capacity of individuals, but achievable when working together;
- according to overall community values, needs and priorities;
- in a caring, accountable and professional manner; and
- to provide value-for-money for present and future generations.

COUNCIL FUNCTIONS

The functions of Council include:

- Advocating and promoting proposals which are in the best interest of the local community.
- Planning for and providing services and facilities for the local community.
- Providing and maintaining community infrastructure in the municipal district
- Undertaking strategic and land use planning for the municipal district See Council's key priorities page 52.
- Raising revenue to enable Council to perform its functions.
- Making and enforcing local laws. See Compliance page 120.
- Exercising, performing and discharging the duties, functions and powers of councils under the Local Government Act 1989 and other Acts. See Role of Council page 119.
- Providing any other function relating to the peace, order and good government of the municipal district.
 See pages 11–14, 119.

Guiding values

Community-focused, responsive and inclusive

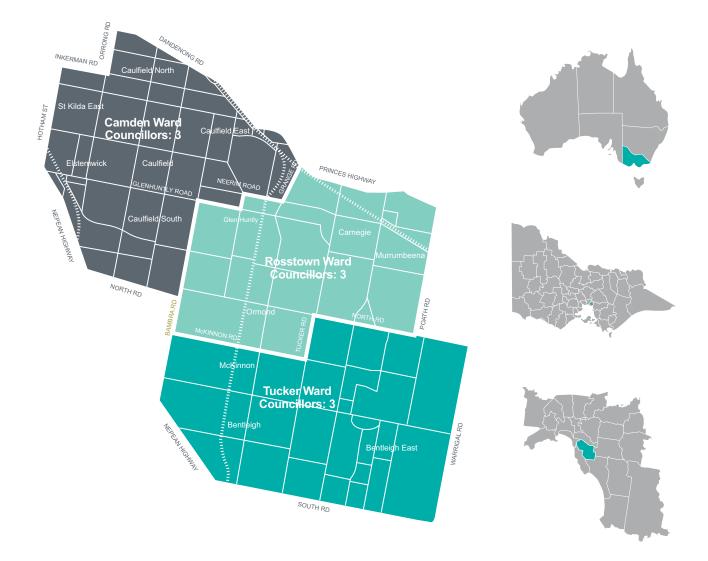
Council works to develop an inclusive and caring community where everyone can feel they belong. Everyone is encouraged to participate in the decision-making, which leads to achieving the best possible health, safety and lifestyle options within the City.

Accountable and relevant leadership

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

Community wellbeing

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



A City and its people

The City of Glen Eira is located in Melbourne's south-east suburbs, approximately

10 kilometres from Melbourne's central business district.

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

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

History and heritage

The City of Glen Eira is located on the traditional estate of the Yaluk-ut Weelam clan of the Boon Wurrung.

Following European colonisation, this area became two municipal areas called Caulfield and Moorabbin. The origin of the name of the City of Caulfield is not known for certain. It may be linked with Baron Caulfield of Ireland, perhaps through John Caulfield, a pioneer of the colony. The name Caulfield has been in use since 1853 to identify the area around the racecourse. In 1862 the Moorabbin Road District was established. The boundaries extended from the outskirts of Brighton south-east along both sides of the Nepean Road as far as Mordialloc Creek. The name Moorabbin derives from an Aboriginal word which means 'a resting place'.

Glen Eira is named from two local landmarks — Glen Eira Road and Glen Eira Mansion. Glen Eira Road is one of the City's main thoroughfares, dating back to the mid-1800s when the then colonial government surveyed the area and made all Crown allotments available for sale. Pioneer pastoralist Henry Ricketson bought the Glen Eira townhouse on Kooyong Road in 1865 and remodelled it into an 18-room mansion. The house subsequently became the site of the Caulfield Military 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, like Rippon Lea and Labassa.



NEW ELECTRIC (TRAM) CARS. GLENHUNTLY ROAD, ELSTERNWICK. NOVEMBER 1913. IMAGE COURTESY STATE LIBRARY OF VICTORIA.

Glen Eira's people

Glen Eira is home to 151,746* people across 54,731** households representing more than 160 different cultural backgrounds and is the centre of Melbourne's Jewish community.

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

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

Glen Eira's diverse population*

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

- Other than English, the most common languages spoken at home are Mandarin (5.5 per cent), Greek (3.9 per cent),
 Russian (3.4 per cent), Hebrew (2.2 per cent) and Hindi (1.3 per cent).
- 35.2 per cent of residents identify as Christian, with the most practised Christian religions being Catholicism, Anglicanism and Greek Orthodoxy.
- 31.6 per cent of residents nominated no religion in the 2016 Census.
- 24.2 per cent of residents are non-Christian with the Melbourne average being 13.2 per cent.
- I 6.8 per cent of residents identify their religion as Judaism.
- 6,204 residents (4.4 per cent of residents) have a disability requiring daily assistance with life tasks.
- 13,369 (11.6 per cent) residents are carers of the elderly and people with disabilities.
- -20.1 per cent of the population are aged 60 years and over.

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

GLEN EIRA'S POPULATION*	CITY OF GL	EN EIRA	GREATER MELBOURNE		
	Number	%	%		
Males	68,140	48.4	49		
Females	72,735	51.6	51		
Aboriginal and Torres Strait	252	0.2	0.5		
Islander peoples					
Australian citizens	112,175	79.6	79.6		
Eligible voters (citizens aged	85,542	60.7	60.8		
8+)					

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

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

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

The Glen Eira workforce

More than 69,000 people living in the City of Glen Eira are employed, of whom 58 per cent are working full-time and 34.8 per cent part-time; with 1.4 per cent not stating their hours of work. 4,275 residents or 5.8 per cent of the labour force are unemployed and looking for work.

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

- professionals (24,063 people or 34.6 per cent);
- clerical and administrative workers (9,379 people or 13.5 per cent); and
- managers (11,477 people or 16.5 per cent).

In combination, these three occupations account for 44,919 people in total or 64.5 per cent of the employed resident population.

In comparison, Greater Melbourne has 25 per cent of its population working as professionals; 13.9 per cent as clerical and administrative workers; and 13.2 per cent as managers.

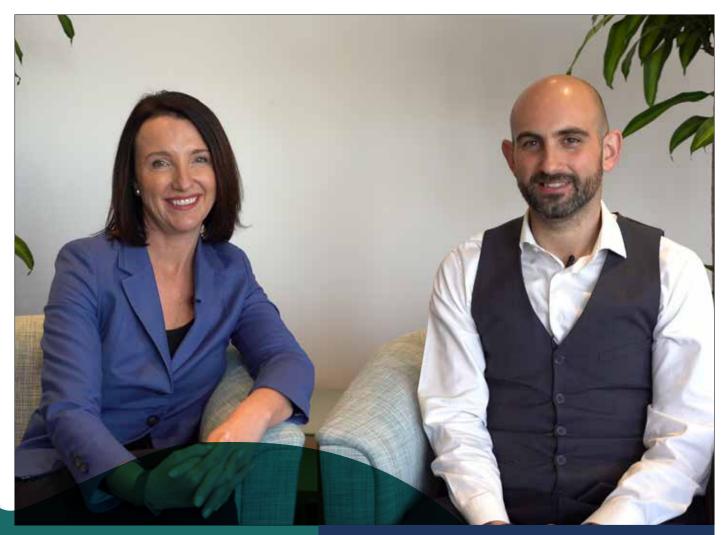
*Source: Australian Bureau of Statistics, Census of Population and Housing 2016.

Glen Eira's households

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

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

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



GLEN EIRA CITY COUNCIL'S CHIEF EXECUTIVE OFFICER REBECCA MCKENZIE AND MAYOR TONY ATHANASOPOULOS.

"In May 2018 we were the first council in Victoria's south-east to introduce food waste recycling. We hope to divert as much as possible of the 15,000 tonnes of food waste currently sent to landfill each year in Glen Eira."

Our organisation

Mayor and CEO overview

Welcome to Council's online Annual Report 2017–2018 in which we account for our performance, our achievements and setbacks. We also report on how we have addressed emerging challenges and provided stewardship over how public monies and resources have been utilised in the community's interests.

Achievement against our Community Plan

In 2017–18 Council achieved 23 out of the 36 commitments in the 2017–18 Action Plan of the Glen Eira Council and Community Plan 2017–2021 and a further 13 commitments are underway.

See Council's key priorities page 52.

Engagement

We consulted with the community on 153 projects which included advisory groups and committees; community surveys; questionnaires; focus groups; feedback, submissions; public forums; and individual consultations. Community consultation is a vital part of our planning and decision-making processes. It helps us to understand community priorities and issues and ensures community involvement. We are committed to engaging with our community through best practice consultation methods to achieve the best outcomes.

See Engaging with our community — consultation and planning page 45.

Online services

Providing greater online options for our community continues to be a priority for Council. We digitised 14 of our top transactions, including online enquiries, building permit applications and illegally parked vehicle notifications. In addition to this, we moved 60 paper-based forms and processes online. Some of the key benefits realised from this work include: a reduction in wait time to speak to a customer service officer; an ability to complete transactions at your convenience 24/7; a reduction in the time taken to resolve an issue. The improvements also mean that we can close the loop when a request is completed, and the community can give immediate feedback on our performance. We will continue to engage and work with the Glen Eira community to ensure our service delivery is timely, convenient and meets future expectations.

See Moving forward with more services available online page 37.

Development and managing growth

Well located, better designed development across Glen Eira is now more certain since the adoption of our *Quality Design Guidelines.* These *Guidelines*, which were adopted at a Council Meeting on Tuesday 27 February 2018, are now in place for all new commercial and residential development across our City. They outline appropriate building types

for each location and set architectural design standards to protect what is unique about our suburbs. We continued a comprehensive engagement process with the community to set the long-term vision for our activity centres, as well as detailed *Structure Plans* for Bentleigh, Carnegie and Elsternwick. These *Structure Plans* were adopted at a Council Meeting on Tuesday 27 February 2018. We also commenced work on *Structure Plans* for East Village and the area around Caulfield train station. We adopted an *Integrated Transport Strategy* which identifies ways to increase walking, cycling and public transport trips and strives for a 50:50 mode share of car and non-car trips by 2031.

See Designing the future of Glen Eira page 48.

See Planning for the future of Bentleigh, Carnegie and Elsternwick page 46.

Governance

At a Special Council Meeting on Friday 17 November 2017, Rosstown Ward Councillor Tony Athanasopoulos was elected Mayor of Glen Eira for the 2017–18 Council year. Cr Jamie Hyams, who is serving his fourth term on Council, was elected Deputy Mayor. In February 2018, we introduced live streaming of Ordinary and Special Meetings of Council to provide the community with greater access to Council debate and the decision-making process. Recorded meetings can now be accessed via our website.

See Councillors page | 6.

Advocacy

An important part of our role is advocating in the interests of our community. To guide this work we adopted the *Glen Eira Advocacy Strategy* 2018–2020 on Tuesday 19 December 2017. The *Strategy*, which has been developed in response to feedback received from the community, summarises the priority lobbying activities that are both critical and imperative to secure the vision for, and meet the future needs of our growing City.

On Thursday 21 September 2017, the State Government passed legislation to establish a new, independent governing body for Caulfield Racecourse Reserve. The passing of this legislation enables the 54 hectare parcel of Crown land to be managed more effectively and for the purposes that it was reserved for — recreation and a public park — a change we have been advocating for over many years.

We secured one-off State and Federal Government project funding. Projects funded include:

- Booran Road Community Reserve The Wedge \$355,000
- Duncan Mackinnon Reserve athletics track construction \$125,000
- EE Gunn Reserve Community Projects \$100,000
- Koornang Park Pavilion female facilities redevelopment \$100,000
- McKinnon Reserve Pavilion female facilities redevelopment \$100,000
- Moorleigh Village Reserve cricket nets and multi-purpose facility redevelopment \$100,000

In addition to this, the State Government also announced \$2 million of funding for a community hub at Murrumbeena Park.

See Major advocacy efforts page 49.

Sustainability

In May 2018 we were the first council in Victoria's south-east to introduce food waste recycling. From 1 May Glen Eira residents were able to put all food scraps, including leftovers, meat, dairy, fruit and vegetable scraps into their green waste bins. Introducing food waste recycling is one of the single biggest opportunities for reducing carbon emissions from services that Council manages. We hope to divert as much as possible of the 15,000 tonnes of food waste currently sent

to landfill each year in Glen Eira. Our carbon footprint decreased by 8 per cent to 9,961 tonnes CO² equivalent compared to 10,837 tonnes the previous financial year. This decrease was due primarily to a 396 per cent increase in solar power generation and an overall decrease in energy use at Council sites. We planted 2,038 street trees (913 replacement and 1,125 additional).

See Major environmental initiatives page 42.

Community wellbeing

As part of our *Community Grants Program*, Council provided \$358,931 to 140 local not-for-profit community groups and organisations to encourage community strengthening and inclusion. We accommodated 561 teams playing community sport and delivered 129,905 hours of in-home support to more than 3,400 elderly, frail or disabled residents. *StoryTime* and *BabyTime* sessions held at Glen Eira Libraries were attended by 57,297 children and parents. Glen Eira Leisure, which includes GESAC, Caulfield Recreation Centre and Carnegie Swim Centre, hosted more than 1.5 million visitors.

Community facilities and assets

We invested \$35.23 million in community infrastructure and community facilities. We expended 92 per cent of the capital budget. The program comprised 75 per cent renewal and upgrade of existing assets, 5 per cent expansion and 20 per cent new. We removed 4,113 square metres of graffiti from private property.

Support to local business

We held a series of face-to-face forums for local businesses, including two women's peer mentoring events (August 2017 and May 2018); a pop-up co-working week at Glen Eira Town Hall (November 2017); and a connection economy event (November 2017). To enable emerging groups and connections to continue to communicate and collaborate between meetings, we launched an online collaboration platform — <u>GlenEiraBusiness.slack.com</u> — which allows businesses to connect, share their stories and learn from one another.

Finance and risk management

Our operating result was a surplus of \$31.76 million. This was favourable to budget by \$14.55 million mainly due to:

- higher than anticipated revenue from parking infringements income \$2.58 million;
- higher than budgeted open space fee income \$2.85 million;
- higher than anticipated operating grants due to the early receipt of the 2017–18 payment from the Victorian Grants Commission \$1.94 million;
- non-monetary contribution of a parcel of land valued at \$5.23 million; and

Any surpluses from operating activities are invested in areas such as capital works, technology and other service improvements so we can continue to deliver high quality, responsive and accessible services to the community at a reasonable cost. We continue to be a low-cost, high investing organisation which charges low municipal rates. Council continues to have the second-lowest average rates and charges in metropolitan Melbourne.

See Financial sustainability page 86.

Our staff members

As well as being a service provider, we are also one of Glen Eira's largest employers. We continue to invest in development, leadership and wellbeing programs for our staff. We conducted a comprehensive *Employee Engagement Survey* in September 2017 with all staff, showing an overall employee engagement rate of 60 per cent, which is 31 per cent above the Local Government benchmark.

Our internal transformation program — Glen Eira Transforming Together — delivered 12 major projects and initiatives and 16 are on target for completion. Some high impact projects include digitising paper based forms, applications and permits and introducing the CityWatch app to make it easier for the community to report issues.

Sixty three staff members were recognised for the work they have contributed to the organisation above and beyond the normal expectations of their role. Staff turnover was 11.4 per cent. We would like to thank all managers and staff members for continuing to achieve Council's objectives and for serving the Glen Eira community.

See Moving forward with more services available online page 37.

See Best Value and continuous improvement page 123.

Key challenges

Changes in global recycling markets, triggered by China's new standards for recyclable material, mean the cost of processing kerbside recyclables has significantly increased. Although we have avoided sending recycling to landfill, the changes in global recycling markets have resulted in unforeseen cost increases for Council and ratepayers.

Major infrastructure development by State and Federal Governments (rail, road and buildings) has affected the availability of contractors that would typically undertake works for Council. The magnitude and pace of these larger scale projects are consuming resources and inflating construction prices. Smaller contractors who would usually tender for Council works are being engaged as sub-contractors for larger scale companies, at higher rates. This is resulting in fewer tender submissions and in some instances significantly delaying the ability to commence works.

Future outlook

Elsternwick Urban Renewal Masterplan

When Council adopted the *Elsternwick Structure Plan*, a commitment was made to undertake further traffic and shadowing analysis for the Elsternwick Urban Renewal South area (and surrounds) prior to proceeding with the development of the *Planning Scheme Amendment*. We understand there is community concern regarding the level of impact that the proposed urban renewal area may generate and we will be forming an Elsternwick Urban Renewal South Community Reference Group to receive further community feedback.

Integrated Transport Strategy

Our Integrated Transport Strategy establishes a goal to strive for a 50:50 mode share of car and non-car trips by 2031. To help us achieve this goal, we will be undertaking two pilot projects which include 'safe school zones' and a 'safe cycling corridor'. A pilot project is a way for Council to test new and innovative transport ideas by undertaking detailed data collection and analysis, involving the community and applying key learnings.

Community engagement — journey mapping

A key focus for 2018–19 will be to gain a thorough understanding of the journey our customers go on when transacting with us. To do this we have engaged members of the community to participate in a series of customer journey mapping workshops. This process will provide us with insights to build a better future with our customers to ensure they remain at the centre of what we do.

CR TONY ATHANASOPOULOS

MAYOR



REBECCA MCKENZIE CHIEF EXECUTIVE OFFICER

"Major infrastructure development by State and Federal Governments (rail, road and buildings) has affected the availability of contractors that would typically undertake works for Council."

ELEVATED RAIL WORKS AT THE CORNER OF NEERIM AND MURRUMBEENA ROADS, MURRUMBEENA.

ANES

Councillors

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

CAMDEN WARD



Cr Mary Delahunty Mayor 2017

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

Cr Delahunty lives with her young family in Elsternwick and is an active member of many local sporting and community groups. She likes to keep fit at the gym and plays and umpires netball. Cr Delahunty is the Head of Impact of an industry super fund, an authority member of the Emergency Services Telecommunication Authority and Chair of the Ministerial Council on Women's Equality. She is a 2015 Churchill Fellow, awarded for the study of equity provisions in international pension systems.

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

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

Cr Delahunty has a Diploma Financial Services (Financial Planning), Masters of Applied Finance (Corporate Advisory) (Kaplan University) Mobile: 0427 970 879

Email: mdelahunty@gleneira.vic.gov.au



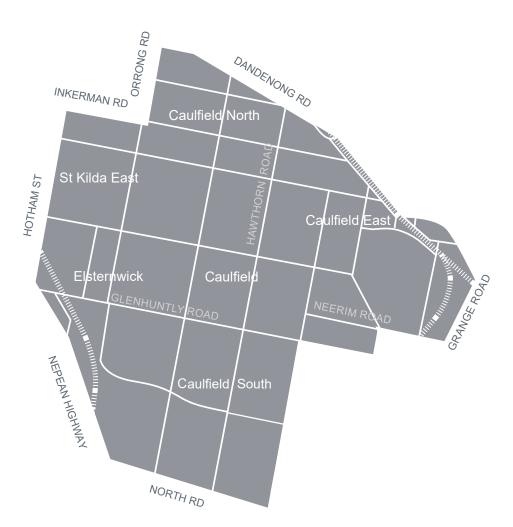
Cr Joel Silver

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

Engaging with the community is Cr Silver's priority and he encourages residents to be in touch with him on any matter. Cr Silver has a Bachelor of Laws (Honours) (The University of Melbourne), Graduate Diploma in Legal Practice (Leo Cussen Centre for Law)

Mobile: 0499 357 262

Email: jsilver@gleneira.vic.gov.au





Cr Dan Sztrajt

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

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

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

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

Mobile: 0466 372 822

Email: dsztrajt@gleneira.vic.gov.au

COUNCILLORS CONTINUED

ROSSTOWN WARD



Cr Margaret Esakoff

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

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

She is serving her fifth term on Council, and served as Mayor in 2005, 2007 and 2011, and Deputy Mayor in 2008 and 2010. She now devotes her time to Council, apart from voluntary work in the community including membership on the Ethics Committee for Calvary Health Care Bethlehem.

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

Mobile: 0407 831 893.

Email: mesakoff@gleneira.vic.gov.au



Cr Clare Davey

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

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

Cr Davey grew up just across the border in Bayside and has spent seven of the past nine years living in the City of Glen Eira.

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

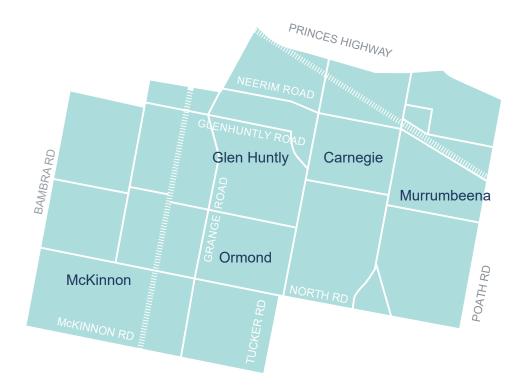
Cr Davey also enjoys visiting her local cafes and taking her three nieces to local parks, galleries and hiking.

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

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

She has a Bachelor of Environmental Engineering (Honours) (Monash University), Master of Traffic (Monash University)

Mobile: 0466 469 776. Email: cdavey@gleneira.vic.gov.au





Cr Tony Athanasopoulos Mayor 2018

Cr Tony Athanasopoulos joined Glen Eira City Council in 2016 and is Mayor of Glen Eira in 2018. Cr Athanasopoulos was born of two migrant parents from Greece and Italy. They both worked hard to give their three boys the life they envied, and always taught the importance of service. Cr Athanasopoulos resides and runs a family business in Carnegie with the drive instilled by his parents. The family business is operated together with his fiancé Katherine and they both share a position on the Chrisalis Foundation board, a not-for-profit foundation supporting young people with disabilities.

Cr Athanasopoulos imagines a world where people inspire and nurture one another to achieve excellence. He wishes to use his vision of the world to further enhance our amazing municipality and ensure Glen Eira continues to provide the best facilities and services for our residents.

Cr Athanasopoulos has attended Head Masters Academy (Certificate III in Hairdressing) and TMG College (The Malka Group) (Certificate IV Hairdressing and Training and Assessment).

Mobile: 0466 372 816

Email: tathanasopoulos@gleneira.vic.gov.au

COUNCILLORS CONTINUED

TUCKER WARD



Cr Jamie Hyams

Deputy Mayor 2018

A long-time resident of Glen Eira with a keen interest in sport and recreation, Cr Hyams is serving his fourth term on Council and was Mayor in 2012 and 2013 and Deputy Mayor in 2011 and 2018. Formerly a solicitor and executive director of a community sporting body, he is now a senior policy analyst at a not-for-profit public affairs organisation. Until 2011, Cr Hyams was President of the City of Moorabbin Historical Society, having served an eight-year term. He is on the Committee of Management of the Glen Eira Adult Learning Centre and has been a cricket club president, Bendigo Bank committee member, Neighbourhood Watch Area Secretary and Residents' Association Vice-President. Cr Hyams believes it is vital to remember that Council is there to serve the community.

Cr Hyams has a Bachelor of Arts, LLB, (Monash University)

Mobile: 0427 319 018

Email: jhyams@gleneira.vic.gov.au



Cr Jim Magee

Deputy Mayor 2017

Cr Magee emigrated from Belfast, Northern Ireland in 1970. He is married with two sons and has lived in Bentleigh East since 1988. Cr Magee's weekdays involve work and Council commitments and on weekends he is a keen bowler with the Coatesville Bowls Club. Cr Magee served as Mayor in 2015 and Deputy Mayor in 2017. Over the next two years on Council, Cr Magee will be focusing on better public transportation in Bentleigh East (trams and buses) along with establishing a Men's Shed in Bentleigh East.

Mobile: 0427 338 327

Email: jmagee@gleneira.vic.gov.au





Cr Nina Taylor

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

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

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

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

Mobile: 0466 372 809

Email: ntaylor@gleneira.vic.gov.au

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. Ordinary and Special Meetings of Council are live streamed on the internet to provide the community with greater access to Council debate and the decision-making process. Visit webcast.gleneira.vic.gov.au

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 the public to address Council under clause 230 of the Local Law Public Participation or for the public to submit questions under clause 232 Public Question to Council.

Councillor attendance at Council Meetings

COUNCILLOR	ORDINARY MEETINGS	SPECIAL MEETINGS	TERM OF OFFICE
Number of meetings attended by each Councillor and number of meetings held (shown in brackets)			
Cr Tony Athanasopoulos	14 (16)	5 (5)	22 October 2016–30 June 2018
Cr Clare Davey	13 (16)	3 (5)	22 October 2016–30 June 2018
Cr Mary Delahunty	15 (16)	4 (5)	22 October 2016–30 June 2018
Cr Margaret Esakoff	15 (16)	3 (5)	22 October 2016–30 June 2018
Cr Jamie Hyams	15 (16)	5 (5)	22 October 2016–30 June 2018
Cr Joel Silver	14 (16)	4 (5)	22 October 2016–30 June 2018
Cr Dan Sztrajt	15 (16)	3 (5)	22 October 2016–30 June 2018
Cr Jim Magee	16 (16)	5 (5)	22 October 2016–30 June 2018
Cr Nina Taylor	16 (16)	2 (5)	22 October 2016–30 June 2018

Election of Mayor and Deputy Mayor

Glen Eira's Mayor and Deputy Mayor are elected for a one year term. Councillor Tony Athanasopoulos was elected Mayor, and Councillor Jamie Hyams was elected Deputy Mayor on 17 November 2017.

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

Councillors' Code of Conduct

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

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

The *Code* specifies that as the performance of 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:

- The business of the Council is conducted with efficiency, impartiality and integrity.
- Councillors obey the spirit and letter of the law, in particular the provisions of relevant statutes, regulations, local laws and instruments.
- Responsibility to the community is always to be given absolute priority over the private interests of Councillors.

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

Councillors' remuneration and support

Councils may set annual allowances for their Mayor and Councillors according to their predetermined category, based on criteria such as each council's individual size and revenue base.

Following a review by the Minister, Glen Eira became a 'Category 3' council in November 2008. Councillor allowances have been reviewed in accordance with the *Act* and the current allowances are \$30,223 plus 9.5 per cent superannuation contribution for Councillors and \$96,534 plus 9.5 per cent superannuation contribution for the Mayor. Allowances are fully taxable.

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

All Councillors are provided with a printer, tablet and/or iPad and a 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*.

Councillor expenses

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

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

The details of the expenses, including reimbursement of expenses for each Councillor and member of a Council committee, paid by the Council for the 2017–18 year are set out in the following table:

Schedule of Councillor allowances and expenses, 1 July 2017–30 June 2018

COUNCILLOR	COUNCILLOR ALLOWANCES	CONFERENCES, FUNCTIONS AND TRAINING	TRAVEL *	COMMUNICATION	CHILD CARE AND CARER EXPENSES	TOTAL EXPENSES
Cr Tony Athanasopoulos Mayor 2018	77,750	\$6,449	-	\$766	-	\$84,965
Cr Clare Davey	32,823	-	-	\$464	-	\$33,287
Cr Mary Delahunty Mayor 2017	59,914	\$418	_	\$993	\$3,152	\$64,477
Cr Margaret Esakoff	32,823	\$80	\$124	\$727	-	\$33,754
Cr Jamie Hyams Deputy Mayor 2018	32,823	-	_	\$1,111	-	\$33,934
Cr Joel Silver	32,823	-	-	\$497	-	\$33,320
Cr Dan Sztrajt	32,823	-	-	\$431	-	\$33,254
Cr Jim Magee Deputy Mayor 2018	32,823	\$1,745	-	\$1,446	-	\$36,014
Cr Nina Taylor	32,823	\$1,941	-	\$1,434	-	\$36,198
Category total	\$367,425	\$10,633	\$124	\$7,869	\$3,152	\$389,203

*No claims for car mileage were received.

Expenses definitions

I. Conferences, functions, seminars, training and development

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

2. Travel

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

3. Communication

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

4. Child care and carers

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

Councillor membership of committees

COUNCIL COMMITTEES

Council operates several committees that either make decisions under delegation from Council (Special Committees) or provide advice and make recommendations to Council on specific issues (Advisory Committees). Council is also represented on numerous external bodies that serve the Glen Eira community. Councillor membership on committees is reviewed regularly. Currently, Council has no Special Committees and the following Advisory Committees and representations are in place.

ADVISORY COMMITTEES

Arts and Culture Advisory Committee

(new membership as of 1 November 2017) Role: to provide recommendations to Council for Arts and Culture programs. Current composition: Cr Margaret Esakoff, Cr Mary Delahunty and Cr Jamie Hyams Number of meetings held during 2017–18: 4

Audit Committee

(new membership as of 1 November 2017)

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

Current composition: Cr Jim Magee and

Cr Tony Athanasopoulos

Independent representatives: Lisa Woolmer (Chair),

Dr Craig Nisbet and Craig Geddes.

Number of meetings held during 2017–18:4.

CEO Employment Matters Committee

(no members appointed)

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

Current composition: No members appointed Number of meetings held during 2017–18: 0

Citizen of the Year Advisory Committee

(new membership as of 1 November 2017) 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 Clare Davey, Cr Dan Sztrajt

Current Composition: Cr Clare Davey, Cr Dan Sztrajt and Cr Jim Magee

Independent representatives (appointed by Council on 17 October 2017): Jon Charlton and Gwen Brown Number of meetings held during 2017–18: 1

Community Consultation Advisory Committee

(new membership as of 1 November 2017)

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

Current composition: Cr Tony Athanasopoulos, Cr Mary Delahunty and Cr Jamie Hyams Independent representatives: Iris Levin, Elizabeth Orlov, Megan Dunkley and Ann Van Leerdam

Number of meetings held during 2017–18: 6

Community Grants Advisory Committee

(new membership as of 1 November 2017)

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

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

Number of meetings held during 2017-18: 10

Local Laws Advisory Committee

(new membership as of 1 November 2017) Role: to provide a forum for investigation and recommendations to Council concerning current and potential local laws and associated issues.

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

Number of meetings held during 2017–18:0

Memorial Structure for Holocaust Survivors Project Working Group

Role: to establish a project working group to develop a brief, detailing what the memorial structure/public artwork should entail and invite a range of suitably qualified artists [to respond to the brief.

Current composition: Cr Joel Silver, Cr Dan Sztrajt and Cr Tony Athanasopoulos

Number of meetings held during 2017–18: I

Recreation and Leisure Advisory Committee

(new membership as of 1 November 2017)

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

Current composition: Cr Joel Silver, Cr Nina Taylor and Cr Tony Athanasopoulos Number of meetings held during 2017–18: 4

Strategic Transport Advisory Committee

(new membership as of 1 November 2017)

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

Current composition: Cr Tony Athanasopoulos, Cr Clare Davey and Cr Jim Magee Independent representatives: Marcus Burke, Cathy McNaughton, Jenna Fivelman and Joshua Stewart Number of meetings held during 2017–18: 3

Sustainability Advisory Committee

(new membership as of 1 November 2017— Councillors and 1 May 2018 — Independent representatives) Role: to make recommendations to Council in relation to environmental sustainability including advocacy on behalf of the community on sustainability issues, response to strategic Council and/or sector issues and opportunities, and policy development.

Current composition: Cr Nina Taylor, Cr Clare Davey and Cr Dan Sztrajt

Independent representatives: Kim Sullivan, Malcolm Dow, Thirumagal Arunachalam-Elanthendral and Dr Susie Moloney

Number of meetings held during 2017–18:3

OTHER COMMITTEES WITH COUNCILLOR REPRESENTATIVES

Municipal Association of Victoria

Delegate: Cr Nina Taylor Substitute: Cr Margaret Esakoff

Metropolitan Transport Forum

Representative: Cr Tony Athanasopoulos

Metropolitan Local Government Waste Forum

Delegate: Cr Nina Taylor

The Executive

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

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



CHIEF EXECUTIVE OFFICER

Rebecca McKenzie

Commenced position in February 2016

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

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



DIRECTOR COMMUNITY WELLBEING

Peter Jones

Commenced position in 2003

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

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



DIRECTOR CORPORATE SERVICES

Peter Swabey

Commenced position in July 2016

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

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



DIRECTOR INFRASTRUCTURE, ENVIRONMENT AND LEISURE

Samantha Krull

Commenced position in May 2016

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

Samantha has experience in leading multi-disciplinary teams to sustainably plan and deliver community infrastructure projects and programs in Local Government.

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



DIRECTOR PLANNING AND PLACE

Ron Torres

Commenced position in 2015

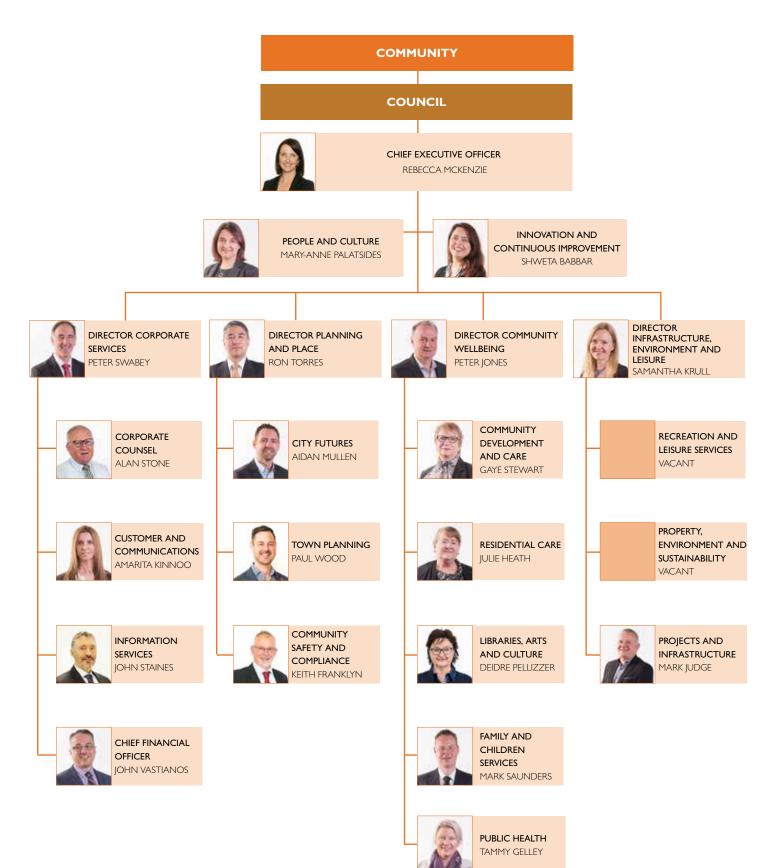
Ron joined Council in 1996. He has more than 20 years' experience in town planning in both inner-city and middle-ring municipalities.

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

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

Organisational structure

As at 30 June 2018



E.F.T. WORKFORCE BY CONTRACT, GENDER AND DIVISION 2017-18

	CAS FEM		PART	ANENT TIME IALE	FULL	ANENT -TIME IALE	CAS MA		PART	ANENT TIME ALE	FULL	ANENT -TIME ALE	то	TAL
Division	Count	E.F.T.	Count	E.F.T.	Count	E.F.T.	Count	E.F.T.	Count	E.F.T.	Count	E.F.T.	Count	E.F.T.
Community Wellbeing	130	21.05	328	189.41	94	94.00	24	4.93	49	25.58	16	16.00	641	350.97
Corporate Services	13	7.20	9	5.70	29	29.00	9	6.12	2	1.60	27	27.00	89	76.62
Executive					2	2.00							2	2.00
Infrastructure, Environment and Leisure	216	36.47	14	8.85	40	40.00	135	28.12	3	2.41	131	131.00	539	246.85
Innovation and Continuous improvement					6	6.00					3	3.00	9	9.00
People and Culture	I	.28	5	2.97	3	3.00			I	.80	2	2.00	12	9.05
Planning and Place	22	2.52	28	11.68	24	24.00	33	3.48	22	4.41	38	38.00	167	84.09
Total	382	67.52	384	218.61	198	198.00	201	42.65	77	34.80	217	217.00	l 459	778.58

WORKFORCE BY AGE, GENDER AND CONTRACT 2017-18*

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

*Data on temporary staff unavailable.

Discrimination and Equal Employment Opportunity Program

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

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

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

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

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

In 2017–18, no discrimination matters were raised by Council staff with any external bodies.

Workplace Diversity Strategy

In September 2017, Council launched a Workplace Diversity Strategy to promote awareness of diversity issues, address employment gaps and create a safe and inclusive work environment for staff members. The *Strategy* aims to ensure that in working to achieve our organisational goals the diverse abilities, skills, languages, cultures and backgrounds of our employees are recognised, encouraged and valued. By taking a proactive approach to increasing, supporting and celebrating our diversity, Council is working to make Glen Eira stand out as a leading employer and create an environment that is motivating and aligned with our five organisational values: Collaboration; Respect; Service Excellence; Integrity; and Innovation.



INTERNATIONAL DAY AGAINST HOMOPHOBIA, BIPHOBIA, INTERSEXISM AND TRANSPHOBIA (IDAHOBIT).

THE YEAR AT A GLANCE

Council statistics



54,475* PEOPLE CAME TO COUNCIL'S COMMUNITY EVENTS

*Up from 45,354 in the 2016–17 financial year due to increased ability to accurately count outdoor event audiences and an increase in patronage at the Glen Eira Storytelling Festival.



I,3I3,394 LIBRARY LOANS



35,862 MEALS DELIVERED* *Additionally 4,766 meals provided to residents attending the Social Support Group.



1,315 NEW DWELLINGS APPROVED



9,630 PARTICIPANTS IN YOUTH SERVICES PROGRAMS AND EVENTS



I,681,715 GLEN EIRA LEISURE VISITS*

GESAC (1,541,980); Carnegie Swim Centre (90,674); Caulfield Recreation Centre (49,061). *Glen Eira City Council took over management of the Caulfield Recreation Centre and Carnegie Swim Centre and combined with GESAC to form Glen Eira Leisure in October 2017.





15,100 MATERNAL AND CHILD HEALTH KEY AGES AND STAGES VISITS



11,534 IMMUNISATIONS



44.3% (24,044 TONNES) TOTAL WASTE RECYCLED

Service delivery

Services that Council delivers for every \$100 of rates and charges revenue (2017–2018):

CAPITAL WORKS PROGRAM \$33.45

PARKS AND RECREATION \$16.67

RECYCLING AND WASTE \$12.32

URBAN MAINTENANCE \$13.63

SERVICES FOR FAMILIES AND THE COMMUNITY \$7.46

SERVICES FOR THE AGED \$5.33

LIBRARIES \$4.42

PLANNING FOR GROWTH AND THE FUTURE \$4.36

COMMUNITY SAFETY \$1.00

CULTURAL SERVICES \$1.36

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



Glen Eira City Council is moving many paper-based processes and top transaction forms online to provide greater options for customers.

Major projects and activities

MAJOR PROJECTS

Moving forward with more services available online

Glen Eira City Council is moving many paper-based processes and top transaction forms online to provide greater options for customers.

Customers can now do the following via www.gleneira.vic.gov.au:

- Submit a request for an animal tag replacement or book a hard rubbish, bundled branch or bulk cardboard collection.
- Report: dumped rubbish; damage to household bins or missed collection of bins; illegally parked vehicles; missing pets; unsightly building sites; derelict vehicles; overhanging vegetation on private property; or unsightly private property.
- Request land information certificates, building certificates or property information.

- Apply for planning permits, asset and infrastructure permits and reports or building permits and report and consents.
- Enquire about advertised planning applications and view the planning register.
- Lodge a submission for advertised planning applications.

There are also helpful solutions to frequently asked questions, clear guidelines, detailed search functions, and step-by-step assistance to guide residents through each process.

Council will continue to expand its online services, making it easier to request, report, apply, enquire and respond to a range of services and permits.

<u>CLICK HERE</u> to visit Council's online service request portal.

MAJOR PROJECTS



Glen Eira Leisure — a new beginning

On I October 2017, Glen Eira City Council took over the management of Caulfield Recreation Centre and Carnegie Swim Centre to implement a combined facility management structure with Glen Eira Sports and Aquatic Centre (GESAC).

For the past 13 years YMCA Victoria has been engaged to provide management services to Council for Caulfield Recreation Centre and Carnegie Swim Centre. When the contract ended in September 2017, Council saw an opportunity to take over the management of these sites and extend its offering to the Glen Eira community, increasing value for customers with multiple site memberships, as well as balancing capacity usage across all three sites. The new, in-house management structure — Glen Eira Leisure — not only provides greater customer value but has unified the leisure facilities within the municipality. Council will continue to evolve these facilities, ensuring they are sustainable for the long-term and continue to meet the needs and expectations of the Glen Eira community.

In addition to this, Glen Eira Leisure also opened Transcend Spa and Wellness — a wellness centre — at GESAC. Transcend Spa and Wellness provides a variety of treatments, including body therapy, traditional Swedish and tension release massages, waxing, spray tans, facials and more.

CLICK HERE to visit Glen Eira Leisure.

CLICK HERE to visit Transcend Wellness and Spa.



Glen Eira Youth Services — leading the way in engagement

Glen Eira Youth Services provides programs, information and support to young people and their families, who live, work and socialise in the City of Glen Eira.

To ensure Council is able to provide targeted services that are responsive to the ever-changing needs of young people, Youth Services has embarked on one of the largest youth consultation projects conducted by Council. This has included:

- Connecting with Young People Strategy 2018-2021

The Connecting with Young People Strategy aims to empower young people and Council to work together to improve how Council connects with young people, so that young people can actively shape their community and their future.

- Glen Eira Resilience Survey 2017 Report

A total of 4,350 students took part in the 2017 Student Resilience Survey that explores the self-reported strengths of young people across 10 key resilience domains.

- 2017 Youth iPad Survey

A total of 304 young people aged between 10 to 25 years participated in the *iPad Survey* and gave their opinions on youth issues, support, social connection and aspirations.

The above consultations will inform an over-arching Youth Services Strategy, which address the identified needs outlined in each of the above engagement projects. It is anticipated that the Youth Services Strategy will be completed in early 2019.

For a full list of Youth Services programs, <u>CLICK HERE</u>.



Our continued commitment to open space

Council's Open Space Strategy 2013–2026 guides the planning, provision, design and management of public open space in Glen Eira. This includes understanding and addressing the open space needs of the existing community and planning ahead to anticipate and meet the open space needs of our growing municipality.

During 2017–2018, we continued our commitment to open space and consulted with the community on a number of redevelopment opportunities, outlined below. This feedback translated into concept plans for seven projects, upon which we have worked with design specialists to prepare final construction designs.

Design projects finalised in 2017–2018 included:

Harleston Park, Elsternwick — the playground will be redeveloped to reflect a new contemporary space for the community. This includes reconfiguring the playground and incorporating nature-based play such as: timber cubby houses; scrambling rocks; challenging logger steps; a sensory maze; and a giant sandpit. Native plantings will also be included throughout the play space and an acorn cubby house will pay tribute to the Pin Oaks that grace the site. A new ball sport area with a basketball ring will also be installed as well as a secondary shelter and barbecue area with seating. A new public toilet will also be constructed.

Bentleigh Hodgson Reserve, Bentleigh — the existing senior play space at Bentleigh Hodgson Reserve will be redeveloped to maximise the use of limited open space within Glen Eira. The space will feature a multi-play court area, with soccer goals, a basketball ring, netball ring and tennis hit-up wall, a ping-pong table, bouldering wall and climbing structure.

Rosanna Street Reserve, Carnegie — a sensory garden experience will be created at the eastern end of the Reserve. A central shelter, tables and a range of seating will provide opportunities for social gatherings, contemplation or relaxation. Additional canopy trees will expand on the existing avenue of maple trees, increase habitat for birdlife and provide a buffer to neighbouring properties. See picture page 79.

McKinnon Reserve, McKinnon — the play space at McKinnon Reserve will be redeveloped in two stages. Stage one will include an upgrade of the play space to include a tree house cubby, five-way swing, village shop, monkey bars, double flying fox and other play elements. Concurrently, a new public toilet will be installed near to the existing shelter. Stage two will see the construction of a large multipurpose ball sport area, with basketball rings and a netball ring, as well as installation of a custom designed bouldering wall.

Joyce Park, Ormond — an informal active sports area will be created by the inclusion of the eastern bowling green — previously part of the Glen Eira McKinnon Bowls Club. The new open space will feature a double-sided tennis hit up wall; basketball rings; soccer goal posts; seating, shelter and drink fountain; pathways and garden beds; and surrounding car park lighting.

Spring Road Reserve, Caulfield South —

enhancements to the North Road frontage will create an inviting and attractive space — and one that is identifiable as open space. This will see the existing bluestone paving modified to provide an easily accessible space, with new bench seating and garden beds. Trees will be pruned to improve safety and visibility.

The Wedge, Caulfield East — see Dog agility park — the first in Glen Eira page 47.

Construction for these projects will commence in 2018–19.

<u>CLICK HERE</u> for information on past open space community consultations.

MAJOR ENVIRONMENTAL INITIATIVES



Improving our environment — recycling food waste

Committed to reducing greenhouse gas emissions, Glen Eira City Council is proud to be one of the first councils in Victoria's south-east to introduce food waste recycling.

With food leftovers making up almost half of household garbage bin waste in Glen Eira, this new initiative continues to work hard in reducing the 15,000 tonnes of landfill collected by Council each year.

Left in landfill, rotting food waste creates methane, a greenhouse gas 25 times stronger than carbon dioxide. This initiative, which complements home composting, is one of the biggest opportunities for Glen Eira to reduce emissions whilst continuing to work towards our 2030 target of zero net emissions. Free kitchen caddies have also been provided to support the change, assisting residents to recycle all leftover food scraps such as meat, dairy, fruit and vegetables, in addition to garden pruning, tissues and paper towels.

Food scraps collected go to make compost, which is used on farms to improve soil.

<u>CLICK HERE</u> for more information and to order your kitchen caddy.



Large carbon emissions reduction in 2017–18

Glen Eira City Council's Environmental Sustainability Strategy 2016–2021 set strong carbon emissions reduction targets, with a further 25 per cent reduction in emissions by 2021 and a long-term goal of 'zero net emissions from Council operations by 2030'.

In-line with this, Council's 2017–18 carbon footprint decreased by 8 per cent to 9,961 tonnes CO2 equivalent compared to 10,837 tonnes the previous financial year. This decrease was due primarily to a 396 per cent increase in solar power generation and an overall decrease in electricity use at Council sites.

The biggest decreases in electricity use were achieved at Glen Eira Sports and Aquatic Centre (9 per cent), Town Hall (6 per cent), and Spurway Community (3 per cent).

Significant reductions in emissions were also achieved from all large buildings (31 per cent), gas (9 per cent), and small buildings (6.5 per cent).

MAJOR ENVIRONMENTAL INITIATIVES



Building a sustainable environment

We are passionate about environment, sustainability, community and connection.

In late 2017, Council engaged with the community on a fantastic new initiative to develop a community garden in Glen Eira.

Community gardening received high levels of support from across the community, from a broad range of age groups and suburbs. Based on this feedback, we held a community workshop in June, which explored what a community garden initiative would look like at Moorleigh Community Village in Bentleigh East.

The workshop:

- explored models for how a community garden could look;
- looked at the options for locating a garden at Moorleigh
 Village, where and how it could be run; and
- collected expressions of interest from members of the community who may be interested in participating in a working group to develop the project, including the design and management arrangements.

We are committed to fostering the health and wellbeing of Glen Eira residents and funding has been set aside for the establishment of a community garden as part of the 2018–19 Draft Budget.

In addition to this, we currently run a range of free sustainability programs for our community, including the *Neighbourhood Sustainable Gardening Program*; which offers residents, schools, community groups and businesses regular gardening tips and information, as well as regular invitations to Council's free gardening events, tours and workshops.

<u>CLICK HERE</u> to view further information about community gardening in Glen Eira.

<u>CLICK HERE</u> to view further information about Council's Neighbourhood Sustainable Gardening Program.

MAJOR CONSULTATION INITIATIVES



Engaging with our community — consultation and planning

Council undertook 153 consultations during the 2017–18 financial year.

Community consultation is a vital part of Council's planning and decision-making process. It helps Council understand community priorities and issues and ensures community involvement.

Community consultation operates through advisory groups and committees; community surveys; questionnaires; focus groups; feedback; submissions; public forums; and individual consultations.

Opportunities for community consultation are promoted regularly in Council's monthly newspaper (*Glen Eira News*); on Council's website; via a community consultation e-newsletter; via the local *Leader* newspaper; and by direct contact from Council.

The *Council and Community Plan* is the framework upon which we base our activities to address the priorities articulated by the people of Glen Eira.

Significant consultations undertaken in 2017–18 included:

- Community Engagement Strategy 2018-2021;
- Quality Design Principles;
- Advocacy Strategy 2018–2020;
- Integrated Transport Strategy 2018–2023;
- Community Safety Plan 2018-2022;
- Customer experience at Glen Eira; and
- 2017 Youth iPad Survey.

In addition to this, we established an online community panel — Glen Eira Community Voice — an initiative designed to strengthen our engagement with a crosssection of everyday people from our community. More than 500 people expressed interest to regularly inform Council projects, services and decisions. The panel of 455 males and females aged 18 to 85 participated in its first survey in April 2018.

<u>CLICK HERE</u> to see further information about *Glen Eira Community Voice*.

MAJOR CONSULTATION INITIATIVES



Planning for the future of Bentleigh, Carnegie and Elsternwick

Like most of Melbourne municipalities, Glen Eira City Council has a challenging task of accommodating growth and new development, while creating vibrant and successful centres which enhance and protect the character of the local area.

The State Government has directed population growth to busy centres that are close to shops, services and public transport. In response to this, Council developed a set of robust, long-term plans for our community, referred to as *Structure Plans*.

These *Structure Plans* set out the shared long-term vision for the busy central areas of Bentleigh, Carnegie and Elsternwick. Development and future land use; transport and parking; types and heights of buildings; employment; open spaces; infrastructure; and the preservation and protection of neighbourhood character are included in the *Plans*.

Bentleigh, Carnegie and Elsternwick are classed by the State Government as major activity centres that can accommodate these changes. This essentially means these areas will continue to grow and change into the future. Council's future plan however, means this growth is better located in places that reduce the impact on our existing residential character.

Community consultation included six stages over 12 months, which attracted more than 4,400 submissions and 980 appearances at drop-in sessions and community forums.

You can view the three *Structure Plans*, which were approved at a Council Meeting on Tuesday 27 February at the links below.

CLICK HERE for Bentleigh Structure Plan

CLICK HERE for Carnegie Structure Plan

CLICK HERE for Elsternwick Structure Plan

<u>CLICK HERE</u> for Elsternwick Urban Renewal South Masterplan information



Dog agility park the first in Glen Eira

Following extensive community consultation from October to December 2017, Council approved a concept plan for a new dog agility park to be developed in Caulfield East.

The park, which is an action in the Glen Eira Council and Community Plan 2017–2021, will be developed at The Wedge, located at the eastern end of Glen Eira Road.

The Wedge, which is Crown land, is now managed by Council and funding for the development of the site has been provided by the Department of Environment, Land, Water and Planning.

The eight week consultation revealed strong support for this type of park in Glen Eira.

Community engagement included an online discussion forum via *Have your Say*, which included 3D images and concept plans; social media posts via Council's What's on Facebook page; the distribution of information flyers; information posted via Council's website and in Council's monthly newspaper; onsite signage; and e-newsletters. This will be the first dog specific area in Glen Eira and will provide owners with the opportunity to train their pets in a fully-fenced and structured environment.

Key elements of the design include:

- a dog agility training area;
- a small dog area;
- an off-leash run and play area;
- an off-leash rock scramble area (a sensory zone with garden beds, a dry creek bed, rocks and logs); and
- a passive open space.

This new passive area will be for broader community use and will include drink fountains, bins and a range of seating, as well as shade provided by existing trees.

<u>CLICK HERE</u> to see further information about the new dog agility park

MAJOR CONSULTATION INITIATIVES



Designing the future of Glen Eira

Well located, better designed development across Glen Eira is now more certain with the Council adoption of *Quality Design Guidelines*.

In 2017 Glen Eira City Council undertook two stages of community consultation to develop *Quality Design Guidelines* to address concerns over neighbourhood character being lost due to inappropriately located, poorly designed development. These consultations built upon the feedback previously received in the 2016 Planning Scheme Review and considered feedback received throughout the structure planning process.

The Guidelines, which were adopted at a Council Meeting on Tuesday 6 March, are now in place for all new commercial and residential development across our City, and outline appropriate building types for each location and set architectural design standards to protect what is unique about our suburbs.

Some examples include:

 Focusing apartment buildings on main roads and encouraging medium density garden townhouses in local residential streets.

- Protecting heritage facades on local shopping streets and limiting building heights.
- Reducing the visual presence of driveways, garages and parking on streetscapes.
- Using hard-wearing, natural and familiar materials to provide continuity with existing buildings.
- Retaining and planting canopy trees and large areas of landscaping.

The *Guidelines* will provide greater direction for developers and will be used to assess the suitability of future planning permit applications.

<u>CLICK HERE</u> to find out more about *Quality Design Guidelines*

See page 46 to find out more about how we are planning for the future of Bentleigh, Carnegie and Elsternwick activity centres.

<u>CLICK HERE</u> to find out more about our planning for Glen Eira's future.

MAJOR ADVOCACY EFFORTS



Council's advocacy pays off for local sports clubs

Glen Eira City Council successfully secured funding through Sport and Recreation Victoria's 2017–18 Community Sports Infrastructure Fund for the following projects:

- \$100,000 for the Moorleigh Village cricket nets/ multipurpose facility — this project will see a conversion of the cricket nets at Moorleigh Community Village Reserve into a multipurpose sporting facility providing cricket nets and a range of other sporting activities.
- \$49,500 for the cricket net upgrade facility extensions this project will upgrade existing cricket training facilities at Victory Park, Centenary Park and East Caulfield Reserve. Each location will have an extra training bay constructed.
- \$100,000 for the McKinnon Reserve Pavilion femalefriendly facilities upgrade (pictured). This project redevelops the existing change and bathroom facilities at McKinnon Reserve Pavilion to provide modern female accessible change areas and bathrooms.

— \$100,000 for the Koornang Park Pavilion female-friendly facilities upgrade — this project seeks to redevelop the existing change and bathroom facilities at Koornang Park Pavilion to provide modern female accessible change areas and bathrooms.

Works for these projects are expected to begin in the 2018–19 financial year.

In addition to this, the State Government also announced \$2 million of funding for a community hub at Murrumbeena Park. While a final design is yet to be developed, the project will deliver a multipurpose community hub and sporting pavilion, together with facilities for community groups, events and functions, landscaping and footpath improvements. Council will undertake further community consultation and design of the new hub in 2018–19, with construction anticipated to commence in the 2019–20 financial year.

MAJOR ADVOCACY EFFORTS



New management of Caulfield Racecourse Reserve

On Thursday 21 September 2017, the State Government passed legislation to establish a new, independent governing body for Caulfield Racecourse Reserve.

The passing of this legislation enables the 54 hectare parcel of Crown land to be managed more effectively and for the purposes that is was reserved for — recreation and a public park.

Glen Eira City Council has been advocating for a number of years to provide more opportunities for public recreation to cater for the needs of a growing population and is pleased with the long-awaited announcement.

We look forward to working with the trust, the State Government, Melbourne Racing Club and the local community to make the Reserve more accessible for everyone.



Council welcomes extension of interim height controls

A 12 month extension to interim height controls in Bentleigh and Carnegie was approved on 21 December 2017 under delegation from Minister of Planning The Hon. Richard Wynne.

The height controls, which apply to Commercial and Mixed Use zoned land within Bentleigh and Carnegie Activity Centres, were due to expire on 31 December 2017. The new expiry date for the interim controls is 31 December 2018.

This extension allows Glen Eira City Council adequate time to carry out further detailed structure planning work which includes the investigation of changes to current planning controls into the *Planning Scheme*. This will positively influence the implementation of our *Structure Plans* for the Bentleigh, Carnegie and Elsternwick activity centres. Following the adoption of *Structure Plans* for Bentleigh, Carnegie and Elsternwick in February 2018, Council requested more detailed interim controls from the Minister for Planning. These reflected the approved *Structure Plans*. It is expected that a decision from the Minister would be made in the near future.

You can view Council's *Structure Plans* for Bentleigh, Carnegie and Elsternwick activity centres, which have been developed with the community.

- CLICK HERE for Bentleigh Structure Plan
- CLICK HERE for Carnegie Structure Plan
- CLICK HERE for Elsternwick Structure Plan

Council's key priorities

Our online Annual Report is a key reporting tool used to monitor Council's performance during 2017–18 against our Council and Community Plan 2017–2021. Our Council and Community Plan is the strategic framework for all of Council's plans and activities. The Strategic Resource Plan, which forms part of this Plan, is a rolling 10 year plan that outlines the financial and non-financial resources that Council requires to achieve the strategic objectives described in the Council and Community Plan 2017–2021. The Plan is structured around five key priority areas that will drive Council activities over the next three years.

Council's current performance reporting is completed both monthly for financial reporting and quarterly against commitment actions as outlined in our Council and Community Plan 2017–2021.

The annual commitments are set each year to ensure that the longer-term strategic indicators of success are achieved across the life of the Council and Community Plan 2017–2021.

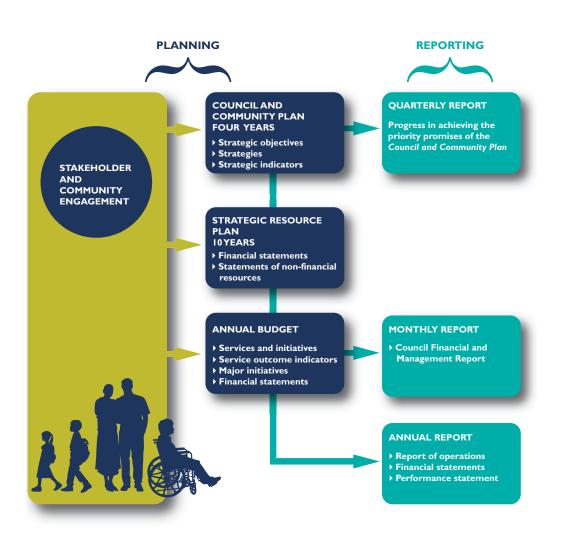
Glen Eira Council and Community Plan results 2017–2018

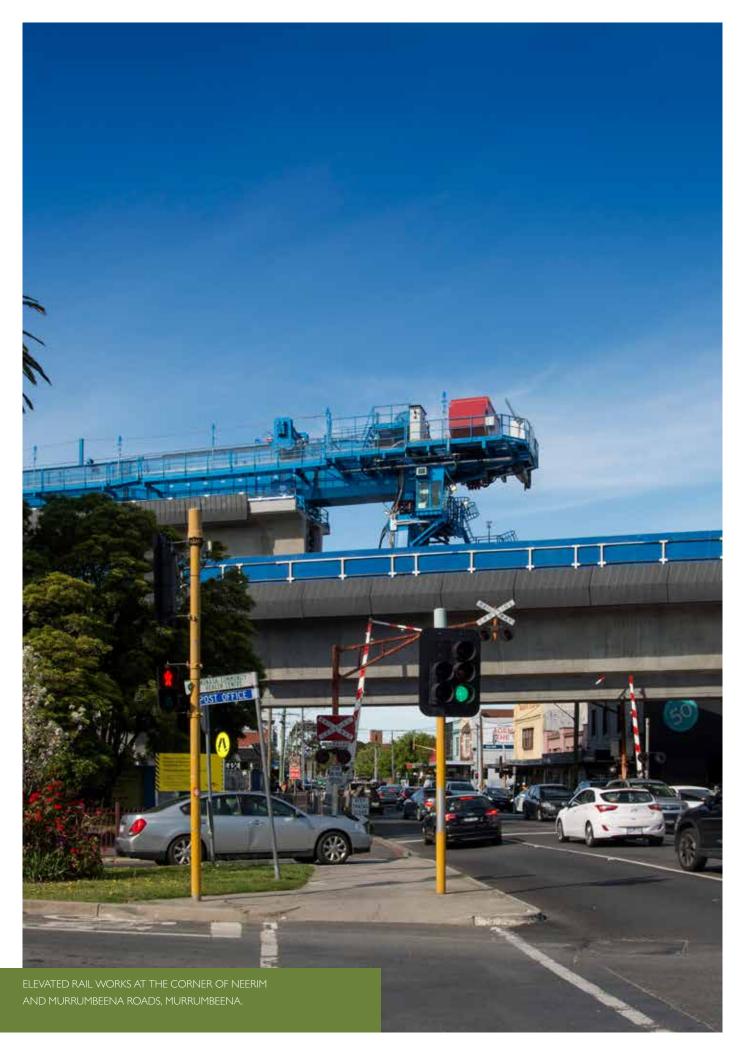
The Glen Eira Council and Community Plan 2017–2021 (the Plan) sets a vision for the City of Glen Eira and identifies our goals and aspirations for the next three years.

The *Plan* has been formulated in partnership with our community. It provides a guide for individuals, businesses, local groups and other levels of government on strategic priorities for the City. These priorities have been developed from information gathered through a consultative process, supported by an analysis of demographic data, and with reference to key government and social policies.

The *Plan's* five themes are presented in the following pages along with their long-term community goal, the strategic objectives of those goals, their accompanying commitments and performance tables.







THEME ONE Liveable and well designed

Long-term community goal: A well planned City that is a great place to live.

We are committed to Glen Eira being a well designed City that is safe, attractive and vibrant for our residents and businesses. We will provide for social activities, employment and a range of residential opportunities.

Our town planning decision-making process will be fair, transparent, timely and inclusive. We will give residents the opportunity to contribute towards policies that affect their quality of life and their neighbourhood. Our approach will prioritise the uniqueness of each place and be informed by the views and perspectives of our diverse communities.

Our community infrastructure is essential to supporting liveability and we will design and manage our roads, buildings and community spaces to ensure Glen Eira remains a great place to live.

THE STRATEGIC OBJECTIVES OF THIS LONG-TERM COMMUNITY GOAL ARE:

1. CREATE PROSPEROUS, ACCESSIBLE AND VIBRANT URBAN PLACES.

WE WILL:

- Develop and implement *Structure Plans* and a shared vision to guide future development, open space, business and transport improvements.
- Influence future development across Glen Eira's station, retail and dining precincts by revising our Activity Centre, Housing and Local Economy Strategy.
- Ensure future development respects and celebrates our heritage and character by establishing new building and development guidelines.
- Work with the community and stakeholders to create places that are diverse, vibrant, and prosperous.
- We will deliver improvements to buildings, open spaces, parks and roads, as well as progress planning for future improvements to key Council facilities.

2. ENCOURAGE DEVELOPMENT THAT BENEFITS THE COMMUNITY.

WE WILL:

- Review our heritage places and provide stronger development guidelines to preserve and enhance Glen Eira's heritage buildings and precincts.
- In areas going through significant change, ensure developments take account of the wider local impacts such as the cost of infrastructure, open space and parking.
- Introduce planning policies that moderate developments and protect the character and amenity of our residential areas.
- Facilitate development that positively contributes to the local community socially, environmentally, and economically.
- We will proactively seek opportunities to incorporate social and or affordable housing outcomes in urban renewal sites.
- We will commence preparation of policies and an updated Municipal Strategic Statement which strengthen the conservation of trees on developments sites.

3. PROACTIVELY PLAN FOR AND MANAGE CHANGE WITHIN OUR URBAN PLACES.

WE WILL:

- Update the Glen Eira Planning Scheme by implementing the adopted actions of the 2016 Planning Scheme Review.
- Attempt to minimise the impact on the community's quality of life during major building construction through stricter guidelines and local laws for developers, and their enforcement.
- Aim to balance our community's aspirations on managing development, with State policies such as *Plan Melbourne*, which seeks to direct more housing and infrastructure in municipalities such as Glen Eira.

4. INVEST SUSTAINABLY IN OUR INFRASTRUCTURE AND COMMUNITY ASSETS.

WE WILL:

- Ensure new infrastructure assets meet the needs of our community.
- Review service needs to ensure strategic service planning informs investment.
- Maintain and renew our assets to ensure they meet the required standards.

ON BEHALF OF THE COMMUNITY, COUNCIL WILL ADVOCATE FOR:

- Stronger partnerships with State Government and adjoining councils in planning for and funding key regional infrastructure.
- Victorian Civil and Administrative Tribunal (VCAT) reform to implement local policy and restrict the substitution of amended proposals.
- State Government leadership in facilitating and enabling the provision of social and affordable housing by supporting 'Outcome 2' policies in *Plan Melbourne* that seek to increase the supply of social and affordable housing.
- An assurance that 'value capture' development above locations subject to level crossing removals, will be appropriate to the local context and sensitive to community concerns.
- State Government inclusion of social and/or affordable housing outcomes in development sites over which they have decision-making influence, including but not limited to level crossing removals value capture sites.
- Increased State Government responsiveness to legitimate community concerns around the operation of rooming houses.

HOW WILL WE KNOW IF WE HAVE BEEN SOCCESSFUL:	
STRATEGIC INDICATOR	RESULT
Our community will report increased satisfaction with Council's communication with the planning process and with the opportunities to have a say in planning decisions and planning policy formulation.	Council's Urban Planning and City Futures Departments have received positive feedback about communication with the planning process and their opportunity to participate in planning decisions and policy formation.
	The Local Government Community Satisfaction Survey indicates an increase in satisfaction with our performance on planning and building permits from an index score of 46 in 2017 to 48 in 2018. The state-wide average performance on planning and building permits is an index score of 54.
	While Council recognises that there is still work to be done in this area, we are committed to delivering transparent and customer-focused processes.
Our community will report increased satisfaction with Council's planning for population growth.	Council has an index score of 48 for planning for population growth. This index score remained the same in the 2017 and 2018 Local Government Community Satisfaction Survey results.
	The state-wide average planning for population growth index score is 50.
A minimum 70 per cent of residents will report that their quality of life is good or very good.	A community survey question will capture this information in 2019.

HOW WILL WE KNOW IF WE HAVE BEEN SUCCESSFUL?

HOW WILL WE KNOW IF WE HAVE BEEN SUCCESSFUL?

STRATEGIC INDICATOR	RESULT
There will be a reduction in commercial vacancy rates within Bentleigh, Carnegie and Elsternwick shopping centres.	There has been a reduction in commercial vacancy rates in Elsternwick shopping centre. The vacancy rate has dropped from seven per cent (18 of 257 shops) in 2016 to 5.1 per cent (13 of 254 shops) in 2018.
	There has been an increase in commercial vacancy rates in Bentleigh shopping centre. The vacancy rate has risen from 3.1 per cent (nine of 292 shops) in 2016 to 6.2 per cent (18 of 292 shops) in 2018.
	There has been an increase in commercial vacancy rates in Carnegie shopping centre. The vacancy rate has risen from 2.1per cent (four of 193 shops) in 2016 to 4.7per cent (nine of 193 shops) in 2018.
	Council is currently developing a <i>Housing and Local Economy Plan</i> which will further inform strategies to reduce commercial vacancy rates within our major shopping centres. This, together with the implementation of <i>Structure Plan</i> projects will likely see a reduction in vacancy rates.
We will see an increase in planning decisions upheld at VCAT following the implementation of new policies in our <i>Planning Scheme</i> .	There has been an increase in planning decisions upheld at VCAT over the past 12 months from 41.8 per cent in 2016–17 to 57.3 per cent in 2017–18. This is attributed to negotiating better outcomes and a more consistent approach to policy interpretation.
There will be an increase from 2017 figures on the level of diversity within available housing stock.	There has been an increase in the number of dwellings available in Glen Eira from 2016–2017 (60,257) to 2017–2018 (61,632). The level of diversity within the housing stock sees increases in apartments, townhouses, and attached single dwellings. There has been a marginal decrease in the number of detached single dwellings.
In 2017, we will adopt <i>Structure</i> <i>Plans</i> for Carnegie, Bentleigh and Elsternwick.	In February 2018, Council adopted <i>Structure Plans</i> for Bentleigh, Carnegie and Elsternwick.

2017–18 COMMITMENT	PERFORMANCE MEASURE	RESULT
We will deliver detailed Structure Plans for Bentleigh, Carnegie and Elsternwick, which address development, open space, business and transport, and an Activity Centre, Housing and Local Economy Strategy for all our centres.	Adopt Structure Plans for Bentleigh, Carnegie and Elsternwick.	~
Comment: Structure Plans which address development, open space, business and transport for Bentleigh, Carnegie and Elsternwick were adopted by Council on 27 February 2018.		n, Carnegie
	Adopt Activity Centre, Housing and Local Economy Strategy for all our centres.	\checkmark
Comment : The revised Activity Centre, July 2017.	Housing and Local Economy Strategy was adopted by Council o	n 25
We will commence community consultation and a feasibility study to develop a new vibrant community hub in Elsternwick.	Commence community consultation for the Elsternwick community hub.	~
	rtaken as part of the Elsternwick <i>Structure Plan</i> community engage he next stage of detailed consultation will be undertaken in 2018	-
	Undertake feasibility study for the Elsternwick community hub.	×
and delivery timeframes revised. The br	sternwick <i>Structure Plan</i> , staging of different projects has been re ief for the scope of works for the feasibility was completed in 20 dertaken in 2018–19 as captured in the <i>Council and Community</i>	7– 8.
We will update and refresh a minimum of three key Council community infrastructure strategies relating to recreation, open space and facilities.	Open Space Strategy refreshed.	×
	ell underway for the refresh of the <i>Open Space Strategy</i> but was de and updated id forecasts of population per dwelling.	layed
	Council endorses Tennis Strategy.	×
Comment: Initial consultation and draft <i>Tennis Strategy</i> were completed. The <i>Strategy</i> is currently undergoing a final consultation phase with affected clubs before proceeding to Council for endorsement.		going a
	Council endorses Pavilion Strategy.	\checkmark
Comment: Council endorsed a new Pav	ilion Strategy on 25 July 2017.	

2017–18 COMMITMENT	PERFORMANCE MEASURE	RESULT
We will develop and implement policies and controls that protect heritage, and the character of our residential areas.	Adopt Heritage Policy.	~
Comment: Heritage Policy adopted by Council on 10 April following a minor heritage review. A major heritage review will be undertaken in the second half of 2018.		
We will invest a minimum of \$30M annually through Council's capital works program.	\$30M spent on capital works program for 2017–18.	~
Comment: Actual spend as at 30 June 2018 is \$35.23 million.		
We will develop concepts for Lord Reserve; Carnegie Swim Centre; and Koornang Park to create a community focused, multi-use recreation precinct.	Concept plan developed for Carnegie Swim Centre.	\checkmark
Comment: Preliminary concepts were prepared based on initial community consultation. Further information was provided to Council in June 2018. Council has requested additional work in relation to Carnegie Swim Centre and Glen Eira Sports and Aquatic Centre, prior to the next phase of community consultation in 2018–19.		
	Masterplan developed for Lord Reserve and Koornang Park.	×
Comment: Masterplan concept options on 27 March and 26 June 2018.	for Lord Reserve and Koornang Park were considered by Counc	illors
We will develop a statement of commitment on housing affordability and work with neighbouring councils to develop a regional perspective.	Development of policy statement (of commitment) endorsed by Council.	×
in September 2018. We are currently w	ity Statement is under development and will be considered by Considered by Considered by Considered by Consider and Stonnington councils on a value of a start will consider the facilitation of affordable housing across	vision

Council's Housing Affordability Statement is under development and will be considered by Council in September 2018.



THEME TWO Accessible and well connected

Long-term community goal:

A City that is easy to move around, full of safe travel options and walkable neighbourhoods.

We are committed to maintaining a safe footpath network, upgrading bicycle routes and coming up with new solutions to address parking demands.

We will encourage various modes of transport, including walking. Our aspiration is to create neighbourhoods where people can access the goods and services they need, within 20 minutes of where they live, travelling by foot, bicycle or public transport.

Our transport network will be safe for pedestrians, cyclists and motorists. It will address the demands of today and cater for Glen Eira's future.

THE STRATEGIC OBJECTIVES OF THIS LONG-TERM COMMUNITY GOAL ARE:

1. DEVELOP A HOLISTIC APPROACH TO TRANSPORT AND PARKING, WHICH INVOLVES PLANNING AND ACCOMMODATING FOR RESIDENTS AND VISITORS, THE INDIVIDUAL'S JOURNEY AND THE CITY AS A WHOLE.

WE WILL:

- Develop an integrated approach on the many different ways we can move around the City; with a focus on safer, greener and walkable neighbourhoods.
- Improve our local streets and shared paths through the implementation of a revised cycling strategy, walking strategy and street design guidelines.

2. ADDRESS THE COMMUNITY'S PARKING NEEDS TO MINIMISE IMPACTS ON COMMUNITY WELLBEING, AND IMPROVE THE CONNECTIONS AND THE VIBRANCY OF THE CITY.

WE WILL:

- Manage public parking within built up areas and shopping precincts through targeted improvements.
- Address the impact of new developments by reviewing the parking requirements within our *Planning Scheme* to ensure that developments provide their fair share of on-site parking and minimise the impacts on the amenity of local streets.
- Prepare a strategic, municipal-wide review of car parking and traffic to help inform future decision-making regarding parking provision.

3. REDUCE CAR CONGESTION BY ENCOURAGING GREATER LOCAL EMPLOYMENT, HEALTH, EDUCATION AND SHOPPING OPPORTUNITIES CLOSE TO HOME AND PUBLIC TRANSPORT NETWORKS.

WE WILL:

- Explore local planning policy, to ensure that it encourages local employment opportunities.
- Undertake place-based planning that encourages greater employment, residential and business opportunities within our urban places.

4. ENHANCE ROAD USER SAFETY WITH PARTICULAR FOCUS AROUND SCHOOLS AND ACTIVITY CENTRES.

WE WILL:

- Update our *Road Safety Strategy* with the latest VicRoads data (Road Crash Information Systems) and publish an update of the action plan.
- Continue and monitor our program of safety audits around schools.
- Through our parking enforcement framework, ensure our drivers park in a safe and fair manner.

ON BEHALF OF THE COMMUNITY, COUNCIL WILL ADVOCATE FOR:

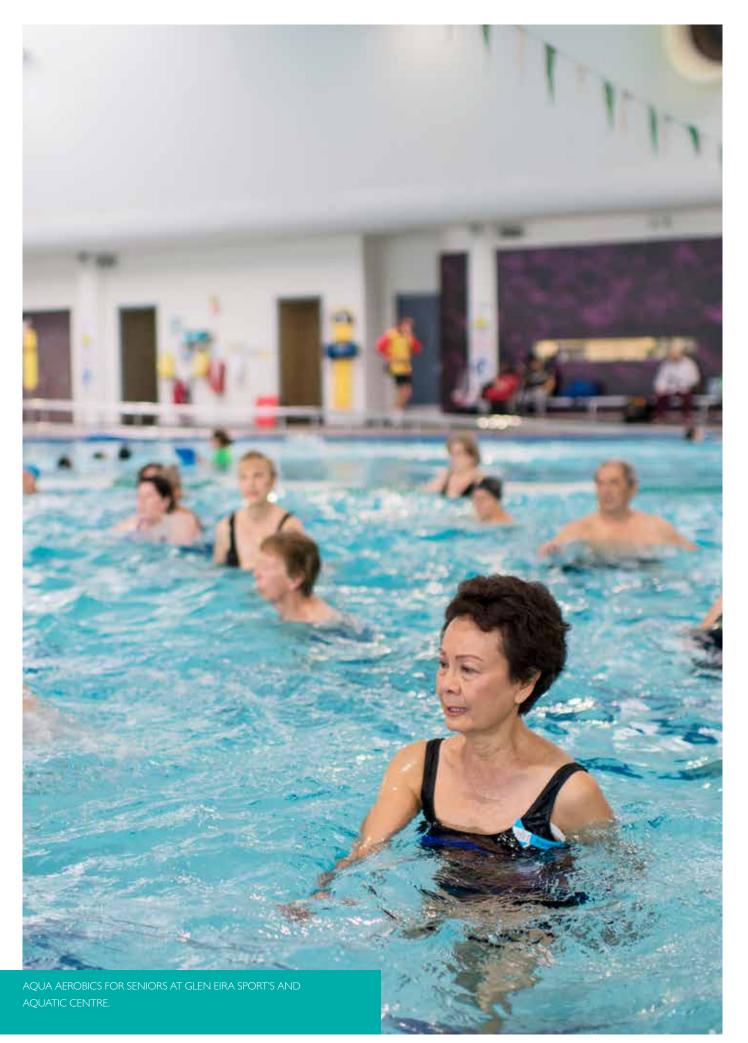
- State Government and adjoining councils to take a collaborative approach to transport planning.
- High quality design and integration of committed railway grade separation projects and a commitment to remove Glenhuntly Road and Neerim Road level crossings.
- Improved access to public transport, particularly more direct bus services linking existing rail and tram services to our shopping precincts and community places.
- Reduced speed limits and other road safety initiatives around school crossings and shopping centre precincts.
- The State Government to prioritise through-traffic on the roads that it is responsible for.

STRATEGIC INDICATOR	RESULT
We will increase bicycle usage by 10 per cent from 2017 figures.	Bicycle usage has decreased marginally by one per cent compared to 2016*. The collected data indicates that there were 2,025 movements** in 2018 compared to 2,051 movements in 2016.
	Council's Integrated Transport Strategy identifies ways to reduce car use by transitioning 980 private vehicle commuters onto other modes every year for the next 15 years. A plan to implement a pilot cycle corridor to encourage an increase in cycling will take place in 2019–20.
	* Source: 2018 Super Tuesday Commuter Bike Count. ** Movements — a bicycle moving through the survey area in the time period of the count.
A greater percentage of people (compared to 2017 numbers) will live within walking distance of a major transport node.	The total percentage of people living within walkable distance of a major transport node (ie. a train station) has increased by 0.4 per cent from 42.6 per cent in 2016–17 to 43 per cent in 2017–18. Data shows that approximately 75 per cent of new dwellings completed in 2017–18 are located close to train stations.
We will construct five per cent of our missing link footpaths.	We constructed 3.7 per cent (1km) of new footpaths in 2017–18. This is the first year of a four year program to install missing link footpaths.
We will achieve a five per cent improvement in the 'Walk Score' across the municipality.	The 2018 Walk Score for the Glen Eira municipality is 73*, which is unchanged from 2017. A score between 70–89 deems Glen Eira very walkable, where the community can accomplish most errands on foot. It is anticipated that this score will improve once various projects incorporated in Council's <i>Integrated Transport Strategy</i> are implemented. * Source: www.walkscore.com
We will achieve a five per cent improvement rating of traffic management and parking facilities from the previous year's Community Satisfaction Survey.	Glen Eira's traffic management index score continues to be higher than the state-wide average of 57 with an index score of 60 in 2018 and 59 in 2017.
	Glen Eira's parking facilities also score higher than the state-wide average of 71 with an index score of 73 in 2018 and 74 in 2017.

HOW WILL WE KNOW IF WE HAVE BEEN SUCCESSFUL?

2017-18 COMMITMENT	PERFORMANCE MEASURE	RESULT
We will develop a new Integrated Transport Strategy, which identifies and sets the City's goals for various transport modes, with a focus on creating safer and walkable neighbourhoods.	Council endorses Integrated Transport Strategy.	~
Comment: The Integrated Transport Strategy 2018–2023 was adopted by Council on 12 June 2018.		
We will complete a municipal-wide <i>Car Parking Strategy</i> .	Develop and adopt Car Parking Strategy.	×
Comment: The Car Parking Strategy could not be completed until the Integrated Transport Strategy 2018–2023 was adopted. This is now expected to be finalised in November 2018.		
We will update our <i>Walking Strategy</i> with particular focus on improving pedestrian safety around schools, and creating incentives for our community to use sustainable forms of transport.	Update and endorse Walking Strategy.	\checkmark
Comment: The Walking Strategy was incorporated within the Integrated Transport Strategy 2018–2023 which was adopted by Council on 12 June 2018.		
We will revise our approach to implementing or amending parking restrictions to ensure that affected residents are consulted in all circumstances in advance of any changes being implemented.	A Car Parking Policy to be developed as part of Council's Integrated Transport Strategy.	×
Comment: Development of the Car Parking Policy could not be completed until the <i>Integrated Transport</i> Strategy 2018–2023 was adopted. This Policy is expected to be finalised in November 2018.		
We will enhance our footpath renewal and upgrade programs to deliver more small area footpath improvement projects and also construct a number of missing link footpaths throughout the municipality.	Construct five per cent of our missing link footpaths.	✓
II streets and one park in 2017–18 at th Caulfield North; Khartoum Street, Caul Toolambool Road, Carnegie; Forster Co	mately 1km of missing footpaths has been successfully completed ne following locations: Hood Crescent, Caulfield North; Aroona field North; Lawrance Street, Murrumbeena; Lyons Street, Carne purt, Bentleigh East; Faulkner Street, Bentleigh; Lockwood Street, zier Court, McKinnon; and Koornang Park, Carnegie.	Road, egie;

Council's Walking Strategy was adopted by Council on 12 June 2018.



THEME THREE Safe, healthy and inclusive

Long-term community goal:

A strong and safe community that connects people and enhances health and wellbeing.

We are committed to being a community that is safe, healthy and inclusive. Our aim is to help people feel socially included, with access to quality support services. We will build a social environment that encourages participation, where people are safe in their homes and around our streets.

Our residents will have access to the services, activities and infrastructure that make it easy for them to stay healthy and get involved in community life. We will encourage and provide opportunities for our residents to lead active and healthy lives. We will support local community groups, organisations and networks that play an important role in providing opportunities and settings for people to connect.

Our libraries, pavilions, and community centres will be vibrant hubs that bring people together for recreation, learning and social interaction. Our events, festivals and cultural activities will promote community inclusion and celebrate our rich diversity.

THE STRATEGIC OBJECTIVES OF THIS LONG-TERM COMMUNITY GOAL ARE:

1. WORK IN PARTNERSHIP TO MAKE OUR CITY A SAFE AND INCLUSIVE PLACE FOR ALL.

WE WILL:

- Partner with key stakeholders such as Victoria Police to promote and enhance community safety throughout the City.
- Develop strategies to increase the safety of common walking routes eg. options for enhanced lighting where required, enhanced business activity along transport routes, etc.
- Develop an evidence-based approach to implementing localised crime prevention strategies.
- Work collaboratively with community stakeholders to reduce the incidence of family violence in our community.
- Support and run events, programs and activities, that help people to connect with each other, and create a sense of community.

2. SUPPORT ACCESS TO A RANGE OF QUALITY AND VALUED SERVICES THAT MEET THE COMMUNITY'S NEEDS.

WE WILL:

- Provide services for children, youth and the aged that enhance the health and wellbeing outcomes of residents.
- Encourage volunteering by improving access to grants, delivering training and enhancing promotion of volunteering.
- Increase the access to and use of Council's community buildings and facilities.

3. DELIVER PROGRAMS AND ACTIVITIES TO PROMOTE A HEALTHY AND RESILIENT COMMUNITY.

WE WILL:

- Deliver programs and initiatives that support young people that are responsive to the feedback received through Council youth engagement activities, eg. *Resilience Youth Survey* of primary and secondary school students.
- Provide the community with support and information to build resilience and recover from local emergencies.
- Promote the health and development of young children through the delivery of quality Maternal and Child Health Services, parent education programs and family health and wellbeing initiatives.
- Deliver health promotion initiatives which educate and encourage an active and healthy life style.
- Provide a greater range of library, sporting and recreation services to bring people together and encourage healthy lifestyles.
- Develop a *Municipal Public Health and Wellbeing Plan* that addresses mental health, obesity and drug related harms.
- Provide opportunities to communities who may be discriminated against, such as the Aboriginal and Torres Strait Islander community, disability community, culturally and linguistically diverse community and LGBTIQ community, to access programs, gain supports and engage in community life.
- Explore opportunities to create a dog agility park within the municipality.

ON BEHALF OF THE COMMUNITY, COUNCIL WILL ADVOCATE FOR:

- Increased security and local police presence.
- The timely removal of graffiti from state and federal government owned assets.
- Access to affordable, safe, accessible and diverse housing.
- State and federal initiatives that address social issues in the community.
- Funding for children's services, including child care and kindergarten services.
- Better funding for aged support services that meet community needs and enable residents to age in place.
- State and federal government funding for community infrastructure.

HOW WILL WE KNOW IF WE HAVE BEEN SUCCESSFUL?

STRATEGIC INDICATOR	RESULT
There will be an increase in the percentage of residents who agree this is a close-knit community.	The 2015 VicHealth Indicator Survey indicated that 59.8 per cent of Glen Eira residents agree that this is a close-knit community. A further survey will be conducted in 2019.
The level of satisfaction with the 'family support service' in the <i>Community Satisfaction Survey</i> , will be consistent with, or better than, industry benchmarks.	Glen Eira residents' satisfaction with family support services increased from an index score of 65 in 2017 to 67 in 2018. The 2018 state-wide average index score for family support performance is 66.
There will be an increase in the percentage of residents that report that they feel safe to walk alone at night time.	The 2015 VicHealth Indicator Survey indicated that 62.1 per cent of Glen Eira residents feel safe to walk at home alone at night. A further survey will be conducted in 2019.
There will be an increase in the percentage of residents who participate in volunteering.	In 2011, 14.4 per cent* of Glen Eira residents participated as a volunteer. This number increased by five per cent in 2016 with 17.4 per cent* of residents participating as volunteers. * Source: Australian Bureau of Statistics <i>Census 2011</i> and 2016.

2017–18 COMMITMENT	PERFORMANCE MEASURE	RESULT
We will establish a Community Safety Committee with representation from Victoria Police, key stakeholder organisations, and community members.	Establish a Community Safety Committee with key stakeholders.	\checkmark
Comment: Terms of Reference for the Community Safety Committee were endorsed in November 2017. Meetings of the Community Safety Committee were held in December 2017 and January 2018.		
We will develop a comprehensive Community Safety Plan in collaboration with the community that includes a range of crime prevention strategies.	Develop a comprehensive <i>Community Safety Plan</i> and have it endorsed by Council.	\checkmark
Comment: The Community Safety Plan	was endorsed by Council on 12 June 2018.	
We will develop a transparent and prioritised program towards all-abilities access in all Council managed community facilities, aligned with Council's Disability Access Plan.	Develop a prioritised program towards all-abilities access in Council facilities.	×
Comment: All-abilities access improvement works have commenced at six Council pavilions. Consultants have been appointed to prepare a five year all-abilities access program.		
We will incorporate the needs and feedback from our community consultation into the feasibility study for a vibrant, multi-functional hub in Elsternwick.	Community consultation feedback incorporated into feasibility study.	×
Comment: The feasibility study is planned to be undertaken in 2018–19 as captured in the <i>Council and Community Plan 2018–19</i> commitments. Initial consultation was undertaken as part of the Elsternwick <i>Structure Plan</i> community engagement. Following adoption of the <i>Structure Plan</i> , staging of different projects has been reviewed and delivery timeframes revised. The brief for the scope of works for the feasibility study was completed in 2017–18.		

A Community Safety Committee was established in 2017 with key stakeholders including Victoria Police, Glen Eira City Council, Department of Justice and Regulations, Department of Health and Human Services, Women's Health in the South East, Neighbourhood Watch, Monash University, Community Security Group and Taskforce.



<complex-block>

COMMUNITY SAFETY COMMITTEE REPRESENTATIVES L–R: WOMEN'S HEALTH IN THE SOUTH EAST HEALTH PROMOTION CO-ORDINATOR MEGAN BUGDEN; SOUTHERN METRO REGION INSPECTOR DREW MORGAN; GLEN EIRA MAYOR CR TONY ATHANASOPOULOS; AND NEIGHBOURHOOD WATCH GLEN EIRA CHAIRMAN MICHAEL HAIN.



THEME FOUR Clean and sustainable

Long-term community goal: An attractive and sustainable environment for future generations.

Our City will be attractive and environmentally sustainable. We will protect the diversity of plants and animals, and provide for a healthy environment that supports our community to live healthy and happy lives. We will improve our own environmental sustainability and partner with our community to reduce our ecological footprint.

We will be a leader in providing access to high quality parks, open space and active recreation facilities, which are vibrant, and accessible. Our streets and built environment will be clean and inviting and we will continue to demonstrate leadership in our contemporary approaches to sustainability, waste management and recycling.

THE STRATEGIC OBJECTIVES OF THIS LONG-TERM COMMUNITY GOAL ARE:

1. KEEP OUR CITY CLEAN AND ATTRACTIVE.

WE WILL:

- Continually improve our maintenance activities to keep the City clean, including looking for ways to incorporate new technologies such as mobile reporting and solar litter bin compaction.
- Progressively renew and revitalise our streetscapes.

2. PRESERVE AND DEVELOP OUR OPEN SPACE TO MEET CURRENT AND FUTURE NEEDS.

WE WILL:

- Improve and upgrade our open spaces for passive and active recreation through our capital works program.
- Continue to explore opportunities to increase the amount of open space for recreation purposes, including access to schools, as well as state and federal government owned land.
- Protect and enhance biodiversity on Council land.

3. INCREASE ENVIRONMENTAL SUSTAINABILITY AND PREPARE FOR THE EFFECTS OF CLIMATE CHANGE.

WE WILL:

- Help our community members to reduce their impact on the environment through education and support programs.
- Show leadership in sustainability in our waste, water and energy usage practices.
- Demonstrate a clear focus on energy sustainability in our capital projects, in design, construction and operations.
- Work towards zero net carbon emissions from Council operations by 2030 by reducing greenhouse gas emissions by a further 25 per cent from Council buildings, waste and outdoor lighting by 2021.
- Work towards zero net carbon emissions from the community by 2050 by supporting the Glen Eira community to reduce greenhouse gas emissions.
- We will consult the community on the implementation of a Classified Tree Register.

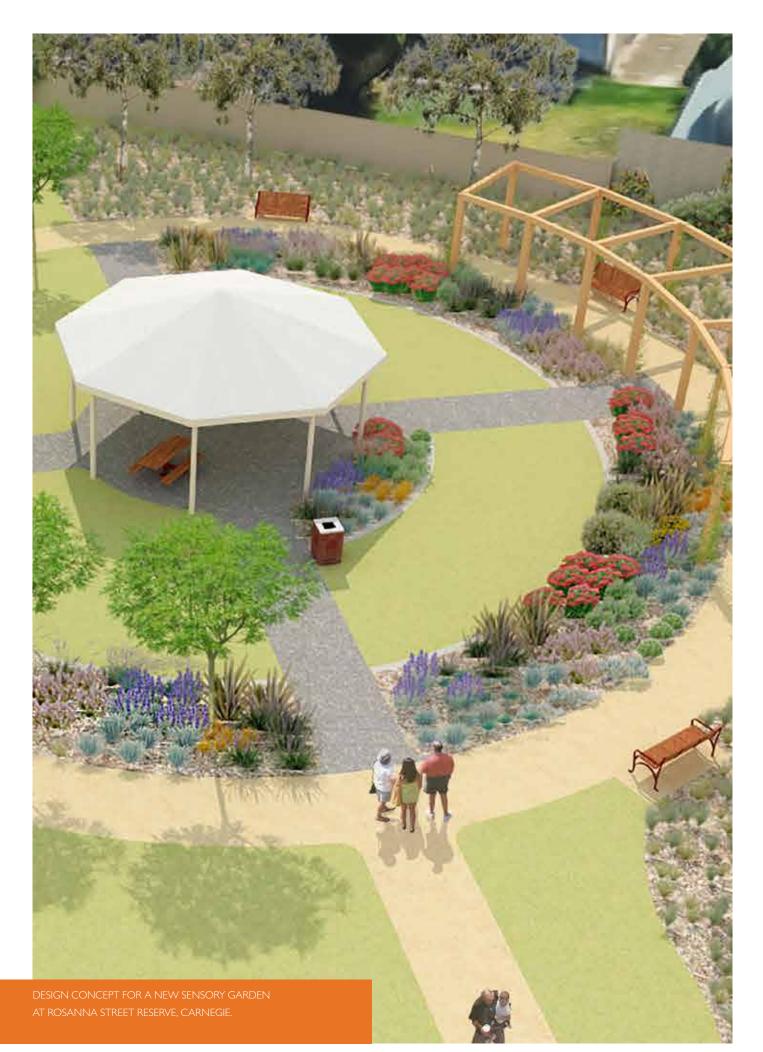
ON BEHALF OF THE COMMUNITY, COUNCIL WILL ADVOCATE FOR:

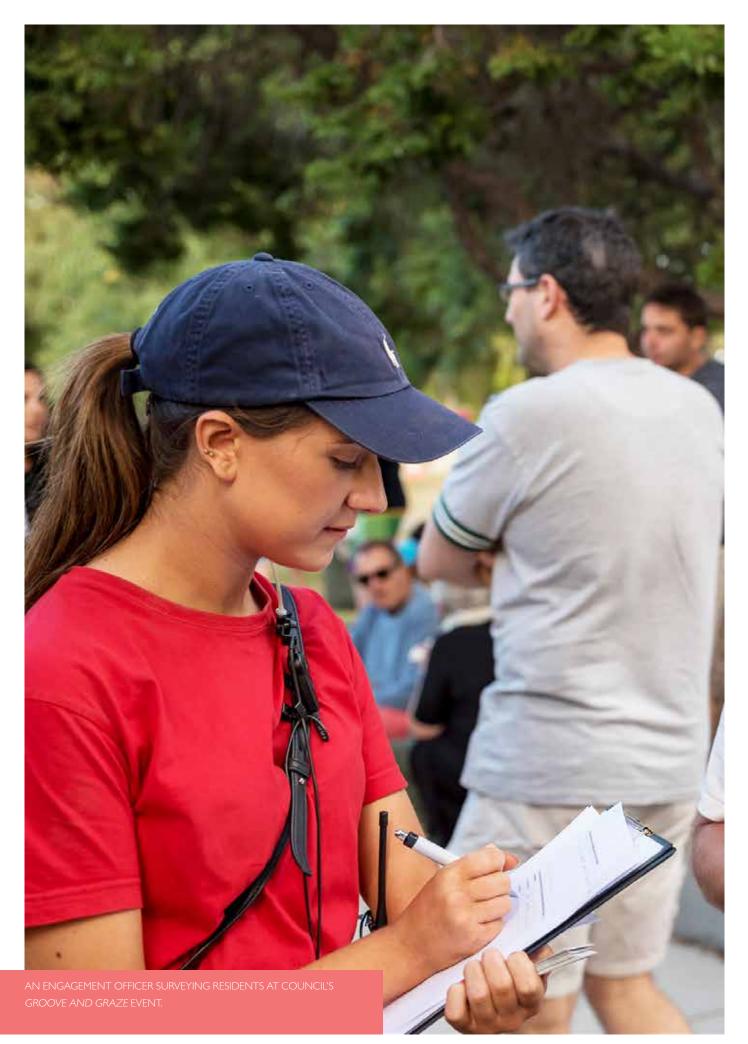
- New generation waste disposal and recycling facilities for the future.
- The protection of vegetation in major development projects in the City, including level crossing removals and on state and federal government owned land.
- Better immediate community access to Caulfield Racecourse Reserve for sporting and recreation purposes and full implementation of the recommendations of the ministerially appointed Bi-Partisan Working Group within five years.
- Improved state and federal government policy on environmental sustainability initiatives.

HOW WILL WE KNOW IF WE HAVE BEEN SUCCESSFUL?

STRATEGIC INDICATOR	RESULT
We will see a five per cent increase in the recycling rate at Council buildings.	Improvements in recycling have been made at all Council buildings, including the provision of recycling bins at all sporting facilities, early learning centres, libraries and leisure facilities. A recycling audit will be undertaken in October 2018 at Council's two largest buildings — Town Hall and Glen Eira Sports and Aquatic Centre.
Greenhouse gas emissions will be a further 25 per cent lower from Council buildings, waste and outdoor lighting by 2021.	Council's 2017–18 carbon footprint decreased by eight per cent to 9,961 tonnes CO ² equivalent compared to 10,837 tonnes in 2016–17. The biggest decreases in electricity use were achieved at Glen Eira Sports and Aquatic Centre (nine per cent), Glen Eira Town Hall (six per cent), and Council's nursing home — Spurway Community (three per cent). The decrease in electricity use is due to solar installations, energy efficiency upgrades and lighting upgrades at a range of Council sites. A project to replace street lights on major Council roads with energy efficient lighting will begin in 2018–19.
There will be an increase in open space in areas of the City identified in our Open Space Strategy as lacking green space.	Opportunities for the provision of new open space have been pursued, including the protection of Woorayl Street Reserve in Carnegie. Open space requirements formed part of the <i>Structure Plans</i> development for Council's major activity centres in Carnegie, Bentleigh and Elsternwick. The <i>Open Space Strategy</i> refresh has commenced.
The level of satisfaction with open space in the <i>Community Satisfaction</i> <i>Survey</i> , will be consistent with, or better than, industry benchmarks.	 In the 2018 Local Government Community Satisfaction Survey, Glen Eira residents identified the best aspects about Council as: parks and gardens — 28 per cent; and recreational/sporting facilities — 16 per cent. In 2017, the best aspects were also: parks and gardens — 25 per cent; and recreational/sporting facilities — 16 per cent. These are the top two responses to the question 'what is the one best thing about Glen Eira City Council?'
Traders' associations will report an increased level of satisfaction with the cleanliness and amenity of our activity centres.	Council receives positive updates on the cleanliness and amenity of activity centres from traders' associations through regular consultation with Council's City Futures; Recycling and Waste; and Works Depot officers.
New generation garbage disposal facilities will be well progressed toward opening.	In 2017–18 Council participated with a number of metropolitan councils to commence the development of a business case and procurement strategy for a proposed alternative waste resource recovery facility. This is a long term collaborative project. The development of the business case is led and managed by the Metropolitan Waste and Resource Recovery Group with the assistance of the participating councils.
New buildings and facilities will be recognised as leading examples of highly efficient and sustainable design.	Five per cent of the project capital works budgets is allocated to sustainability measures for significant projects.

2017-18 COMMITMENT	PERFORMANCE MEASURE	RESULT		
We will continue to implement our Open Space Strategy priority actions, including improvements to Spring Road Reserve in Caulfield South; a new sensory garden at Rosanna Street Reserve in Carnegie; and commencing the implementation of the EE Gunn Reserve Masterplan in Ormond.	Delivery of improvements to Spring Road Reserve in Caulfield South	×		
•	tailed design and documentation were completed. The constructed a neighbourhood underground drain upgrade in close proximit			
	Delivery of new sensory garden at Rosanna Street Reserve in Carnegie.	×		
Comment: Community consultation, detailed design and documentation for delivery was completed. The contract for construction was awarded in May, however due to contractor availability construction will not commence until July 2018.				
	Commencement of the implementation of the EE Gunn Reserve Masterplan in Ormond.	\checkmark		
•	sterplan for EE Gunn Reserve, detailed design was completed ar cricket and baseball practise training net facility.	id tender		
We will increase the amount of community open space in Joyce Park.				
Comment: Community consultation has been completed. This project is currently in the detailed design stage, wit construction planned in early 2018–19.				
Five per cent of the capital budget for all new and large refurbishment building projects, will be allocated to sustainability measures, over and above the minimum required standards.	Five per cent allocation of capital works budgets to sustainability measures for new and large refurbishment building projects.	✓		
Comment: This has been incorporated in tracking and monitoring.	to major projects design and has been included as a separate cost it	em for		
We will develop masterplans for Caulfield Park and the Lord Reserve; Carnegie Swim Centre; and Koornang Park precinct.	Masterplan developed for Caulfield Park and the Lord Reserve; Carnegie Swim Centre; and Koornang Park precinct.			
Councillors in July 2018. Concept Maste	ve been developed for Caulfield Park and will be presented to erplan options were presented to Councillors on 27 March and I Masterplan in conjunction with Carnegie Swim Centre redevelop	-		





THEME FIVE Informed and engaged

Long-term community goal: A well governed Council that is committed to transparency and engages residents in decision-making.

Our community will be well informed and engaged. We will provide access to timely and relevant information about issues which affect them and establish a range of opportunities for them to share their views, comment on our performance and actively participate in decision-making.

We will remain contemporary and connected to our residents. Decisions made will be evidence-based, transparent and in the best interests of the whole community. We will work to build a community that is well-informed and actively participates in Council decision-making.

We will retain our reputation for good governance, ensure that Council continues to comply with the principles of sound financial management and provide full, accurate and timely disclosure of financial information relating to Council.

THE STRATEGIC OBJECTIVES OF THIS LONG-TERM COMMUNITY GOAL ARE:

1. DEVELOP CLEAR AND OPEN COMMUNICATION CHANNELS WITH THE COMMUNITY.

WE WILL:

- Keep you better informed by improving our regular newsletters, use of social media, direct mailouts and responses to your service requests.
- Enable you to provide your views more easily by increasing the range of ways that we engage and consult with you, including enhanced participation in our public meeting processes.
- Make sure that key Council information and publications are available in a range of formats that are accessible to those with a disability or who are from culturally and linguistically diverse communities.
- Take proactive steps to ensure that we are going out of our way to seek views and input from those who are hard to reach through traditional consultation methods.
- Encourage you to participate in our decision-making processes.
- Provide you with regular and transparent reports on key outcomes and on our performance.

2. ACHIEVE A REPUTATION FOR ORGANISATIONAL AND SERVICE EXCELLENCE.

WE WILL:

- Take a strategic approach to reviewing and improving Council operations.
- Build an organisational culture that is committed to customer service and continuous improvement.
- Deliver good value-for-money services to residents and continue to have the second lowest average rates charge in Metropolitan Melbourne.
- Be a role model employer, recognising that skilled and motivated staff deliver better customer service and community outcomes.
- Build strong partnerships and good working relationships with our neighbouring councils, government peak bodies and other key stakeholders.
- Ensure our Local Law supports appropriate levels of transparency and good governance.

3. INVEST IN TECHNOLOGY AND PROCESS IMPROVEMENTS THAT ENHANCE THE CUSTOMER'S EXPERIENCE OF DOING BUSINESS WITH US AND IMPROVE EFFICIENCY AND TRANSPARENCY.

WE WILL:

- Introduce new online methods and practices that enable residents to transact with us to register and track requests, update their information, and make payments at a time that suits them.
- Review customer transaction processes and digitise those processes wherever it is efficient to do so.
- Reduce unnecessary bureaucracy and streamline processes to improve turnaround timelines and responsiveness.
- Improve awareness of Council's services to ensure people can access what they need, when they need it.
- Increase the amount of information that is available and accessible to the community on Council's website.

ON BEHALF OF THE COMMUNITY, COUNCIL WILL ADVOCATE FOR:

- Community consultation on key community projects, including state and federal government projects, such as the level crossing removals.
- Additional state and federal government funding for key community projects.

HOW WILL WE KNOW IF WE HAVE BEEN SUCCESSFUL?

STRATEGIC INDICATOR	RESULT	
Rates per assessment will remain at the second lowest level of all metropolitan municipalities.	In 2017 the average rates per assessment was \$1,361. Glen Eira City Council remains the second lowest of 21 inner metropolitan Councils.	
The level of satisfaction with the 'advocacy' score in the <i>Community</i> <i>Satisfaction Survey</i> , will be consistent with, or better than, industry benchmarks.	Council increased its advocacy (lobbying on behalf of community) index score from 52 in 2017 to 54 in 2018. The state-wide average advocacy index score is 54.	
Every major project will have a comprehensive community engagement process.	The Community Engagement Strategy 2018–2021 endorsed by Council on 22 May 2018 requires all major projects to have an engagement plan. Commencing 2018–19 all major projects will have a comprehensive engagement plan.	
The community will receive regular reporting on our performance.	Council reports to the community quarterly via the Quarterly Service Performance Report (endorsed by Council and published on Council's website quarterly). Quarterly Service Performance Reports have been introduced to provide ongoing accountability and transparency to the community on our progress.	
	Quarterly Service Performance Reports were tabled at the following Ordinary Meetings of Council:	
	5 September 2017 — period year ending June 2017	
	28 November 2017 — period July to September 2017	
	27 February 2018 — October to December 2017	
	22 May 2018 — January 2018 to March 2018	
The level of satisfaction with the 'community engagement' score in the Community Satisfaction Survey, will be consistent with, or better than, industry benchmarks.	Council's performance in community consultation and engagement increased one point from 54 in 2017 to 55 in 2018. The state-wide average community consultation index score is 55.	

HOW WILL WE KNOW IF WE HAVE BEEN SUCCESSFUL?

STRATEGIC INDICATOR	RESULT	
The level of satisfaction with the 'customer service' score in the <i>Community Satisfaction Survey</i> , will be consistent with, or better than, industry benchmarks.	Glen Eira residents continue to rate customer service levels higher than the state average with an index score of 73 in 2017 and 73 in 2018. The state-wide average customer service index score is 70.	
Staff engagement levels will be consistent with, or better than, industry benchmarks.	An independent staff engagement survey conducted in 2017 indicated that staff engagement at Glen Eira City Council is 31 per cent above relevant industry benchmarks with 60 per cent overall engagement. Across Australia, the Local Government staff engagement average is 29 per cent.	

2017–18 COMMITMENT	PERFORMANCE MEASURE	RESULT	
We will review and enhance our Community Engagement Strategy and develop a new Youth Consultation Strategy.	Complete/update Community Engagement Strategy.	~	
Comment: A Draft Community Engager endorsed by Council on 22 May 2018.	ment Strategy was released for public exhibition on 6 March 2018	8 and	
	Complete/update Youth Consultation Strategy.	\checkmark	
Comment: The Connecting with Young	People Strategy was endorsed by Council on 12 June 2018.		
We will establish an online consultation group of approximately 400 residents who are willing to be involved and provide opinions and feedback on Council's programs and strategies.	Create a community panel of approximately 400 residents.	~	
Comment: A Community Voice online panel of 400 registered residents has now been established and is providing feedback on key Council initiatives.			
We will provide greater online options for residents by ensuring that half of our requests and payment services are available via Council's website.	Implement ePlanning online lodgement and payment module.	~	
Comment: The majority of planning applications, requests and payment options are available to be lodged online. Council is actively promoting this service.			

2017–18 COMMITMENT	PERFORMANCE MEASURE	RESULT			
	Fifty per cent of requests and payment services to be available via Council's website.				
	quests and payment services are now available online for the commu er cent of payments and about 60 per cent of applications online. Co actions onto Council's website.				
We will receive an unqualified audit opinion in relation to the completed 2016–17 <i>Financial</i> <i>Report</i> and Performance Statement and year on year thereafter.	Completion on 2016–17 annual accounts with unqualified audit opinion.	counts with			
Comment: The 2016–17 <i>Financial Repo</i> with an unqualified audit opinion.	rt and Performance Statement was completed by 30 September	2017			
We will develop an Advocacy Strategy which informs the community of our advocacy program and outlines our advocacy goals.	Develop and endorse an Advocacy Strategy.	~			
Comment: An Advocacy Strategy 2018-2017.	-2020 has been developed and endorsed by Council 19 Decemb	ber			
We will demonstrate our commitment to transparency by increasing the amount of information that is available to the public via our website.	Quarterly service performance report for the community; online Council Meetings (webcast).	~			
Comment: Webcasting was implementer posted on Council's website for the com	ed on 19 December 2017 and quarterly performance reports are numerity to access.	e now			
We will report quarterly to the community on our progress against all of our promises outlined in this <i>Plan</i> .	Quarterly reporting to Council on progress against Glen Eira Council and Community Plan commitments 2017–18.				
•	munity Plan 2017–2021 progress reports provided to Council in e year-end report will be tabled at the August 2018 Council Mee	ting.			

Financial sustainability

FINANCIAL OVERVIEW

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

The value of rateable property at 1 January 2018 was \$72 billion. Council is focused on generating funds to fix ageing community infrastructure and facilities, while maintaining essential services at existing levels, and where possible, making improvements, especially in access and equity of services and the environmental sustainability of operations. Council's long-term financial strategy confirms this approach.

FAST FACTS 2017-18

- \$35.23 million of capital works completed
- \$31.76 million operating surplus
- \$373.32 million increase in net assets from \$2,178 million to \$2,551 million
- \$186.31 million revenue with 55.95 per cent coming from rates and charges
- \$154.54 million expenditure
- --- \$74.21 million holdings of cash/investments
- \$18.3 million of borrowings outstanding.

OPERATING POSITION

- Council's operating position for 2017–18 was a surplus of \$31.76 million. The operating result is higher than Council's 2017–18 budget by \$14.55 million. Factors contributing to this include:
- A non-monetary contribution valued at \$5.23m being a land parcel now under Council's control.
- Higher than anticipated revenue from parking infringements income \$2.58 million.
- Higher than budgeted open space fee income \$2.85 million.

- Early receipt of the 2018–19 payment from the Victorian Grants Commission. The amount of \$1.94 million (50 per cent of the 2018–19 grants) was received for financial assistance and local roads funding during the 2017–18 financial year.
- Lower depreciation and amortisation \$1.23 million.

For more information see note 1.1 starting on page 10 of Appendix A: *Financial Report.*

INCOME

Council's total revenue for the 2017–18 financial year was \$186.31 million, \$14.15 million favourable to budget (8.22 per cent). The main factors contributing to the favourable variance included:

- statutory fees and fines \$2.57 million;
- grants operating \$2.13 million;
- contributions monetary \$2.85 million;
- contributions non monetary \$5.23 million; and
- user fees \$723,000.

Rates and charges revenue was in-line with budget in 2017–18. Glen Eira City Council rates and charges continue to be much lower than the average of all inner metropolitan councils (second lowest rates and charges revenue).

Statutory fees and fines were favourable to budget by \$2.57 million mainly due to higher than anticipated revenue from parking infringements income, \$2.58 million, to emphasise safety around schools and balancing trader and patron parking in activity centres.

Grants — operating were favourable to budget by \$2.13 million due to the Commonwealth Government announcement that 50 per cent of Council's Victorian Grants Commission funding would be prepaid in 2017–18. The amount of \$1.94 million (50 per cent of the 2018–19 grants) was received for financial assistance and local roads funding during the 2017–18 financial year. **Monetary contributions** were higher due to better than anticipated open space fees exceeding the budget by \$2.85 million.

User fees were favourable to budget by \$723,000. This was mainly due to an increased quantity of fees received for issue of permits.

Refer to Figure 1.

EXPENSES

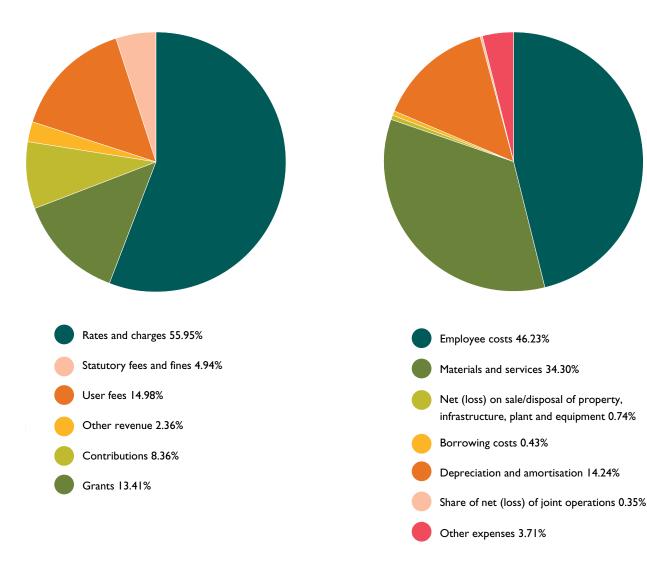
Council's total expenditure for 2017–18 was \$154.54 million (0.26 per cent favourable to budget).

Contributing to this favourable variance was: employee costs \$760,000; depreciation and amortisation expense \$1.23 million; and partly offset by unfavourable variances in other expenses \$1.03 million; and share of net loss of joint operations \$535,000.

Refer to Figure 2.

FIGURE I. 2017–18 SOURCES OF INCOME (%)





CAPITAL INVESTMENT

During 2017–18, \$35.23 million was expended on capital. Variance to budget for new capital works was \$2.68 million including the following major activities:

Buildings — underspent by \$3.19 million due to works at Town Hall; King George Pavilion, Bentleigh East; Koornang Park Pavilion, Carnegie; and public toilet projects continuing in 2018–19.

Open Space — was under budget by \$2.41 million due to works not completed by year end that will be carried forward into 2018–19. These include works at Spring Road Reserve, Caulfield South; Princes Park, Caulfield South; Rosanna Street Reserve, Carnegie; EE Gunn Reserve, Ormond; and Duncan Mackinnon Reserve, Murrumbeena.

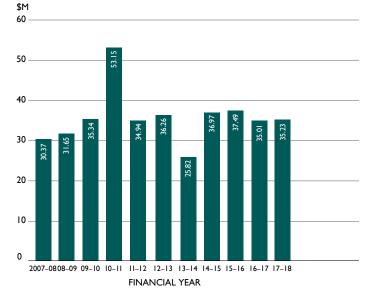
Computers and telecommunications — under budget by \$1.15m due to the Corporate Performance Reporting System, Project Management System, online forms enhancements and website redevelopments which were unable to be completed during the current year and will be carried forward to 2018–19 (\$966,000). Also contributing are savings relating to the Human Resources Information System as the project did not proceed during 2017–18 (\$200,000).

These underspends are offset by:

Land — unbudgeted spend of \$3.64 million due to the acquisition of land at 296–298 Neerim Road, Carnegie.

Refer to Figure 3.

FIGURE 3. CAPITAL WORKS EXPENDITURE 2007–08 TO 2017–18



ASSET EXPENDITURE CATEGORIES

The major asset expenditure categories of capital works were:

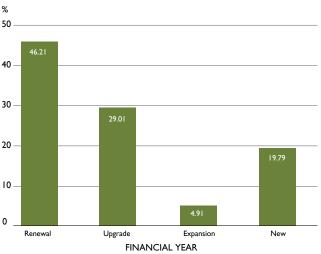
- land \$3.64 million;
- buildings \$2.65 million;
- plant and equipment \$3.92 million;
- roads \$7.53 million;
- footpaths \$2.6 million;
- drainage \$3.95 million;
- open space and recreation \$6.44 million;
- car parks \$483,000;
- carried forward projects from 2016–17 \$3.82 million.

For more information see note 1.2 starting on page 13 of Appendix A: *Financial Report.*

The \$35.23 million comprised: renewal 46.21 per cent (\$16.28 million); upgrade 29.09 per cent (\$10.25 million); expansion 4.91 per cent (\$1.73 million) and 19.79 per cent (\$6.97 million) new expenditure.

Refer to Figure 4.

FIGURE 4. 2017–18 CAPITAL WORKS EXPENDITURE — BY TYPE (%)



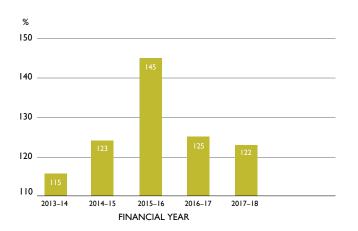
ASSET RENEWAL

To bridge the infrastructure gap, Council invested \$35.23 million in renewing, upgrading and expanding assets during the 2017–18 year. This was funded from operations.

Council's asset renewal ratio, which is measured by comparing asset renewal and upgrade expenditure to depreciation, was 122 per cent. Renewal expenditure was \$16.28 million and upgrade expenditure \$10.25 million.

Refer to Figure 5.

FIGURE 5. ASSET RENEWAL RATIO (INCLUDING UPGRADE) 2013–14 TO 2017–18 (%)

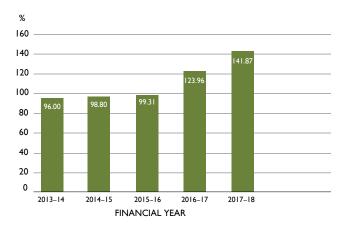


expresses the level of current assets Council has available to meet current liabilities.

Council should hold sufficient cash to cover 'restricted assets' such as: Residential Aged Care deposits; Public Open Space Reserve; contract deposits; and Fire Services Property Levy.

Refer to Figure 6.

FIGURE 6. LIQUIDITY RATIO (WORKING CAPITAL) 2013–14 TO 2017–18 (%)



LIQUIDITY

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

Cash and cash equivalents (including financial assets) was \$74.21 million as at 30 June 2018. This cash balance is sufficient to cover Council's short-term restricted assets including: trust funds and aged care deposits \$32.35 million; and funding for the Public Open Space Reserve \$13.79 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

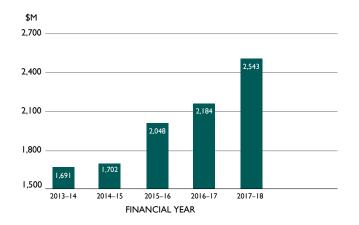
ASSETS

Council's asset base increased from \$2,261 million to \$2,634 million, mostly due to the increased value of Council's fixed assets — up from \$2,184 million to \$2,543 million.

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

Refer to Figure 7.

FIGURE 7. PROPERTY, INFRASTRUCTURE, PLANT AND EQUIPMENT AND INTANGIBLES 2013–14 TO 2017–18 (\$M)



Public Open Space Strategy

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*.

Expenditure on Open Space projects for 2017–18 totalled \$251,000 and related to the completion of Booran

Reserve, corner Booran and Glenhuntly Roads, Glen Huntly and provisional works for 6 Aileen Avenue, Caulfield South.

MAJOR INITIATIVES

Council has a requirement to report on major initiatives pursuant to section 127 of the *Local Government Act* 1989. The progress of the major initiatives for 2017–18 as at 30 June 2018 were:

THEME I: LIVEABLE AND WELL DESIGNED

A well planned City that is a great place to live.

We will deliver detailed *Structure Plans* for Bentleigh, Carnegie and Elsternwick, which address development, open space, business and transport, and an Activity Centre Strategy for all our centres.

OUTCOME: *Structure Plans* which address development, open space, business and transport for Bentleigh, Carnegie and Elsternwick were adopted by Council 27 February 2018.

OUTCOME: The revised Activity Centre, Housing and Local Economy Strategy was adopted by Council on 25 July 2017

We will invest a minimum of \$30 million annually through Council's capital works program.

OUTCOME: Actual spend as at 30 June 2018 is \$35.23 million.

THEME 2: ACCESSIBLE AND WELL CONNECTED

A City that is easy to move around, full of safe travel options and walkable neighbourhoods.

We will develop a new Integrated Transport Strategy, which identifies and sets the City's goals for various transport modes, with a focus on creating safer and walkable neighbourhoods.

OUTCOME: The Integrated Transport Strategy 2018–2023 was adopted by Council on 12 June 2018.

We will complete a municipal-wide Car Parking Strategy.

OUTCOME: The *Car Parking Strategy* could not be completed until the *Integrated Transport Strategy* was adopted. This is now expected to be finalised in November 2018.

THEME 3: SAFE, HEALTHY AND INCLUSIVE

A strong and safe community that brings people together and enhances health and wellbeing.

We will develop a comprehensive *Community Safety Plan* in collaboration with the community that includes a range of crime prevention strategies.

OUTCOME: Community Safety Plan endorsed by Council on 12 June 2018.

We will develop a transparent and prioritised program towards all-abilities access in all Council managed community facilities, aligned with Council's *Disability Access Plan*.

OUTCOME: All-abilities access improvement works have commenced at six Council pavilions. Consultants have been appointed to prepare a five-year *All-abilities Access Program*.

THEME 4: CLEAN AND SUSTAINABLE

An attractive and sustainable environment for future generations.

We will continue to implement our *Open Space Strategy* priority actions, including improvements to Spring Road Reserve in Caulfield South; a new sensory garden at Rosanna Street Reserve in Carnegie; and commence the implementation of the EE Gunn Reserve Masterplan in Ormond.

OUTCOME: Spring Road Reserve community consultation, detailed design and documentation were completed. The construction program has been put on hold to first enable the upgrade of a neighbourhood underground drain upgrade in close proximity to this Reserve.

OUTCOME: Rosanna Street Reserve community consultation, detailed design and documentation for delivery has been completed. The contract for construction was awarded in May, however due to contractor availability, construction could not commence until July 2018.

OUTCOME: As part of the endorsed Masterplan for EE Gunn Reserve, detailed design was completed and tender

awarded for the construction of a new cricket and baseball practise training net facility.

We will increase the amount of community open space in Joyce Park.

Outcome: Community consultation has been completed. This project is currently in the detailed design stage, with construction planned in early 2018–19.

We will develop masterplans for Caulfield Park and the Lord Reserve; Carnegie Swim Centre; and Koornang Park precinct.

OUTCOME: Draft Masterplan options have been developed for Caulfield Park and will be presented to Councillors in July 2018. Concept Masterplan options were presented to Councillors on 27 March and 12 June 2018 for Lord Reserve/Koornang Park Masterplan in conjunction with Carnegie Swim Centre redevelopment options.

THEME 5: INFORMED AND ENGAGED

A well governed Council that is committed to transparency and engages residents in decision-making.

We will review and enhance our *Community Engagement Strategy* and develop a new Connecting with Young People Strategy.

OUTCOME: Draft Community Engagement Strategy was released for public exhibition on 6 March and the Connecting with Young People Strategy was endorsed by Council on 12 June 2018.

We will receive an unqualified audit opinion in relation to the completed 2016–17 Financial Report and Performance Statement and year on year thereafter.

OUTCOME: The 2016–17 Financial Report and Performance Statement were completed by 30 September 2017 with an unqualified audit opinion.

We will develop an Advocacy Strategy which informs the community of our advocacy program and outlines our advocacy goals.

OUTCOME: Advocacy Strategy 2018–2020 has been developed and endorsed by Council 19 December 2017.

LOOKING AHEAD

Council has prepared a 2018–19 Annual Budget which is aligned to the vision in the *Council and Community Plan* 2017–2021. It seeks to maintain and improve services and infrastructure as well as deliver projects and services that are valued by our community, and to do this within the rate increase mandated by the State Government. The strategy adopted in the 2018–19 Budget is to:

- manage finances appropriately within the constraints set by the State Government's rate capping regime;
- maintain essential services at not less than current levels;
- set fee increases that are manageable and sustainable;
- invest in continuous improvement, technology and other enablers to efficiency and embrace customer outcomes; and
- keep day-to-day costs and rates below our peers.

The 2018–19 Budget is based on a rate increase of 2.25 per cent. This is in-line with the *Fair Go Rates System* (FGRS) which has capped rate increases by Victorian councils to the forecast movement in the Consumer Price Index (CPI) and Wage Price Index.

Our focus for the 2018–19 year is to continue to deliver on the projects and services that make our City a great place to live and to respond to the challenges we are currently facing. These challenges include:

- Providing top-up funding for services we provide on behalf of the State and Federal Government to the local community (such as school crossing supervision and Home and Community Care). Over time the funds received by Local Governments have not increased in-line with real cost increases, leaving a gap.
- Increasing investment in the maintenance of our ageing community and infrastructure assets.
- Responding to growth and increasing diversity in the population within the municipality.

To support Council's \$2.54 billion of community assets, new capital expenditure is projected at \$39 million for asset renewals, upgrades and expansions. Highlights of the capital works program include:

- Major projects this includes; design works for Lord Reserve, Carnegie Swim Centre and Koornang Park precinct; pavilion forward design work for Murrumbeena Park, Murrumbeena (\$2.76 million); and pavilion construction at King George VI Reserve, Bentleigh East.
- Strategic projects Activity Centre streetscape works, Structure Plan designs at Elsternwick, Bentleigh and Carnegie and Integrated Transport Strategy implementation design (\$2.87 million).
- Community facilities comprises buildings and building improvements, upgrade and renewal of community facilities; Council offices; sports facilities; and pavilions (\$2.68 million).
- Community safety this includes safety projects: cross intersection, pedestrian and safer speed limits; school safety; shopping centres; sustainable transport; disabled parking upgrades; and new footpaths (\$965,000).
- Recreation and open space this includes open space initiatives; parks; playing surfaces; and playground equipment (\$6.02 million).
- Sustainability street lighting upgrade, installation of LED lights; park lighting energy efficiency upgrade; and photovoltaic systems on Council assets to generate renewable energy (\$2.56 million).
- Renewal projects this includes the renewal and upgrade of Council's major infrastructure assets, such as: road reconstruction; drainage improvement; footpaths; local road resurfacing and carparks. Other renewals include: plant and machinery; furniture and equipment; information technology and telecommunications; and library collections (\$21.15 million).

The *Budget* was developed through a rigorous process of consultation and review and Council endorses it as financially responsible. A projected \$21.15 million is allocated in the 2018–19 Annual Budget to renew and upgrade Council's major infrastructure assets, such as: roads; drainage; footpaths; local road resurfacing and carparks. Other renewals include: plant and machinery; furniture and equipment; information technology and telecommunications; and library collections.

PEDESTRIANS

NATCH YOUR

STEP

Reading our Financial Report

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

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

The reports are then forwarded to the Auditor-General's office for provision of independent opinions on the *Financial Report* and Performance Statement. Once approval has been obtained from the Auditor-General's office, the annual reports are made available to the public. Glen Eira City Council is committed to accountability. This section has been developed to assist readers to understand and analyse the *Financial Report*.

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:

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

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

Comprehensive Income Statement

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

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

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

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

Balance Sheet

The Balance Sheet is a snapshot of Council's financial position as at 30 June. It outlines what Council owns (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 2018 is sound, reflecting our 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

- I. 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 Regional Landfill.
- 3. Trust monies are those funds that Council holds in trust.
- 4. Interest-bearing liabilities which include borrowings and leases.

Net assets

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

Total equity

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

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

Statement of Changes in Equity

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

Statement of Cash Flows

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

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

(i) Cash flows from operating activities

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

(ii) Cash flows from investing activities

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

(iii) Cash flows from financing activities

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

Statement of Capital Works

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

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

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

(c) Asset expansion expenditure — expenditure that extends an existing asset at the same standard as is currently enjoyed by residents, to a new group of users. It is 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.

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.

2017–18 Financial Report Financial Statements and Performance Statement for the year ended 30 June 2018

See Appendix one, page 142.

Corporate governance

GLEN EIRA TOWN HALL, CAULFIELD.

LIBRARY

Local Government Performance Reporting Framework FOR THE YEAR ENDED 30 JUNE 2018

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

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

- A governance and management checklist of 24 items.
- A set of service performance 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 11 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	\checkmark		
	Date of operation of current policy	22/05/2018		
Community engagement guidelines (Guidelines to assist staff to determine when and how to engage with the community)	Guidelines	 ✓ 		
	Date of operation of current guidelines	22/05/2018		
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	26/06/2018		
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	Adopted in accordance with section 130 of the Act	 ✓ 		
the funding and other resources required)	Date of adoption	26/06/2018		

GOVERNANCE AND MANAGEMENT CHECKLIST (CONTINUED)			
Governance and management items	Assessment	Outcome	
Asset management plans (Plans that set out the asset maintenance and renewal needs for key infrastructure asset classes for at least the next 10 years)	Plans	✓	
	Date of operation of current plans	Includes the:	
		 — Asset Management Strategy (25/11/2014); 	
		— State of Community Assets Report (17/3/2015);	
		— Roads and Laneways Asset Management Plan (December 2015)	
		— Footpaths Plan (November 2014);	
		 Building Services Management Plan (March 2014); 	
		 Stormwater Drainage Asset Management Plan (November 2015) and 	
		— Recreation Asset Management Plan (May 2013).	
Rating Strategy (Strategy setting out the rating structure of Council to levy rates and charges)	Strategy	✓	
	Date of operation of current Strategy	26/06/2018	
Risk policy (Policy outlining Council's commitment and approach to minimising the risks to Council's operations)	Policy	\checkmark	
	Date of operation of current policy	19/07/2016	
Fraud policy (Policy outlining Council's commitment and approach to minimising the risk of fraud)	Policy	\checkmark	
	Date of operation of current policy	28/09/2017	
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 Emergency Management Act 1986	✓	
	Date of preparation	4/12/2015	

GOVERNANCE AND MANAGEMENT CHECKLIST (CONTINUED)

Governance and management items	Assessment	Outcome
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	Prepared and approved in accordance with section 186A of the <i>Local Government Act</i>	\checkmark
purchases of goods, services and works)	Date of approval	12/06/2018
Business Continuity Plan (Plan setting out the actions that will be taken to ensure key services continue to operate in the event of a disaster)	Plan	✓
	Date of operation of current <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)	Plan	✓
	Date of operation of current <i>Plan</i>	5/06/2018
Risk Management Framework (Framework outlining Council's approach to managing risks to the Council's operations)	Framework	✓
	Date of operation of current Framework	1/03/2008
Audit Committee (Advisory Committee of Council under section 139 of the Act whose role is to oversee the integrity of a Council's financial reporting,	Established in accordance with section 139 of the Act	✓
processes to manage risks to the Council's operations and for compliance with applicable legal, ethical, and regulatory requirements)	Date of establishment	1/03/2018
Internal audit (Independent accounting professionals engaged by the Council to provide analyses and recommendations aimed at improving Council's	Engaged	✓
governance, risk and management controls)	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	Framework	✓
of the Act)	Date of operation of current Framework	30/06/2018

GOVERNANCE AND MANAGEMENT CHECKLIST (CONTINUED)			
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	Report	✓	
the first six months of the financial year)	Date of operation of current report	To Council every quarter. 17/10/2017; 28/11/2017; 27/02/2018 and 22/05/2018.	
Financial reporting (Quarterly statements to Council under section 138 of the Act comparing budgeted revenue and expenditure with actual revenue and	Statements presented to Council in accordance with section $138(1)$ of the Act	✓	
expenditure)	Dates statements presented	Financial reporting to Council is performed monthly until year-end; Dates statements presented to Council: 05/09/2017; 26/09/2017; 08/11/2017; 28/11/2017; 19/12/2017; 06/02/2018; 27/02/2018; 10/04/2018; 10/05/2018 and 12/06/2018.	
Risk reporting (Six-monthly reports of strategic risks to Council's operations, their likelihood and consequences of occurring and risk minimisation	Reports	✓	
strategies)	Date of reports	To Audit Committee every quarter: 17/08/2017; 24/11/2017; 16/02/2018 and 25/5/2018.	
Performance reporting (Six-monthly reports of indicators measuring the results against financial and non-financial performance, including performance	Reports	✓	
indicators referred to in section 131 of the Act)	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: 05/09/2017; 26/09/2017; 08/11/2017; 28/11/2017; 19/12/2017; 06/02/2018; 27/02/2018; 10/04/2018; 10/05/2018 and 12/06/2018. <i>Local Government Performance Reporting Framework</i> Indicators to Council on: 17/10/2017 and 10/04/2018. Audit Committee received reports	
		covering the Local Government Performance Reporting Framework on 24/11/2017 and 25/05/2018.	

GOVERNANCE AND MANAGEMENT CHECKLIST (CONTINUED)			
Governance and management items	Assessment	Outcome	
Annual Report (Annual Report under sections 131, 132 and 133 of the Act to the community containing a report of operations and audited financial	Considered at a Council Meeting in accordance with section 134 of the Act	\checkmark	
performance statements)	Date of consideration	17/10/2017	
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	Reviewed in accordance with section 76C of the Act	✓	
Councillors)	Date reviewed	14/02/2017	
Delegations (A document setting out the powers, duties and functions of Council and the Chief Executive Officer that have been delegated to	Reviewed in accordance with section 98(6) of the Act	✓	
members of staff)	Dates reviewed	05/09/2017; 16/01/2018; 12/06/2018 and 15/06/2018.	
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: 13 September 2018



Councillor Tony Athanasopoulos MAYOR

Dated: 14 September 2018

STATE GOVERNMENT SERVICE PERFORMANCE INDICATORS

FOR THE YEAR ENDED 30 JUNE 2018

SERVICE / Indicator / Measure	Results 2015	Results 2016	Results 2017	Results 2018	Material variations
AQUATIC FACILITIES					
Satisfaction					
User satisfaction with aquatic facilities (optional)	0.00	0.00	0.00	0.00	This is an optional measure as there is currently no standard survey instrument for measuring user satisfaction that allows for accurate comparisons.
[User satisfaction with how council has performed on provision of aquatic facilities]					
Service standard					
Health inspections of aquatic facilities	4.00	4.00	5.50	5.50	No material variations.
[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	9.00	12.00	There was an increase in the overall aquatic facilities attendance of over 85,000 people which would have contributed to this increase.
[Number of WorkSafe reportable aquatic facility safety incidents]					
Service cost					
Cost of indoor aquatic facilities	-\$2.27	-\$2.61	-\$1.93	-\$1.72	No material variations.
[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	\$4.42	\$5.26	Previous year's costs were incorrect as these were based on an allocation of total service provider (YMCA) costs between two facilities. The contract was renegotiated for 2017–18 and Council has taken over the operations from September 2017.
[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	10.39	10.76	No material variations.
[Number of visits to aquatic facilities /municipal population]					

STATE GOVERNMENT SERVICE PERFORMANCE INDICATORS FOR THE YEAR ENDED 30 JUNE 2018

SERVICE / Indicator / Measure	Results 2015	Results 2016	Results 2017	Results 2018	Material variations
ANIMAL MANAGEMENT					
Timeliness					
Time taken to action animal management requests	0.00	1.42	1.31	1.45	The number of requests does fluctuate from year to year and has generally seen an increasing trend with a corresponding increase in time taken to action requests.
[Number of days between receipt and first response action for all animal management requests/number of animal management requests]					ind ease in time taken to action requests.
Service standard					
Animals reclaimed	70.00%	67.19%	63.33%	61.31%	No material variations.
[Number of animals reclaimed/number of animals collected] ×100					
Service cost					
Cost of animal management service	\$39.45	\$43.71	\$38.63	\$42.89	The number of registered animals has fluctuated from year to year while costs have been relatively steady.
[Direct cost of the animal management service/number of registered animals]					
Health and safety					
Animal management prosecutions	16.00	13.00	4.00	11.00	Successful education and regular patrols has seen a decline from 2014-15. The increase from 2016–17 to 2017–18 is because several of the cases were from incidents that occurred in 2016–17 but were not lodged for court until 2017–18.
[Number of successful animal management prosecutions]					

STATE GOVERNMENT SERVICE PERFORMANCE INDICATORS FOR THE YEAR ENDED 30 JUNE 2018

SERVICE / Indicator / Measure	Results 2015	Results 2016	Results 2017	Results 2018	Material variations
FOOD SAFETY					
Timeliness					
Time taken to action food complaints [Number of days between receipt and first response action for all food complaints/number of food complaints]	0.00	1.64	2.00	1.49	Council has been very responsive with food complaints over the two years, taking between 1.5 and 2.0 days to respond to a complaint.
Service standard					
Food safety assessments [Number of registered class I food premises and class 2 food premises that receive an annual food safety assessment in accordance with the <i>Food Act 19841</i> number of registered class I food premises and class 2 food premises that require an annual food safety assessment in accordance with the <i>Food Act 1984</i>]×100	105.00%	102.86%	103.21%	104.03%	No material variations.
Service cost					
Cost of food safety service [Direct cost of the food safety service/number of food premises registered or notified in accordance with the <i>Food Act 1984</i>]	\$657.95	\$638.83	\$606.38	\$640.40	No material variations.
Health and safety					
Critical and major non-compliance outcome notifications [Number of critical non-compliance outcome notifications and major non-compliance notifications about a food premises followed up/number of critical non-compliance outcome notifications and major non-compliance notifications about a food premises] ×100	100.00%	100.00%	98.52%	100.00%	No material variations.

STATE GOVERNMENT SERVICE PERFORMANCE INDICATORS

FOR THE YEAR ENDED 30 JUNE 2018

SERVICE / Indicator / Measure	Results 2015	Results 2016	Results 2017	Results 2018	Material variations		
GOVERNANCE							
Transparency							
Council decisions made at meetings closed to the public	14.00%	15.53%	5.86%	9.35%	There was an increase in tenders submitted to Council that contained commercial-in-confidence documentation.		
[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] ×100							
Consultation and engagement	Consultation and engagement						
Satisfaction with community consultation and engagement	56.00	51.00	54.00	55.00	No material variations.		
[Community satisfaction rating out of 100 with how Council has performed on community consultation and engagement]							
Attendance							
Councillor attendance at Council Meetings	95.00%	91.79%	93.89%	88.36%	No material variations.		
[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)] ×100							
Service cost							
Cost of governance	\$43,767.44	\$43,075.00	\$40,379.33	\$43,244.78	No material variations.		
[Direct cost of the governance service/number of Councillors elected at the last Council general election]							
Satisfaction							
Satisfaction with Council decisions	60.00	54.00	55.00	55.00	No material variations.		
[Community satisfaction rating out of 100 with how Council has performed in making decisions in the interest of the community]							

STATE GOVERNMENT SERVICE PERFORMANCE INDICATORS

SERVICE / Indicator / Measure	Results 2015	Results 2016	Results 2017	Results 2018	Material variations	
HOME AND COMMUNITY CARE (HACC)						
Timeliness						
Time taken to commence the HACC service	0.00	13.00	Reporting ceased 1 July 2016	Reporting ceased 1 July 2016	Reporting on HACC ceased on 1 July 2016 due to the introduction of the Commonwealth Government's NDIS and CHSP programs	
the commencement of HACC service / Number of new clients who have received a HACC service]						
Service standard						
Compliance with Community Care Common Standards	83.00%	83.33%	Reporting ceased	Reporting ceased	Reporting on HACC ceased on 1 July 2016 due to the introduction of the Commonwealth Government's NDIS and CHSP programs	
[Number of Community Care Common Standards expected outcomes met / Number of expected outcomes under the Community Care Common Standards] ×100			July 2016	l July 2016		
Service cost						
Cost of domestic care service [Cost of the domestic care service/ hours of domestic	\$0.00	\$43.24	Reporting ceased 1 July 2016	Reporting ceased 1 July 2016	Reporting on HACC ceased on 1 July 2016 due to the introduction of the Commonwealth Government's NDIS and CHSP programs	
care service provided]			- /	- /		
Cost of personal care service	\$0.00	\$42.98	Reporting ceased 1 July 2016	Reporting ceased 1 July 2016	Reporting on HACC ceased on 1 July 2016 due to the introduction of the Commonwealth Government's NDIS and CHSP programs	
[Cost of the personal care service/ hours of personal care service provided]						
Cost of respite care service	\$0.00	\$53.37	Reporting ceased	Reporting ceased	Reporting on HACC ceased on 1 July 2016 due to the introduction of the Commonwealth Government's NDIS and CHSP programs	
[Cost of the respite care service/ hours of respite care service provided]			July 2016	July 2016		
Participation						
Participation in HACC service	26.00%	24.49%	Reporting ceased	Reporting ceased	Reporting on HACC ceased on 1 July 2016 due to the introduction of the Commonwealth Government's NDIS and CHSP programs	
[Number of people that received a HACC service / municipal target population for HACC services] ×100			July 2016	July 2016		

STATE GOVERNMENT SERVICE PERFORMANCE INDICATORS FOR THE YEAR ENDED 30 JUNE 2018

SERVICE / Indicator / Measure	Results 2015	Results 2016	Results 2017	Results 2018	Material variations
HOME AND COMMUNITY CARE (HACC)	(CONTINU	ED)			
Participation in HACC service by culturally and linguistically diverse (CALD) people	22.00%	20.00%	Reporting ceased 1 July 2016	Reporting ceased 1 July 2016	Reporting on HACC ceased on 1 July 2016 due to the introduction of the Commonwealth Government's NDIS and CHSP programs
[Number of CALD people who receive a HACC service/municipal target population in relation to CALD people for HACC services] ×100					
LIBRARIES					
Utilisation					
Library collection usage	7.87	8.31	8.21	8.01	No material variations.
[Number of library collection item loans/number of library collection items]					
Resource standard					
Standard of library collection	71.00%	70.75%	73.17%	72.21%	No material variations.
[Number of library collection items purchased in the last five years/number of library collection items] ×100					
Service cost					
Cost of library service	\$5.78	\$5.83	\$5.54	\$6.39	Lower visitations affecting the cost per visit due to a temporary drop in visits to Carnegie library during level crossing removal, and elevated rail construction works in the surrounding area.
[Direct cost to Council of the library service/number of visits]					
Participation					
Active library members	17.00%	17.18%	16.88%	16.50%	No material variations.
[Number of active library members/municipal population] ×100					

STATE GOVERNMENT SERVICE PERFORMANCE INDICATORS

SERVICE / Indicator / Measure	Results 2015	Results 2016	Results 2017	Results 2018	Material variations
MATERNAL AND CHILD HEALTH (MCH)					
Satisfaction					
Participation in first MCH home visit	105.00%	103.57%	104.13%	102.30%	No material variations.
[Number of first MCH home visits/number of birth notifications received] ×100					
Service standard					
Infant enrolments in the MCH Service	100.00%	99.19%	100.00%	97.27%	No material variations.
[Number of infants enrolled in the MCH Service (from birth notifications received) / number of birth notifications received] ×100					
Service cost					
Cost of MCH Service	\$0.00	\$81.68	\$75.16	\$77.47	No material variations.
[Cost to Council of the MCH Service hours worked by MCH nurses]					
Participation					
Participation in the MCH Service	87.00%	87.51%	87.37%	87.11%	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] ×100					
Participation in the MCH Service by Aboriginal children	88.00%	92.86%	87.50%	92.86%	Please note that the $2016-17$ 'Participation in the MCH Service by Aboriginal children' figure has been restated to reflect the
[Number of Aboriginal children who attend the MCH Service at least once (in the year) / number of Aboriginal children enrolled in the MCH Service] ×100					correct result of 87.5%. Last years error was caused by transposing the numerator and denominator. The 2016–17 reported figure in the <i>Know Your Council</i> website is incorrect and is showing 109.09%.
ROADS					
Satisfaction of use					
Sealed local road requests	41.25	56.74	66.20	69.62	No material variations.
[Number of sealed local road requests/kilometres of sealed local roads] ×100					

STATE GOVERNMENT SERVICE PERFORMANCE INDICATORS

FOR THE YEAR ENDED 30 JUNE 2018

SERVICE / Indicator / Measure	Results 2015	Results 2016	Results 2017	Results 2018	Material variations
ROADS (CONTINUED)					
Condition					
Sealed local roads maintained to condition standards	97.00%	95.37%	96.58%	94.16%	After benchmarking with other Councils, the Pavement Condition Index (PCI) used for reporting has been set at a higher
[Number of kilometres of sealed local roads below the renewal intervention level set by Council/kilometres of sealed local roads] ×100					standard for the renewal intervention level. By setting the level higher than the previous year, it has resulted in an increase in the percentage of pavements requiring renewals.
Service cost					
Cost of sealed local road reconstruction	\$91.45	\$125.56	\$126.16	\$135.11	This is a fully contracted service. These rates are therefore set by the market, and availability of contractors.
[Direct cost of sealed local road reconstruction/square metres of sealed local roads reconstructed]					
Cost of sealed local road resealing	\$19.38	\$17.65	\$17.61	\$19.39	There is an increase of 10 per cent from the previous year. This is a fully contracted service and the costs are based on
[Direct cost of sealed local road resealing/square metres of sealed local roads resealed]					annual supply contract rates subject to annual increase. Additionally, there were significant costs associated with one large project, which was the resurfacing of a tram route, requiring night work and traffic and tram management .
Satisfaction					
Satisfaction with sealed local roads	74.00	69.00	67.00	70.00	No material variations.
[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	103.00	89.00	Council's Urban Planning Department has implemented a number of actions from a service review that included
[The median number of days between receipt of a planning application and a decision on the application]					recommendations to improve timeliness of decision making. There has been a greater focus on resolving applications early in the process to speed up the average time taken to determine an application.
Service standard					
Planning applications decided within required time frames	77.00%	61.98%	57.81%	57.48%	No material variations.
[(Number of regular planning application decisions made within 60 days) + (Number of VicSmart planning application decisions made within 10 days)/number of planning application decisions made] ×100					

STATE GOVERNMENT SERVICE PERFORMANCE INDICATORS

FOR THE YEAR ENDED 30 JUNE 2018

Indicator / Measure	Results 2015	Results 2016	Results 2017	Results 2018	Material variations
STATUTORY PLANNING (CONTINUED)					
Service cost					
Cost of statutory planning service	\$2,341.87	\$2,211.86	\$2,287.66	\$2376.77	No material variations.
[Direct cost of the statutory planning service/number of planning applications received]					
Decision-making					
Council planning decisions upheld at VCAT [Number of VCAT decisions that did not set aside Council's decision in relation to a planning application/number of VCAT decisions in relation to planning applications] ×100	59.00%	56.86%	41.80%	57.33%	During 2016–17 there was an increase in the number of appeals for applications refused by Council. This resulted in a decrease in the number of Council's decisions upheld at VCAT. During 2017–18, the Urban Planning Department implemented a number of actions resulting from a Service Review that included recommendations to decrease the number of VCAT appeals and to improve decision making success. This has included greater in-house resolutions of application by negotiating with applicants and reflecting on key themes in the Tribunals decision making that has led to improve diagnment in the way Council interpret policy. Please note that VCAT is legally required to take account of Council's planning scheme policies but is not legally required to apply them. Further, applicants can change their plans significantly before they get to VCAT so VCAT may be considering a quite different proposal to the one decided by Council. It follows that VCAT is often not making the same decision as Council. The measure does not capture mediated outcomes.
WASTE COLLECTION					
Satisfaction					
Kerbside bin collection requests [Number of kerbside garbage and recycling bin collection requests/number of kerbside bin collection households] ×1000	161.80	122.64	116.90	96.12	Council has been closely managing the kerbside waste collection contract to ensure a higher level of serivce is provided to the community. A direct outcome of this is a sharp reduction in the number of requests.
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	1.18	1.21	No material variations.

STATE GOVERNMENT SERVICE PERFORMANCE INDICATORS FOR THE YEAR ENDED 30 JUNE 2018

Indicator / Measure	Results 2015	Results 2016	Results 2017	Results 2018	Material variations
WASTE COLLECTION (CONTINUED)					
Service cost					
Cost of kerbside garbage bin collection service	\$114.93	\$114.61	\$115.29	\$109.60	No material variations.
[Direct cost of the kerbside garbage bin collection service/number of kerbside garbage collection bins]					
Cost of kerbside recyclables collection service	\$9.19	\$10.08	\$10.80	\$19.25	A change in the global recycling market means that a contractual reset was required. Until January 2018, Council received
[Direct cost of the kerbside recyclables bin collection service/number of kerbside recyclables collection bins]					income for recycling processing. As of March 2018, Council was required to pay for recycling processing, meaning it is a far more expensive service to provide to the community.
Waste diversion					
Kerbside collection waste diverted from landfill	43.00%	44.18%	45.28%	44.51%	No material variations.
[Weight of recyclables and green organics collected from kerbside bins/weight of garbage, recyclables and green organics collected from kerbside bins] ×100					

SUSTAINABLE CAPACITY INDICATORS FOR THE YEAR ENDED 30 JUNE 2018

Indicator / Measure	Results 2015	Results 2016	Results 2017	Results 2018	Material variations
Population					
Expenses per head of municipal population	\$928.91	\$1,023.01	\$970.70	\$1,018.43	No material variations.
[Total expenses/municipal population]					
Infrastructure per head of municipal population	\$3,207.12	\$3,218.36	\$3,209.91	\$3,402.84	No material variations.
[Value of infrastructure/municipal population]					
Population density per length of road	289.86	294.37	299.49	305.32	No material variations.
[Municipal population/kilometres of local roads]					
Own-source revenue					
Own-source revenue per head of municipal population	\$834.01	\$910.61	\$935.63	\$960.40	2017–18 rate income incurred in-line with Council's <i>Strategic Resource Plan</i> and includes higher than budgeted revenue from parking infringements and open space contributions.
[Own-source revenue/municipal population]					
Recurrent grants					
Recurrent grants per head of municipal population	\$164.92	\$147.13	\$170.20	\$157.73	Recurrent grants impacted by the timing of receipt of the Commonwealth Government's grant commission funding.
[Recurrent grants/municipal population]					
Disadvantage					
Relative Socio-Economic Disadvantage	10.00	10.00	10.00	10.00	No material variations.
[Index of Relative Socio-Economic Disadvantage by decile]					

FINANCIAL PERFORMANCE INDICATORS

FOR THE YEAR ENDED 30 JUNE 2018

DIMENSIONS / Indicator / Measure	Results				Fore	casts		Material variations	
	2015	2016	2017	2018	2019	2019 2020 2021 2022		2022	
EFFICIENCY									
Revenue level									
Average residential rate per residential property assessment	\$1,415.61	\$1,485.03	\$1,521.45	\$1,541.86	\$1,602.13	\$1,625.38	\$1,654.12	\$1,683.49	Movements in-line with Council's Strategic Resource Plan.
[Residential rate revenue/number of residential property assessments]									
Expenditure level									
Expenses per property assessment	\$2,149.69	\$2,332.85	\$2,230.99	\$2,341.87	\$2,455.58	\$2,460.91	\$2,475.51	\$2,493.53	No material variations.
[Total expenses/number of property assessments]									
Workforce turnover									
Resignations and terminations compared to average staff	9.82%	11.48%	9.23%	11.74%	10.50%	10.50%	10.50%	10.50%	Staff turnover has increased slightly due to National Disability Insurance Scheme (NDIS) related redundancies.
[Number of permanent staff resignations and termination/average number of permanent staff for the financial year] ×100									
LIQUIDITY									
Working capital									
Current assets compared to current liabilities	98.80%	99.31%	123.96%	141.87%	122.96%	124.65%	106.36%	115.52%	Increase in 2017–18 relates to: higher than anticipated income from parking infringements,
[Current assets/current liabilities] ×100									open space contributions and brought forward income for VGC funding. Forecast movement in-line with Council's <i>Strategic Resource Plan</i> .
Unrestricted cash									
Unrestricted cash compared to current liabilities	25.21%	28.15%	45.31%	44.41%	43.12%	53.65%	36.06%	46.66%	Increases from 2016–17 relate to: higher than anticipated income from parking infringements and brought forward income for VGC funding. Forecast movements in-line with Council's Strategic Resource Plan.
[Unrestricted cash/current liabilities] ×100									.0

FINANCIAL PERFORMANCE INDICATORS

FOR THE YEAR ENDED 30 JUNE 2018

DIMENSIONS / Indicator / Measure		Res	ults			Forecasts			Material variations
	2015	2016	2017	2018	2019	2020	2020 2021 2022		
OBLIGATIONS									
Asset renewal									
Asset renewal compared to depreciation	78.26%	82.14%	69.79%	74.85%	86.13%	79.52%	65.40%	68.71%	Forecast movements in-line with Council's Strategic Resource Plan.
[Asset renewal expenses/asset depreciation] ×100									
Loans and borrowings									
Loans and borrowings compared to rates [Interest bearing loans and borrowings/rate revenue] ×100	23.35%	25.68%	21.38%	17.56%	13.58%	10.02%	6.53%	18.84%	Borrowings restructured in June 2016, which resulted in a net financial benefit to Council. Reflects repayment of Ioan borrowings according to schedule. The principal Ioan was to build the Glen Eira Sports and Aquatic Centre.
Loans and borrowings repayments compared to rates	3.21%	3.11%	3.94%	3.83%	3.67%	3.54%	3.43%	4.97%	No material variations.
[Interest and principal repayments on interest bearing loans and borrowings/rate revenue] ×100									
Indebtedness									
Non-current liabilities compared to own source revenue	20.45%	19.44%	15.91%	13.06%	10.06%	7.41%	4.80%	3.3 %	Reflects Council's reduction in debt according to scheduled loan repayments.
[Non-current liabilities/own source revenue] ×100									
OPERATING POSITION									
Adjusted underlying result									
Adjusted underlying surplus (or deficit)	9.32%	6.90%	16.20%	14.15%	9.58%	11.11%	11.73%	12.74%	Adjusted underlying result increase in 2016–17 relates to higher than anticipated income
[Adjusted underlying surplus (deficit)/ adjusted underlying revenue] ×100									from parking infringements, open space contributions and brought forward income for VGC funding as well as some larger one-off expenses which affected the 2015–16 result.

FINANCIAL PERFORMANCE INDICATORS

FOR THE YEAR ENDED 30 JUNE 2018

DIMENSIONS / Indicator / Measure		Res	ults			Fore	casts		Material variations
	2015	2016	2017	2018	2019	2020	2021	2022	
STABILITY									
Rates concentration									
Rates compared to adjusted underlying revenue	61.72%	61.12%	58.73%	57.90%	60.39%	60.10%	60.38%	60.65%	No material variations.
[Rate revenue/adjusted underlying revenue] ×100									
Rates effort									
Rates compared to property values	0.19%	0.20%	0.17%	0.17%	0.16%	0.16%	0.16%	0.15%	No material variations.
[Rate revenue/capital improved value of rateable properties in the municipality] ×100									
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

... the primary objective of a council is to endeavour to achieve the best outcomes for the local community having regard to the long-term and cumulative effects of decisions. — Local Government Act

Role of Council

Glen Eira City Council traces its Local Government origins and service to the community back to 1857. It is a duly constituted Victorian municipal council which exercises powers under, and is subject to the obligations prescribed in the Local Government Act 1989 (the Act).

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

Council governs for and on behalf of the Glen Eira community.

The Act provides that the primary objective of a council is to endeavour to achieve the best outcomes for the local community having regard to the long-term and cumulative effects of decisions. The role of Council includes:

- acting as a representative government by taking into account the diverse needs of the local community in decision-making;
- providing leadership by establishing strategic objectives and monitoring their achievement;
- maintaining the viability of Council by ensuring resources are managed in a responsible and accountable manner;
- advocating the interests of the local community to other communities and governments;
- acting as a responsible partner in government by taking into account the needs of other communities; and
- fostering community cohesion and encouraging active participation in civic life.

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

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

Their broad roles and functions include:

- strategic planning for the whole of the municipality and a sustainable future;
- representation of the local community in Council's decision-making;
- advocacy on a broad range of issues;
- co-ordination with other spheres of government, the private sector and non-government and community sectors;
- stewardship of the community's assets; and
- facilitation of community participation.

Delegations

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

Democratic governance

Electoral representation

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

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

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

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

Compliance

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. Council considered the submissions received and resolved to amend the local law on 19 July 2016.

The Local Law 2009 is available to download from Council's website <u>CLICK HERE</u>. It can also be inspected and copies are available from Council's Service Centre.

The current Local Law will expire on 24 November 2019 and Council has commenced the process to review and remake the Local Law prior to the expiry date.

Documents and other information available for public inspection

A wide range of documents and publications are available to the public on Council's website at <u>www.gleneira.vic.gov.au</u> including the *Council and Community Plan*, 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* (the *Act*) and Local Government (General) Regulations 2015 as listed below.

Documents available for public inspection include:

- Details of overseas or interstate travel (with the exception of interstate travel by land for less than three days) undertaken in an official capacity by Councillors or any member of Council staff in the previous 12 months, including the names of the Councillors or members of Council staff and the date, destination, purpose and total cost of the overseas or interstate travel.
- A register of the interests of Councillors, members of special committees and nominated officers consisting of the last three returns that those Councillors, members and officers were required to submit under this Section.
- Agendas for and minutes of Ordinary and Special Meetings held in the previous 12 months kept under Section 93 of the Act except if the minutes relate to parts of meetings which have been closed to members of the public under Section 89 of the Act.
- A register of delegations kept under Sections 87(1) and 98(4) of the Act, including the date on which the last review under Section 86(6) and 98(6) of the Act took place.

— Details of all leases involving land which were entered

into by Council as lessor, including the lessee and the terms and the value of the lease.

- A register of authorised officers appointed under Section 224(IA) 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.

Council maintains a statement setting out the types of documents held by Council, what Council does, and how members of the public may access information about Council, which is available on Council's website.

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 members of the community about which Council holds information. Documents held by Council may be available outside the Freedom of Information process. Enquiries about access to documents should be directed to Council's Freedom of Information officer in the first instance.

Freedom of Information requests

Requests for documents under the FOI Act may be made online. Alternatively, a written request may be sent via email to foi@gleneira.vic.gov.au marked for the attention of Council's 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.

DETAILS	2013-14	2014-15	2015-16	2016-17	2018-19
Total number of new requests	28	41	28	27	51*
Requests determined not to be Freedom	0		I	2	9
of Information Act requests					
Access granted in full	0	0	0	5	
Access granted in part	19	25	16	8	12
Other	5	5			7
Access denied in full	I	0	3	7	4
Requests still under consideration	3	7	5	2	4
Requests withdrawn	0	3	2	3	4
Number of decisions referred to the FOI	0	2	2	4	6
Commission					
Appeals lodged with VCAT	0	0	0	0	

FREEDOM OF INFORMATION REQUESTS RECEIVED 2013-14 TO 2017-18

*The increase may be attributable to increased awareness of the right to seek access to documents through the Freedom of Information process.

Protected Disclosure

The Protected Disclosure Act 2012 (the PDA) replaced the Whistleblowers Protection Act 2001 on 10 February 2013. As required by the PDA, 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 PDA is designed to encourage and facilitate the disclosure of information about improper conduct by public officers, including Council officers or Councillors. The PDA protects those people who disclose information and provides a framework for investigation and rectifying action.

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

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

- does not tolerate improper or corrupt conduct by its employees, officers or Councillors;
- supports disclosures being made that reveal corrupt conduct, conduct involving a substantial mismanagement of public resources, and conduct involving a substantial risk to public health and safety or the environment; and
- will protect people who make disclosures from reprisals and give natural justice to the person who is the subject of the disclosure.

During 2017–18, no disclosures were made to Council that were required to be reported, pursuant to the provisions of the *PDA*, to IBAC.

Statutory reporting

Best Value and continuous improvement

The Local Government (Best Value Principles) Act 1999 requires the six Best Value principles be applied to all Council services since 31 December 2005. Best Value Victoria aims to ensure Local Government services are the best available and that they meet the needs of the community.

Continuous improvement

Glen Eira City Council has developed an organisation-wide approach to the Best Value Principles to ensure they are embedded in the culture and evident in all services. The Best Value Principles are applied universally in strategic and service planning and service reviews. The principles are:

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

A schedule of strategic service reviews is Council's ongoing commitment to continuous improvement and providing best value for the community. The purpose of each review is to take into account the Best Value Principles in section 208C of the *Local Government Act* and ensure services:

- remain relevant and aligned with community needs and wants, now and in the future;
- are effective in achieving planned outcomes that meet the community's needs and wants;
- operate efficiently and are delivered at an affordable cost to the community. The service reviews aim to optimise the use of Council's human resources, systems, materials, plant and equipment, infrastructure and facilities; and
- deliver long-term sustainable financial viability.

In 2017-18 some of the benefits achieved include:

- Planning applications digitised to improve customer experience and workflow efficiencies with a 14 day reduction for decisions and a direct cost saving by eliminating paper costs.
- Improved engagement with permit applicants to resolve issues raised in planning applications resulted in improved outcomes for all parties, with 104 fewer VCAT appeals.
- Land information certificates fully digitised and the digital transition helped reduce waiting time by approximately 50 per cent.
- The option to lodge the hard rubbish requests online increasing online bookings from 37 per cent in June 2017 to 45 per cent in June 2018. The estimated cost saving for this transaction is \$82,608.
- Change of address, general enquiries, reporting dumped rubbish and derelict vehicles can be undertaken online 24/7 resulting in greater access to Council services.
- A new approach to the Council's building and property works contract to improve efficiency, response times, quality of work and customer satisfaction.
- A second care crew team introduced to keep activity centres and shopping strips clean and in order seven days a week.
- A street art program for local artists to decorate
 20 traffic signal boxes with two already complete in
 Bentleigh and Carnegie.

Significant achievements for this year include:

- The new Community Engagement Framework published in May 2018 to ensure a consistent approach to engaging the community.
- Design for a new customer focused website will improve accessibility and provide better opportunities for community engagement.

- 13,844 requests received on CityWatch Council's new mobile app that encourages residents to access Council services. The average overall experience rating from customers using the app is 7.8 out of 10.
- 42,000 digital transactions that were previously completed face-to-face, over the phone, via email or on paper.
- A project to map the customer's journey with Council including timeframes, pain points and emotions. This information will be used to redesign processes for a better customer experience.
- Customer Service Operating Framework developed to deliver accessible, timely, and consistent customer experiences.
- 2,600 call backs were requested between April and June 2018 following the introduction of automated call backs resulting in reduction in customer wait time during busy periods.
- Livestreaming of Council Meetings through Council's website.
- Received the Infor Public Sector User Forum 2018 Award for Innovation Excellence for our project that automatically emails customers to provide information on the progress of their requests.

New initiatives for next year include:

- The launch of a new customer centric Glen Eira City Council website.
- Continuation of the digitisation of high use paper transactions.
- A tool to monitor Urban Planning activity so residents have online, up-to-date planning information.
- Community consultation on concept plans for the redevelopment of Carnegie Swim Centre and improvements to Bentleigh Library and Youth Hub.

- Development of an online chat platform We asked
 You said We did to strengthen community engagement.
- Seamless online processes that automatically connect new residents, businesses and parents to Council services.
- Improvements to Glen Eira Leisure and Home Care customer experiences through updates to customer systems.
- Replacement of street lights on major Council roads with energy efficient lighting.

Reporting to the Community

Further information on Council's service improvements is available in Council's <u>Best Value Report</u>. Regular, transparent reporting on Council's performance can be found in the <u>Quarterly Service Performance Report</u> and further performance and benchmarking information is available on Local Government Victoria's website <u>Know</u> <u>Your Council</u>.

New initiatives for next year include Community consultation on concept plans for the redevelopment of Carnegie Swim Centre.

HØ

Net cost of services we delivered 2017-2018

SERVICES WE DELIVER	ED AND WHAT THEY COST	
SERVICES	DESCRIPTION OF SERVICES	Net cost \$'000 Actual Budget Variance
Roads, drains and building maintenance	Responsible for maintaining, developing and renewing the City's infrastructure including roads, footpaths, drains, kerbs,	6,186
building manteenance	gutters and buildings. The function includes the following areas: building maintenance; properties and facilities management;	,24
	project and asset management; street lighting; street furniture; engineering design and construction; line marking; emergency services; road maintenance rehabilitation; footpath maintenance; and drainage maintenance.	5,055
Environmental strategy and services	Looks after household waste, green waste and hard rubbish collections throughout the City and co-ordinates Council's	814
	environmental sustainability initiatives. Provides recycling services for paper, plastic, glass and cans. Also carries out	(172)
	street cleaning activities including rubbish bin emptying, street sweeping and weed control. The function includes the following areas: hard rubbish and green waste collection; bundled branch collection; street cleaning; refuse collection; litter bin collection; mixed recyclables collection; and waste management education and enforcement.	(986)
Planning and	Services of strategic urban planning and regulatory control of urban planning, buildings, traffic engineering and local laws. The	(710)
community safety	function includes the following areas: urban planning; local laws; traffic and parking; school crossing safety; building control and	1,191
	animal control services.	1,901
Park services	Promotes, manages, maintains and improves the City's open recreational space such as: sporting ovals; playgrounds;	10,818
	barbecues; garden beds; park lighting; public toilets; general lawn areas; and irrigation systems. Also maintains all trees in	11,587
	streets, parks, reserves and nature strips. The function includes the following areas: parks and gardens maintenance and street tree maintenance.	768

SERVICES	DESCRIPTION OF SERVICES	Net cost \$'000 Actual Budget Variance
Recreation	Recreation Strategic planning for the City's recreation activities, facilities and reserves; maintains and allocates sportsgrounds; manages and schedules Council's public halls, sportsgrounds and Moorleigh Community Village; co-ordinates capital works in the City's parks and reserves; and manages contracts for recreational facilities. The function includes sports administration and pavilions.	
Glen Eira Libraries	Glen Eira Libraries Enables residents to access reference material, information, books, DVDs, magazines, games, e-books and e-magazines at Caulfield, Elsternwick, Carnegie and Bentleigh. Also provides school holiday programs, book reading sessions and access to computers and community rooms.	
Community care	Provides home and community-based services for elderly residents and residents with disabilities, which aim to help	(526)
	them live as independently as possible. These services include: personal care; home maintenance; disability and respite care;	448
	meal delivery; and an adult day activity centre. The service also co-ordinates social and recreational programs for older residents and those with a disability. The function includes the following areas: older adults' program; independent living units; in-home support; home care; property maintenance; community transport; personal and respite care; senior citizens; social support; and delivered meals.	
Family and community wellbeing		
community wendering	to six years. Also developed an integrated three year <i>Municipal</i> Early Years Plan (MEYP) in partnership with the community,	5,989
	to improve all programs and services provided for children from birth to six years and ensure the health and wellbeing of children and their families. The function includes the following areas: maternal and child health; kindergartens' central enrolment service; family day care; early learning services; occasional care; children's support services; youth services; immunisation; and public health.	60

SERVICES WE DELIVERED AND WHAT THEY COST (continued)			
SERVICES	DESCRIPTION OF SERVICES	Net cost \$'000 Actual Budget Variance	
Cultural services	Cultural services Provides a comprehensive program of art and cultural activities including exhibitions, events, concerts and festivals to entertain,		
	educate and culturally enrich residents.	1,355	
facilities pe	Provides low and high level care to eligible residents and older people with strong ties to the City. Eligibility is assessed by the	2,258	
	Commonwealth Aged Care Assessment Service. Council's residential facilities are Warrawee, Spurway and Rosstown.	I,202	
Customer service and Council governance	Provides facilities to allow Council to collectively govern the City of Glen Eira and to provide facilities and services to allow	7,512	
	Councillors to discharge their governance and constituency responsibilities. The function includes the following areas:	7,919	
	Mayor and Councillors; Service Centre; Councillor support; corporate policy and planning; and People and Culture.		
Media and communications		1,001	
the media, co-ordinating events, p	activities and services by developing publications, liaising with the media, co-ordinating events, promotions, advertising, and marketing activities including the publication of <i>Glen Eira</i>	١,330	
		329	
in legal relations with other entities; provides co documentation; provides internal advice on cor other legal matters. Contributes to protection of by: ensuring sound risk management policy and in place; maintains risk register; ensures relevan policies are in place; handles liability claims; pro	Ensures probity in the conduct of: tendering; protects Council in legal relations with other entities: provides contract	1,326	
	documentation; provides internal advice on contracts and other legal matters. Contributes to protection of Council	1,743	
	by: ensuring sound risk management policy and practices are in place; maintains risk register; ensures relevant insurance policies are in place; handles liability claims; provides internal risk management, insurance advice, and election management.	418	

SERVICES	DESCRIPTION OF SERVICES	Net cost \$'000 Actual Budget Variance
City Futures	Undertakes the implementation of Council's recently adopted <i>Planning Scheme Review</i> work plan, including the development	2,211
	of an Activity Centre Strategy and Structure Plans across the City's major activity centres. In addition, the area will embark	2,773
	on a strategic 'whole of place' view to transport and urban design to achieve integrated land use planning and sustainable transport outcomes. This business area will foster a dynamic and vibrant local economy through proactive place making across our shopping strips and business programs which foster stronger local collaborative networks.	562
Financial services	cial services Provides a range of strategic and operational financial services to business units and to Council as a whole. The business	5,153
	area has the responsibility for the day-to-day management of Council's financial assets. The function includes the following	7,684
	areas: accounting services; information technology and systems; records; internal/external audit; rating and property; procurement; and fleet management.	2,531
	Glen Eira Leisure manages Council's three recreational facilities: Glen Eira Sports and Aquatic Centre (GESAC); Carnegie Swim	(2,640)
	Centre; and Caulfield Recreation Centre.	(2,846)
	GESAC provides leisure, sport, recreation and health and well-being opportunities for the whole community. The Centre offers a number of different activity areas and programs that focus on building and promoting health and wellness of the community. These include: hydrotherapy; learn-to-swim classes; swim training; gentle exercise; basketball; netball; gym; fitness classes; body therapy; massage and beauty therapy.	
	The Carnegie Swim Centre is Council's outdoor swimming facility which has four heated outdoor pools, a kiosk, electric barbecues, learn-to-swim classes and a beach volleyball court.	
	The Caulfield Recreation Centre has a variety of activities and programs to suit all fitness levels and ages, from toddlers to older adults.	

Requirements under Carers Recognition Act 2012

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

- People in care relationships who receive Council services; to people in care relationships; and to the wider community by:
- distributing printed material through relevant Council services;
- displaying posters on the Act at Council community venues; and
- providing a link to the Commonwealth Government My Aged Care website from the Glen Eira Council.
- 2. Council staff, Council agents and volunteers working for Council, who are informed about the principles and obligations of the Act by information on the care relationship included in:
- Council induction and training programs for staff working in Home and Community Care; and
- induction and training programs for volunteers working directly with the community.

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

Disability Act 2006

Council adopted a new *Disability Action Plan* in February 2017. A total of 87 per cent of the 148 actions outlined in the *Disability Action Plan* were achieved in 2017–18.

Over 2017–18, Council delivered:

- partnerships with local organisations to deliver inclusive programs and social enterprises for people with a disability;
- promotion of an accessible events checklist for Council staff and the community;
- an easy English version of the Disability Action Plan;
- National Disability Insurance Scheme (NDIS) information session and support to residents of Glen Eira;
- monitoring and review of access to Council facilities and services;
- monthly Auslan *StoryTime* sessions at Bentleigh Library;
- consultation with Council's Disability Reference Committee;
- social support to more than 130 clients, and disability respite services to more than 110 clients throughout the Glen Eira community;
- disability awareness in school sessions to 10 local primary schools;
- 20 sessions of the Chat n Chuckle discussion group which connects community members who have acquired brain injuries;
- five sensory-friendly movie sessions attended by more than 250 people;
- a program of events in support of Social Inclusion Week;
- a Come and Try inclusive sports day at Glen Eira Sports and Aquatic Centre (GESAC) for International Day of People with a Disability;
- the development of an online disability awareness training program, *YouMeUs*, in collaboration with neighbouring councils; and
- a program of specialised disability awareness training sessions for Council staff and communications training for GESAC staff.

<u>CLICK HERE</u> to see further information on Council's disability services.

Domestic Animals Act 1994

The Domestic Animals Act 1994 requires Council to prepare a Domestic Animal Management (DAM) Plan at four yearly intervals and evaluate its implementation in the Annual Report.

Performance indicators

Council continued the implementation of its four-year Domestic Animal Management (DAM) Plan. The DAM Plan addresses issues such as dogs at large; cat overpopulation; nuisance pets; and registration and identification.

Council has met or exceeded its targets in all but two of the nine performance indicators in 2017–18.

The cat registration target was not met, however cat registration numbers have been relatively stable over the past 12 months with an increase of 410 cats registered in 2017–18. The use of SMS messaging when registrations are due, has allowed Council to develop a more accurate depiction of registered animals.

The ratio of infringement to official warning target was not met for a second consecutive year and rose slightly on the previous period. We note this was not unexpected as Council conducted operations targeting dogs wandering at large.

The cat reclaim/return rate continues to be well above the target set, is industry leading and continues to increase. This has been a strong focus for Council's animal management team over the past few years and is a positive outcome following the adoption of Council's new *Domestic Animal Management Plan 2017–2021*. However, it should be noted these figures include cats that have been sold or adopted. Council acknowledges the exceptional work that our current pound provider (RSPCA) does in reducing the euthanasia rates by selling or adopting such a large number of cats.

<u>CLICK HERE</u> to read Council's Domestic Animal Management Plan 2017–2021.

	INDICATOR	TARGET (%)	2013–14 (%)	2014–15 (%)	2015–16 (%)	2016–17 (%)	2017–18 (%)	2017–18 FIGURES
I	Dog registration rate: (per cent dogs registered/ estimated dog population)	85	88.4	88	88.1	92	89	12,072/13,558
2	Cat registration rate: (per cent cats registered/ estimated cat population)	85	83.7	83	83.8	86	80	4,866/6,102
3	Enforcement success rate: (percent 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)	90	96.5	96	95.1	93	94.1	272/289
-	(includes adopted/sold dogs)							
5	Cat reclaim/return rate: (per cent total cats reclaimed/ total cats impounded)	20	61.3	75	65.41	71	73.9	119/161
	(includes adopted/sold cats)							
6	Domestic animal business compliance rates: (registered/compliant)	93	100	100	100	100	100	7/7
7	Dog desexing rate (per cent dogs desexed/actual registered)	70	75.7	77	78.2	79	80	9,670/12,072
8	Cat desexing rate (per cent cats desexed/actual registered)	80	91	92	92.7	93	94	4,582/4,866
9	Infringements versus official warnings rates (per cent of infringements/warnings)	<40	20.8	39	38.1	43.5	43	115/266

The following table provides an assessment of the year ending 30 June 2018:

Food Act 1984

During the 2017–2018 financial year, Glen Eira City Council did not receive any ministerial directions under the provisions of Section 7e of the *Food Act 1984*.

Road Management Act 2004

During the 2017–2018 financial year, Glen Eira City Council did not receive any ministerial directions under the provisions of the *Road Management Act* 2004.

Contracts

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

Council did enter into a contract valued at \$150,000 or more without engaging in a competitive process: **Contractor name:** SprayIT Solutions (VIC) Pty Ltd **\$ value:** \$211,861.97 **Goods or services:** Vapour Barrier Defects Rectification Works

Date of contract: 17/2/2017-25/1/2018

Contact us

Glen Eira City Council

Corner Glen Eira and Hawthorn Roads, Caulfield Mail address: PO Box 42 Caulfield South, 3162 Phone: (03) 9524 3333 Fax: (03) 9523 0339 mail@gleneira.vic.gov.au www.gleneira.vic.gov.au Social media

What's on in Glen Eira: www.facebook.com/GlenEiraCityCouncil

@cityofgleneira: www.instagram.com/cityofgleneira

Glen Eira arts, gallery and events: www.facebook.com/gleneiraarts

Glen Eira Libraries: www.facebook.com/GlenEiraLibraries

Glen Eira Maternal and Child Health: www.facebook.com/GlenEiraMaternalandChildHealth

Glen Eira Sports and Aquatic Centre (GESAC): www.facebook.com/GESAConline twitter.com/GESAConline

Glen Eira sustainable living: www.facebook.com/sustainablelivinggleneira

Glen Eira Youth Services: www.facebook.com/GlenEiraYouthServices www.instagram.com/gleneirayouthservices

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

National Relay Service <u>https://relayservice.gov.au</u> then enter 03 9524 3333

Teletypewriter (TTY): 13 36 77

Speak and Listen: 1300 555 727

Privacy

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

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

Council's obligations under the Act and IPPS

Council:

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

Council's website

Council does not:

- have access to credit card details used to make online payments (all online payments are handled by Council's banking provider whose website is not managed or maintained by Council and the agreement with Council's banking provider, in common with other Council contractors, imposes obligations in relation to confidentiality and privacy); or
- take responsibility for protecting users' privacy rights in relation to external websites accessed via links on Council's website (note: where Council outsources one of its functions to a contractor, it imposes an obligation on that contractor to comply with privacy law and Council's Privacy Policy).

Council collects certain automatically-recorded information from users of Council's website. This includes a user's: server address; domain name; date and time of visit; pages accessed; documents downloaded; previous site visited (where users have visited Council's website via an external link); and type of browser used.

Council uses cookies (small blocks of data that can be used to identify a user) to typically remember you and your preferences from last time you visited our website. We don't store any personal information in cookies.

Further information

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

Disclaimer

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

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Glossary

AAS — Australian Accounting Standards.

AASB — Australian Accounting Standards Board.

ABS — Australian Bureau of Statistics.

Activity centre — an area that includes both the commercial heart and the nearby surrounding residential area. An activity centre provides a focus for services, employment, housing, transport and social interaction. They range in size and intensity of use from smaller neighbourhood centres to major activity centres and larger metropolitan centres.

Advisory Committee — a

committee that provides advice and recommendations for decisions by Council.

Amendment CI20 — a planning scheme amendment that sets a contribution rate on applicable developments to pay for additional open space within the City.

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.

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.

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.

Caulfield Racecourse Reserve

— a 54 hectare parcel of Crown land in the centre of Caulfield Racecourse, East Caulfield. The Crown land is reserved for three purposes — a racecourse, public recreation ground and a public park.

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.

City of Moorabbin — was first incorporated as a road district on 16 May 1862 and was proclaimed a City on 10 October 1934. On 15 December 1994, the City of Moorabbin was abolished and split three ways. Bentleigh, Bentleigh East, McKinnon and part of Ormond were transferred into the newly created City of Glen Eira, along with the City of Caulfield.

CityWatch app — A smartphone application for residents to request a service or report an issue to Council.

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.

Council and Community Plan — a document outlining Council's strategic direction for five years.

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.

Expense — an outgoing payment made by Council.

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.

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.

GESAC — Glen Eira Sports and Aquatic Centre.

Glen Eira Leisure — a combined facility management structure incorporating Caulfield Recreation Centre, Carnegie Swim Centre and Glen Eira Sports and Aquatic Centre (GESAC). **Glen Eira News** — Council's monthly newspaper, which provides residents with information about Council activities. It is delivered to all residents within Glen Eira.

GST — Goods and services tax.

Have your Say — a resident engagement platform where Council asks residents to contribute ideas, provide feedback and exchange views with others on key decisions and priorities in Glen Eira. Each project page contains key dates, questions, discussion, downloads, photos and relevant project information.

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.

IBAC — Independent Broad-based Anti-corruption Commission. IBAC is Victoria's anti-corruption body with responsibility for identifying and preventing serious corrupt conduct across the whole public sector, including members of Parliament, the judiciary and State and Local Governments.

Index score — a score calculated in the Local Government Community Satisfaction Survey and represented as a score out of 100 (on a 0 to 100 scale). Points are tallied based on the respondents' answers to a series of questions. Respondents can choose from a set range of responses ie: Very good; Good; Average; Poor; Very poor; and Can't say. In this instance 'Can't say' is discarded and weighted points are given to each response to tally an index score. The following index score levels display councils' performance.

75–100: Council is performing very well in this service area.

60–75: Council is performing well in this service area, but there is room for improvement.

50–60: Council is performing satisfactorily in this service area but needs to improve.

40–50: Council is performing poorly in this service area.

0–40: Council is performing very poorly in this service area.

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 Woi Wurrung, Boon Wurrung Taungurong, Nguraiillam Wurrung nations. The City of Glen Eira is located on the traditional estate of the Yaluk-ut Weelam clan of the Boon Wurrung. Labassa — is an outstanding nineteenth century mansion with opulent architectural features. Built in 1862, the building was redeveloped in the 1880s in the French Second Empire style as a 35 room mansion.

Living Rivers Program — a Melbourne Water program to improve stormwater quality and reduce stormwater quantity, enhancing waterway and bay health.

Local Authorities Superannuation Fund — a superannuation fund for Council employees.

Local Government Community Satisfaction Survey — Council elects to participate in the Local Government Community Satisfaction Survey co-ordinated annually by the Department of Transport, Planning and Local Infrastructure 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 JWS Research to conduct the Survey.

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.

Level Crossing Removal — 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). The Level Crossing Removal Authority (LXRA) is 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.

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.

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.

National Disability Insurance

Scheme — a scheme to support a better life for Australians with a significant and permanent disability, their families and carers. The scheme will be implemented by an independent statutory authority the National Disability Insurance Agency.

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 environment, architectural style, street width and layout vegetation and fence height and style.

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.

Property Maintenance — a Council service that assists frail older and disabled residents with minor repairs and modifications in the home.

Quality Design Guidelines

- provide guidance for all new commercial and residential development across Glen Eira, outlining appropriate building types for each location and setting architectural design standards to protect what is unique about our suburbs.

Quality Design Principles — residential

A set of nine principles that underpin the *Quality Design Guidelines*: Well designed buildings; Quality materials; Residential garden setting; Canopy trees and greenery; Access and parking; Residential roof forms; Managing overlooking; Universal design; and Environmental sustainability.

Quality Design Principles — commercial

A set of eight principles that underpin the *Quality Design Guidelines*: Street character; Well designed buildings; Quality materials; Commercial priority; Public spaces; Access and parking; Community benefit; and Environmentally sustainable design.

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 Commission (ESC).

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.

Rippon Lea House and Gardens

 — Rippon Lea is a large nineteenth century mansion surrounded by seven hectares of Victorian gardens.
 It is listed on the National Heritage
 Register and is one of the finest examples of an original suburban estate in Australia. Glen Eira residents have free access to the estate.

Risk management — the

procedures adopted by Council to manage, minimise or eliminate the risk of adverse effects resulting from future events and activities.

Rosstown Community —

Council's low care, aged care facility in Carnegie.

Service Centre — Council's customer service centre that handles requests, enquiries and payments from the general public.

Social Support Group — a Glen Eira City Council program that provides frail older people and people with disabilities with opportunities for friendship and social activities in a supportive environment.

Solar litter bin compaction — a system where public litter bins self-compact and notify contractors when they are full and need their contents collected.

Solar photovoltaic (PV) systems

— a system that uses solar panels to generate electricity from sunlight.

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 Council and Community Plan.

Structure Plan — a long-term plan that guides important aspects of an area including development, land use, transport and car parking, community facilities, public realm, open spaces and strategic opportunities.

Super Tuesday Commuter Bike Count — Australia's biggest annual commuter bike count. The count records the number and movement of people who ride bikes through municipalities on behalf of local councils.

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.

VicHealth Indicators Survey is a Victorian community wellbeing survey which focuses on the social determinants of health. The *Survey* is based on core questions related to individual and community health and wellbeing, critical to inform decisions about public health priorities. **VicRoads** — a Victorian statutory authority that plans, develops and manages the arterial road network and delivers registration and licensing services.

Victorian Grants Commission

— allocates financial assistance grants from the Federal Government to local councils in Victoria.

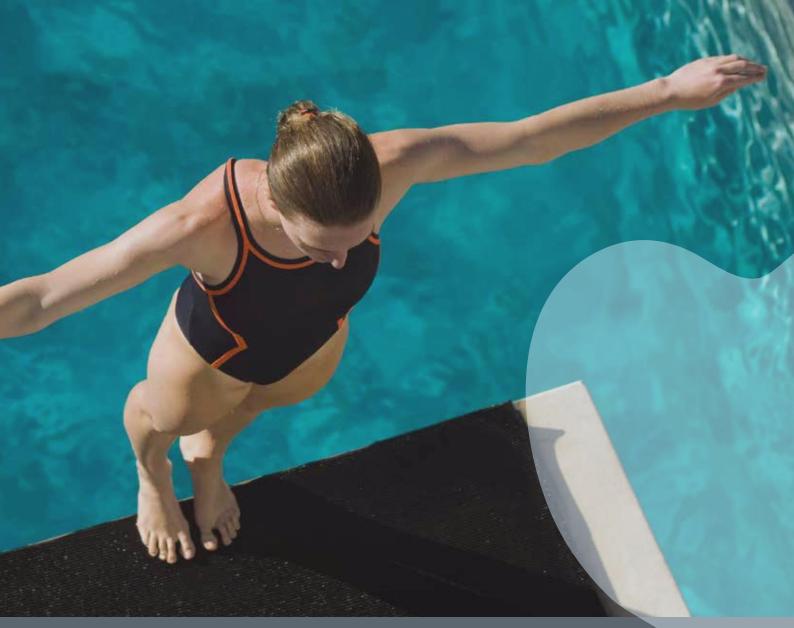
Victorian WorkCover Authority

— 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.

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.



APPENDIX A FINANCIAL REPORT

FINANCIAL STATEMENTS AND PERFORMANCE STATEMENT FOR THE YEAR ENDED 30 JUNE 2018

GLEN EIRA CITY COUNCIL ANNUAL REPORT 2017–2018

BENTLEIGH • BENTLEIGH EAST • BRIGHTON EAST • CARNEGIE • CAULFIELD • ELSTERNWIC GARDENVALE • GLEN HUNTLY • MCKINNON • MURRUMBEENA • ORMOND • ST KILDA EAST 142



GLEN EIRA CITY COUNCIL

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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.

+Vaori2mol

John Vastianos (B.Com., FCPA, GAICD)Principal Accounting OfficerDated:4 September 2018Location: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 2018 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.

Jan Star

Councillor Tony Athanasopoulos Mayor Dated: 4 September 2018

Dated:4 September 2018Location:Glen Eira Town Hall, corner Glen Eira and Hawthorn Roads, Caulfield

annie Deglin

 Councillor Jamie Hyams

 Deputy Mayor

 Dated:
 4 September 2018

 Location:
 Glen Eira Town Hall, corner Glen Eira and Hawthorn Roads, Caulfield

 Rebecca McKenzie

 Chief Executive Officer

 Dated:
 4 September 2018

 Location:
 Glen Eira Town Hall, corner Glen Eira and Hawthorn Roads, Caulfield

Auditor-General's Report on the Financial Report



Independent Auditor's Report

To the Councillors of Glen Eira City Council

Opinion	I have audited the financial report of Glen Eira City Council (the council) which comprises the:
	 balance sheet as at 30 June 2018
	 comprehensive income statement for the year then ended
	 statement of changes in equity for the year then ended
	 statement of cash flows for the year then ended
	 notes to the financial statements, including significant accounting policies
	 certification of the financial report.
	In my opinion the financial report presents fairly, in all material respects, the financial
	position of the council as at 30 June 2018 and their financial performance and cash flows for
	the year then ended in accordance with the financial reporting requirements of Part 6 of the
	Local Government Act 1989 and applicable Australian Accounting Standards.
Basis for	I have conducted my audit in accordance with the Audit Act 1994 which incorporates the
Opinion	Australian Auditing Standards. I further describe my responsibilities under that Act and
	those standards in the Auditor's Responsibilities for the Audit of the Financial Report section
	of my report.
	My independence is established by the Constitution Act 1975. My staff and I are
	independent of the council in accordance with the ethical requirements of the Accounting
	Professional and Ethical Standards Board's APES 110 Code of Ethics for Professional
	Accountants (the Code) that are relevant to my audit of the financial report in Victoria. My
	staff and I have also fulfilled our other ethical responsibilities in accordance with the Code.
	I believe that the audit evidence I have obtained is sufficient and appropriate to provide a
	basis for my opinion.
Councillors'	The Councillors of the council are responsible for the preparation and fair presentation of
responsibilities	the financial report in accordance with Australian Accounting Standards and the Local
for the	Government Act 1989, and for such internal control as the Councillors determine is
financial	necessary to enable the preparation and fair presentation of a financial report that is free
report	from material misstatement, whether due to fraud or error.
	In preparing the financial report, the Councillors are responsible for assessing the council's
	ability to continue as a going concern, disclosing, as applicable, matters related to going
	concern and using the going concern basis of accounting unless it is inappropriate to do so.

Page 2

Level 31 / 35 Collins Street, Melbourne Vic 3000

T 03 8601 7000 enquiries@audit.vic.gov.au www.audit.vic.gov.au

Auditor-General's Report on the Financial Report

Auditor's responsibilities for the audit of the financial report As required by the *Audit Act 1994*, my responsibility is to express an opinion on the financial report based on the audit. My objectives for the audit are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report.

As part of an audit in accordance with the Australian Auditing Standards, I exercise professional judgement and maintain professional scepticism throughout the audit. I also:

- identify and assess the risks of material misstatement of the financial report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the council's internal control
- evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Councillors
- conclude on the appropriateness of the Councillors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the council's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial report or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause the council to cease to continue as a going concern.
- evaluate the overall presentation, structure and content of the financial report, including the disclosures, and whether the financial report represents the underlying transactions and events in a manner that achieves fair presentation.

I communicate with the Councillors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

Tim Loughnan as delegate for the Auditor-General of Victoria

MELBOURNE 8 September 2018

Comprehensive Income Statement			Page 4
for the year ended 30 June 2018	Notes	2018 \$ '000	2017 \$ '000
Income			
Rates and charges	2.1	104,227	101,254
Statutory fees and fines	2.2	9,202	8,634
User fees	2.3	27,908	26,840
Grants — operating	2.4	23,359	24,668
Grants — capital	2.4	1,632	2,166
Other income	2.5	4,400	4,170
Contributions — monetary	2.6	10,348	7,811
Contributions — non monetary	2.6	5,230	-
Total income		186,306	175,543
Expenses			
Employee costs	3.1	71,446	67,008
Materials and services	3.2	53,009	50,256
Depreciation and amortisation	3.3	22,002	21,503
Net loss on sale/disposal of property, infrastructure, plant and equipment	3.4	1,153	1,248
Borrowing costs	3.5	661	768
Other expenses	3.6	5,737	4,950
Share of net loss of joint operations	5.1	535	385
Total expenses		154,543	46, 8
Surplus for the year		31,763	29,425
Other comprehensive income			
Items that will not be reclassified to surplus or deficit in future perio			
Net asset revaluation increment	8.I (a)	341,558	124,259
Total comprehensive result		373,321	153,684

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

Balance Sheet as at 30 June 2018			Page 5
as at 50 june 2010	Notes	2018 \$ '000	2017 \$ '000
Assets			
Current assets			
Cash and cash equivalents	4.1 (a)	28,864	22,409
Other financial assets	4.1 (b)	45,343	38,703
Trade and other receivables	4.1 (d)	13,815	12,739
Other assets	4.2 (a)	1,625	I,497
Total current assets		89,647	75,348
Non-current assets			
Other financial assets	4.1 (b)	5	5
Investments in joint operations	5.1	1,457	1,592
Property, infrastructure, plant and equipment	5.2	2,541,984	2,183,334
Intangible assets	4.2 (b)	563	764
Total non-current assets		2,544,009	2,185,695
Total assets		2,633,656	2,261,043
Liabilities			
Current liabilities			
Trade and other payables	4.3 (a)	13,926	14,717
Trust funds and deposits	4.3 (b)	32,353	29,874
Provisions	4.5	13,468	12,850
Interest-bearing loans and borrowings	4.4	3,444	3,343
Total current liabilities		63,191	60,784
Non-current liabilities			
Provisions	4.5	1,360	1,431
Interest-bearing loans and borrowings	4.4	14,858	18,302
Other liabilities	5.1	2,820	2,420
Total non-current liabilities		19,038	22,153
Total liabilities		82,229	82,937
Net assets		2,551,427	2,178,106
Equity			
Accumulated surplus		941,638	919,972
Reserves	8.1	1,609,789	1,258,134

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

Statement of Changes in Equity for the year ended 30 June 2018

2018	Notes	Total	Accumulated surplus	Public open space reserve	Asset revaluation reserve
		\$ '000	\$ '000	\$ '000	\$ '000
Balance at beginning of the financial year		2,178,106	919,972	3,696	1,254,438
Surplus for the year		31,763	31,763	-	-
Net asset revaluation increment	8.1(a)	341,558	-	-	341,558
Transfers to public open space reserve	8.1(b)	-	(10,348)	10,348	-
Transfers from public open space reserve	8.1(b)	-	251	(251)	-
Balance at the end of the financial year		2,551,427	941,638	13,793	1,595,996

2017	Notes	Total	Accumulated surplus	Public open space reserve	Asset revaluation reserve
		\$ '000	\$ '000	\$ '000	\$ '000
Balance at beginning of the financial year		2,024,422	890,150	4,093	1,130,179
Surplus for the year		29,425	29,425	-	-
Net asset revaluation increment	8.1(a)	124,259	-	-	124,259
Transfers to public open space reserve	8.1(b)	-	(7,811)	7,811	-
Transfers from public open space reserve	8.1(b)	-	8,208	(8,208)	-
Balance at the end of the financial year		2,178,106	919,972	3,696	1,254,438

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 2018			Page
	Notes	2018 inflows/ (outflows) \$ '000	201 inflow (outflows) \$ '00
Cash flows from operating activities			
Rates and charges		103,526	100,498
Statutory fees and fines		9,794	9,229
User fees		28,310	26,255
Other receipts		3,003	3,553
Grants — operating		23,358	24,668
Grants — capital		1,633	2,166
Contributions — monetary		10,352	7,807
Interest received		1,750	1,088
Trust funds and deposits taken		19,240	17,710
Net GST refund		7,114	6,406
Employee costs		(72,923)	(68,541
Materials and services		(63,071)	(59,999
Trust funds and deposits repaid		(16,761)	(13,338
Other payments		(5,737)	(4,950
Net cash provided by operating activities	8.2	49,588	52,552
Cash flows from investing activities			
Payments for property, infrastructure, plant and equipment		(32,817)	(33,895
Proceeds from sale of property, infrastructure, plant and equipment		311	512
Proceeds from other financial assets		38,703	28,922
Payments for other financial assets		(45,343)	(38,703
Net cash used in investing activities		(39,146)	(43,164
Cash flows from financing activities		10 1 1	/
Finance costs		(644)	(749
Repayment of borrowings		(3,343)	(3,238
Net cash provided used in financing activities		(3,987)	(3,987
Net increase in cash and cash equivalents		6,455	5,401
Cash and cash equivalents at the beginning of the financial year		22,409	17,008
Cash and cash equivalents at the end of the financial year		28,864	22,409
Restrictions on cash assets	4.l(c)		
-	(7)		

Statement of Capital Works for the year ended 30 June 2018		Page 8
	2018 \$ '000	2017 \$ '000
Property		
Land	3,643	3,501
Buildings	4,234	3,795
Total property	7,877	7,296
Plant and equipment		
Plant, machinery and equipment	1,477	1,693
Computers and telecommunications	946	510
Library books, materials and equipment	872	1,112
Other plant and equipment	913	596
Total plant and equipment	4,208	3,911
Infrastructure		
Roads	8,230	7,747
Footpaths	2,597	١,763
Drainage	3,978	3,861
Open space and recreation	7,579	9,311
Car parks	561	698
Streetscape works	198	418
Total infrastructure	23,143	23,798
Total new capital works expenditure	35,228	35,005
Represented by:		
Asset renewal expenditure	16,279	14,798
Asset upgrade expenditure	10,250	11,806
Asset expansion expenditure	1,728	6,719
Asset new expenditure	6,971	1,682
Total capital works expenditure	35,228	35,005

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

Overview

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*.

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 5.2);

- the determination of depreciation for buildings, infrastructure, plant and equipment (refer to note 5.2);

- the determination of employee provisions (refer to note 4.5); and

- other areas requiring judgements.

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.

Notes to the Financial Report for the year ended 30 June 2018

Note | Performance against budget

The performance against *budget* 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. Explanations have not been provided for variations below the materiality threshold unless the variance is considered to be material because of its nature.

The *Budget* figures detailed below are those adopted by Council on 27 June 2017. 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.

I.I Income and expenditure	Budget 2018 \$ '000	Actuals 2018 \$ '000	Variance 2018 \$ '000	Ref
Income				
Rates and charges	104,267	104,227	(40)	
Statutory fees and fines	6,630	9,202	2,572	(a)
User fees	27,185	27,908	723	
Grants — operating	21,224	23,359	2,135	(b)
Grants — capital	1,200	1,632	432	(c)
Other income	4,151	4,400	249	
Contributions — monetary	7,500	10,348	2,848	(d)
Contributions — non monetary	-	5,230	5,230	(e)
Total income	172,157	186,307	4, 50	
Expenses				
Employee costs	72,206	71,446	760	
Materials and services	53,101	53,009	92	
Depreciation and amortisation	23,234	22,002	1,232	(f)
Net loss on sale/disposal of property, infrastructure, plant and equipment	1,030	1,153	(123)	(g)
Borrowing costs	660	661	(1)	
Other expenses	4,707	5,737	(1,029)	(h)
Share of net loss of joint operations	-	535	(535)	(i)
Total expenses	154,938	154,543	396	
Surplus for the year	17,219	31,763	14,545	

Note | Performance against budget (continued)

	Explanation of material variations — income statement			
/ariance eference	Explanation — income items			
(a)	Statutory fees and fines — Statutory fees relate mainly to fees and fines levied in accordance with legislation and include animal registrations, health act registrations and parking fines. The favourable variance of \$2.57m is due to higher than anticipated revenue from parking infringements across the municipality (\$2.58m) and the receipt of unbudgeted voting infringement income (\$197k).			
(b)	Grants — operating — Is favourable by \$2.13m due to: i. The Commonwealth Government announcement that part of Council's Victorian Grants Commission funding would be prepaid in 2017–18. 50 per cent of the 2018–19 grants was received for financial assistance and local roads funding during the 2017–18 financial year (\$1.94m);			
	ii. Higher than budgeted Child Care Subsidy Grant has been received for Early Learning Centres (\$362k) which is offset by reduced fee income; and			
	iii. Offset by the return of unspent grant funding to Commonwealth Home Support Services (\$222k). This is as a result of lower than anticipated demand for services relating to Delivered Meals and Flexible Respite hours.			
(c)	Grants — capital — Includes all monies received from State, Federal and community sources for the purposes of funding the capital works program and were favourable to budget by \$433k due to receipt of income for the development of Caulfield Wedge land (\$355k).			
(d)	Contributions — monetary — Higher than anticipated open space fees exceeding the budget by \$2.85m. These contributions are levied on multi-unit property developments in order to fund open space and depend on decisions made by developers, not Council. Refer to note 8.1(b) for further details.			
(e)	Contributions — non monetary — On 30th October 2017, The Department of Environment, Land, Water and Planning (DELWP) provided confirmation of Council's appointment as Committee of Management (COM) for Booran Road Community Reserve, located on the corner of Kambrook, Glen Eira and Booran Roads. Council's valuers, Patel Dore, returned a formal valuation of \$5.23m for this parcel of land.			

Note | Performance against budget (continued)

Variance	Explanation — expense items
reference	

(h) Depreciation and Amortisation — Depreciation and amortisation are accounting measures which attempt to allocate the value of an asset over its useful life for Council's property, plant and equipment including infrastructure assets such as roads and drains. The favourable variance of \$1.23m is due to the impact of annual revaluations of Council's infrastructure assets being unknown at the time of setting the 2017–18 Budget.

Explanation of material variations — income statement

- (i) Net loss on sale/disposal of property, infrastructure, plant and equipment Unfavourable variance of \$123k was due mainly to higher than anticipated disposals of Council's infrastructure assets. Such items included in these assets are disposals for road surfaces, pavements, kerb and channels, footpaths, drains, right of ways and local area traffic management. These amounts are difficult to predict when the budget is set.
- (j) Other expenses Is unfavourable to budget by \$1.03m relating mainly to provision for parking infringement debtors (\$430k) and court lodgement fees (\$554k), both due to a higher level of parking infringements during 2017-18 and offset by additional parking infringements income, (refer to statutory fees and fines above).
- (k) Share of net loss of joint operations Is unfavourable to budget by \$535k. This is as a result of no profit or loss being budgeted due to the difficulty in estimating the result from the landfill site each financial year.

The result of the Clayton Regional Landfill site reflects the completion of the waste filling and is now undergoing for a program of rehabilitation works that include the construction of a landfill cap over the whole of the landfill. Refer to notes 5.1 and 7.1 (c) for further details.

Notes to the Financial Report
for the year ended 30 June 2018

Note | Performance against budget (continued)

I.2 Capital works	Budget 2018 \$ '000	Actuals 2018 \$ '000	Variance 2018 \$ '000	Ref
New works	• • • •			
Property				
Land	-	3,643	(3,643)	(j)
Buildings	5,836	2,648	3,188	(k)
Total property	5,836	6,291	(454)	
Plant and equipment				
Plant, machinery and equipment	1,672	I,477	195	
Computers and telecommunications	1,918	771	1,147	(I)
Library books, materials and equipment	872	872	-	.,
Other plant and equipment	738	798	(60)	
Total plant and equipment	5,200	3,918	I,282	
Infrastructure				
Roads	7,843	7,525	318	
Footpaths	2,010	2,597	(587)	(m)
Drainage	3,570	3,950	(380)	(iii) (n)
Open space	8,853	6,442	2,411	(ii) (o)
Car parks	420	483	(63)	(0)
Streetscape works	350	198	(65)	
Total infrastructure	23,046	21,195	1,851	
	20,010		1,001	
Total new capital works expenditure	34,082	31,404	2,678	
Carried forward projects from previous year	6,000	3,824	2,176	(p)
Total capital works expenditure (including carry				
forwards)	40,082	35,228	4,854	
Represented by:				
Asset renewal expenditure	18,045	16,279	I,766	
Asset upgrade expenditure	11,921	10,250	۱,67۱	
Asset expansion expenditure	5,775	I,728	4,047	
Asset new expenditure	4,341	6,971	(2,630)	
Total capital works expenditure	40,082	35,228	4,854	

Explanation of material variations — capital works statement

Variance reference	Explanation — capital items
	Land — unbudgeted spend of \$3.64m due to the acquisition of property at 296-298 Neerim Road, Carnegie during the 2017–18 year. Council resolved to acquire this property at its Special Council Meeting on 2 August 2017.
(k)	Buildings — comprising buildings and building improvements, upgrade and renewal of community facilities; Municipal offices; sports facilities; and pavilions. Buildings were underspent by \$3.19m relating to the following projects which will be carried forward to the 2018-19 financial year:
	i. Town Hall accommodation works delayed due to the prioritisation of completing the heating, ventilation, and air conditioning unit (\$702k).
	ii. Delays in tendering for sustainability projects such as LED lighting works across Council facilities (\$476k);
	iii. Public toilet installations not completed by 30 June (\$605k); and
	iv. Construction of change and bathroom facilities at King George Reserve Pavilion delayed due to scope modifications as a result of the consultation process and negotiation of new State Government funding (\$701k). Change and bathroom facilities at Koornang Park Pavilion in design stage with construction due to begin in September 2018 (\$358k).
(I)	Computers and telecommunications — were under budget by \$1.15m. This was mainly due to projects such as: the Corporate Performance Reporting System, Project Management System, Online Forms enhancements and Website redevelopments which were unable to be completed during the current year (\$966k). These projects will be carried forward to the 2018-19 financial year. Contributing to the favourable variance are savings relating to the Human Resources Information System as the project did not proceed during 2017-18 (\$200k).
(m)	Footpaths — additional works required from the 2018-19 renewal program being brought forward to utilise availability of contractors (\$587k).
(n)	Drainage — includes drains in road reserves and sports grounds drainage and irrigation. Additional spending on drainage was required for a number of small high risk flood related projects such as Dunoon Street, Murrumbeena, Narrawong Street, Caulfield South and Clarence Street Elsternwick (\$180k) and for emergency drainage works due to a collapsed drain in Aileen Avenue (\$150k).
(0)	Open space — includes open space initiatives; parks; playing surfaces; and playground equipment. Open space is underspent by \$2.41m due to projects in progress at the end of June 2018 :
	i. Playground projects unable to be delivered within current scope (\$902k); ii. Projects deferred to 2018-19 (\$643k) including passive open space works at Spring Road Reserve and Princes Park and shared use paths across multiple locations; and
	iii. Delays in appointing contractors for Rosanna Street Reserve (\$223k), EE Gunn Reserve (\$369k) and Duncan Mackinnon walking track (\$565k).
	These works will be carried forward to the 2018–19 budget year.
(p)	Carried forward expenditure from 2016–17 — 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 2016–17 financial year were lower than anticipated in the 2017–18 Budget.
	Council approved carried forward projects of \$5.12m in July 2017 of which \$3.8m was spent as at 30 June 2018. It is expected that the remaining \$1.32m will be spent during the 2018-19 financial year.

At the time of adopting the 2017–18 Budget, \$6m was estimated for carried forward amounts for projects.

Notes to the Financial Report		Page 15
for the year ended 30 June 2018		
	2018	2017
	\$ '000	\$ '000

Note 2 Funding for the delivery of our services

2.1 Rates and charges

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

The valuation base used to calculate general rates for 2017–18 was \$3,006m (2016–17 \$2,950m). The 2017–18 rate in the dollar was 2.9597 cents (2016–17 2.9033 cents).

Total rates and charges	104,227	101,254
Interest on rates and charges	452	390
Supplementary rates and rate adjustments	618	749
Waste and recycling charges	14,719	14,769
Municipal rates	88,438	85,346

The date of the latest general revaluation of land for rating purposes within the municipality was I January 2018 and the valuation was applied to the rating period commencing I July 2018.

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.

2.2 Statutory fees and fines

Total statutory fees and fines	9,202	8,634
Other statutory fees and fines	32	20
Magistrate court fees	93	75
Land information certificates	153	167
Voting infringement fees**	197	283
Building fees	253	187
Property information	254	240
Registration fees — food premises/Health Act	388	409
Parking infringements*	7,832	7,253

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.

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

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

the year ended 30 June 2018	2018	201
	2018 \$ '000	201 \$ '00
te 2 Funding for the delivery of our services (continued)		
2.3 User fees		
Glen Eira Leisure*	13,360	12,578
Aged and health services	3,893	3,672
Building and planning services	2,876	2,914
Family and early learning centres	2,315	2,381
Animal registrations and local laws	I,882	1,410
Community care	969	I ,000
Council facilities hire	609	534
Other fees and charges	522	626
Parking meter fees	461	479
Road openings and reinstatements	255	336
Footpath rentals	193	165
Waste and sustainability	162	146
State Revenue Office — valuation recoupment	145	361
Library and learning centres	136	130
Maintenance	130	108
Total user fees	27,908	26,840

* Leisure fees increased due to the in-house management of the Caulfield Recreation Centre and Carnegie Swim Centre during September 2017, previously outsourced.

s to the Financial Report year ended 30 June 2018		Page
	2018	20
4 Funding from other levels of government	\$ '000	\$ '0
Grants were received in respect of the following:		
Summary of grants		
Commonwealth funded grants	14,560	16,17
State funded grants	10,431	10,662
Total grants received	24,991	26,834
Operating grants		
Recurrent — Commonwealth Government		
Aged care	8,471	8,56
Family and early learning centres	I,245	1,17
Family day care	405	36
Victorian Grants Commission — general purpose*	3,213	4,45
Victorian Grants Commission — local roads*	641	92
Recurrent — State Government		
Community care	5,785	6,18
Immunisation	157	16
Libraries and learning centres	940	92
Maternal and child health	1,172	1,02
MetroAccess	139	13
Other	48	3
School crossing supervisors	368	22
Senior citizens	84	9
Social support	691	41
Total recurrent operating grants	23,359	24,668

* During the year, the Commonwealth Government announced prepayments of Council's Victorian Grants Commission funding for 2018–19. The amount of \$1.94m (50 per cent of the grant) was received for financial assistance and local roads funding in the 2017–18 financial year.

to the Financial Report		Page
year ended 30 June 2018	2018 \$ '000	201 \$ '00
ding from other levels of government (continued)		
Capital grants		
Recurrent — Commonwealth Government		
Roads to Recovery Program	576	665
Total recurrent capital grants	576	665
Non-recurrent — Commonwealth Government Stronger Community Program — EE Gunn Reserve playspace redevelopment	-	20
Non-recurrent — State Government		
Black Spot Programme	-	109
Booran Reserve redevelopment	-	65
Booran Road Community Reserve — The Caulfield Racecourse Wedge	354	-
The Children's Facilities Capital Program — Brady Road Kindergarten and Bentleigh West Kindergarten early learning facility upgrades	-	225
Cricket net facilities upgrade at various locations	40	-
Duncan Mackinnon Reserve athletic track reconstruction	125	100
Duncan Mackinnon Reserve netball courts	-	90
EE Gunn Reserve rehabilitation — warm season grasses	-	653
EE Gunn Reserve pavilion feasibility project	9	-
EE Gunn Reserve community projects	100	95
King George Reserve Pavilion female facilities redevelopment	-	90
Koornang Park Pavilion female facilities redevelopment	90	-
Living Rivers Program	-	23
McKinnon Reserve Pavilion female facilities redevelopment	90	-
Moorleigh Community Village Reserve cricket nets and multi-purpose facility		
redevelopment	90	-
Murrumbeena Park Community Hub Vision	9	-
Storm Water Community Education Program	9	e
Tobacco inspection	8	20
VicRoads Community Road Safety	I	5
Victorian recycling market temporary relief	131	-
Total non-recurrent capital grants	I,056	1,501
		2,166

Notes to the Financial Report		Page 19
for the year ended 30 June 2018		
	2018	2017
	\$ '000	\$ '000
2.4 Funding from other levels of government (continued)		

Conditions on grants

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

Victorian Grants Commission — financial assistance and local roads funding

Balance remaining to be spent	1,942	1,837
Amounts expended during the financial year	(3,749)	(3,549)
Grants received during the financial year	3,854	5,386
Open balance brought forward	I,837	-

During the year, the Commonwealth Government announced prepayments of 50 per cent of Council's Victorian Grants Commission funding. The amount of \$1.94m was received, comprising financial assistance and local roads funding.

Duncan Mackinnon Reserve athletic track reconstruction		
Open balance brought forward	100	-
Grants received during the financial year	125	100
Amounts expended during the financial year	(225)	-
Balance remaining to be spent	-	100

The Department of Health and Human Services will contribute a further \$25k in 2018-19 towards the installation of a new sandwich polyurethane synthetic surface and base for the regional athletics track at Duncan Mackinnon Reserve. The project is expected to be completed during the 2018–19 financial year.

Duncan Mackinnon Reserve netball courts		
Open balance brought forward	90	-
Grants received during the financial year	-	90
Amounts expended during the financial year	(90)	-
Balance remaining to be spent	-	90

The Department of Health and Human Services will contribute a further \$10k in 2018-19 towards the construction of two new netball courts with 200 lux lighting at Duncan Mackinnon Reserve. The project is expected to be completed during the 2018–19 financial year.

King George Reserve Pavilion female facilities redevelopment

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

The Department of Health and Human Services will contribute a further \$10k in 2018-19 towards the redevelopment of the existing change rooms and amenities at King George Reserve. The project is expected to be completed during the 2018–19 financial year.

Notes to the Financial Report or the year ended 30 June 2018		Page 20
	2018 \$ '000	2017 \$ '000
2.4 Funding from other levels of government (continued)		
McKinnon Reserve Pavilion female facilities redevelopment		
Open balance brought forward	-	-
Grants received during the financial year	90	-
Amounts expended during the financial year	-	-
Balance remaining to be spent	90	-

The Department of Health and Human Services will contribute \$100k in total towards the redevelopment of the existing change rooms and amenities at McKinnon Reserve Pavilion. The project is expected to be completed during the 2019–20 financial year.

Koornang Park Pavilion female facilities redevelopment		
Open balance brought forward	-	-
Grants received during the financial year	90	-
Amounts expended during the financial year	-	-
Balance remaining to be spent	90	-

The Department of Health and Human Services will contribute \$100k in total towards the redevelopment of the existing change rooms and amenities at Koornang Park Pavilion. The project is expected to be completed during the 2019–20 financial year.

Moorleigh Community Village Reserve cricket nets and multi-purpose facility redevelopment

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

The Department of Health and Human Services will contribute \$100k in total towards the redevelopment of the existing cricket nets at Moorleigh Community Village Reserve. The project is expected to be completed during the 2019–20 financial year.

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:

Grant income is recognised when Council obtains control of the contribution. Control is normally obtained upon receipt (or acquittal) or upon earlier notification that the grant has been secured.

Page 2			
the year ended 30 June 2018			
2017			
\$ '00			
I,494			
I,404			
856			
416			
4,170			

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.

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

2.6 Contributions — monetary and non-monetary		
Public open space*	10,348	7,811
Land**	5,230	-
Total contributions — monetary and non-monetary	15,578	7,811

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

* Public open space fees received during the year are transferred to other reserves pursuant to section 18 of the Subdivision Act 1988 (public open space reserve). Refer to note 8.1(b).

** On 30th October 2017, The Department of Environment, Land, Water and Planning (DELWP) provided confirmation of Council's appointment as Committee of Management (COM) for Booran Road Community Reserve, located on the corner of Kambrook, Glen Eira and Booran Roads.

	the Financial Report ended 30 June 2018			Page
year		Notes	2018 \$ '000	20 \$ '0
The	cost of delivering services			
3.1	Employee costs			
	Wages and salaries		59,171	55,16
	Superannuation (refer to note 3.1(b))		5,973	5,82
	Annual leave		4,956	4,64
	Long service leave		1,512	١,58
	WorkSafe		715	66
	Other employee costs		1,127	I ,07
	Fringe benefits tax		163	20
	Total gross employee costs		73,617	69,16
	Capitalised salaries	8.2(a)	(2,171)	(2,15
	Total net employee costs		71,446	67,00
(b)	Superannuation			
	Council made contributions to the following funds:			
	-			
	Council made contributions to the following funds: Defined benefit plans Employer contributions to Local Authorities Superannuation			
	Defined benefit plans		304	37
	Defined benefit plans Employer contributions to Local Authorities Superannuation		<u> </u>	
	Defined benefit plans Employer contributions to Local Authorities Superannuation			
	Defined benefit plans Employer contributions to Local Authorities Superannuation Fund (Vision Super) Accumulation funds Employer contributions to Local Authorities Superannuation		304	37
	Defined benefit plans Employer contributions to Local Authorities Superannuation Fund (Vision Super) Accumulation funds Employer contributions to Local Authorities Superannuation Fund (Vision Super)		304 4,346	37 4,49
	Defined benefit plans Employer contributions to Local Authorities Superannuation Fund (Vision Super) Accumulation funds Employer contributions to Local Authorities Superannuation Fund (Vision Super) Employer contributions to Hesta		304 4,346 702	37 4,49 70
	Defined benefit plans Employer contributions to Local Authorities Superannuation Fund (Vision Super) Accumulation funds Employer contributions to Local Authorities Superannuation Fund (Vision Super)		304 4,346 702 621	37 4,49 7(25
	Defined benefit plans Employer contributions to Local Authorities Superannuation Fund (Vision Super) Accumulation funds Employer contributions to Local Authorities Superannuation Fund (Vision Super) Employer contributions to Hesta		304 4,346 702	37 4,49 70 25
	Defined benefit plans Employer contributions to Local Authorities Superannuation Fund (Vision Super) Accumulation funds Employer contributions to Local Authorities Superannuation Fund (Vision Super) Employer contributions to HESTA Employer contributions to other funds		304 4,346 702 621	37 4,49 7(25
	Defined benefit plans Employer contributions to Local Authorities Superannuation Fund (Vision Super) Accumulation funds Employer contributions to Local Authorities Superannuation Fund (Vision Super) Employer contributions to Hesta		304 4,346 702 621	37 4,49 7(25
	Defined benefit plans Employer contributions to Local Authorities Superannuation Fund (Vision Super) Accumulation funds Employer contributions to Local Authorities Superannuation Fund (Vision Super) Employer contributions to HESTA Employer contributions to other funds Employer contributions to to the funds		304 4,346 702 621	37 4,49 70 25 5,45
	Defined benefit plans Employer contributions to Local Authorities Superannuation Fund (Vision Super) Accumulation funds Employer contributions to Local Authorities Superannuation Fund (Vision Super) Employer contributions to HESTA Employer contributions to other funds Employer contributions to the funds Employer contributions to other funds		304 4,346 702 621 5,669	37 4,49 7(25 5,45
	Defined benefit plans Employer contributions to Local Authorities Superannuation Fund (Vision Super) Accumulation funds Employer contributions to Local Authorities Superannuation Fund (Vision Super) Employer contributions to HESTA Employer contributions to other funds Employer contributions to the funds Employer contributions to other funds		304 4,346 702 621 5,669 549	37 4,49 7(25 5,45
	Defined benefit plans Employer contributions to Local Authorities Superannuation Fund (Vision Super) Accumulation funds Employer contributions to Local Authorities Superannuation Fund (Vision Super) Employer contributions to HESTA Employer contributions to other funds Employer contributions payable to Local Authorities Superannuation Fund (Vision Super) at reporting date (accumulation fund)		304 4,346 702 621 5,669 549	37 37 4,49 70 25 5,45 54 54 54 54 5,82

Refer to note 8.3 for further information relating to Council's superannuation obligations.

to the Financial Report ear ended 30 June 2018		Page
ear ended 30 june 2016	2018 \$ '000	201 \$ '00
3.2 Materials and services		
Contract payments	33,996	31,999
Maintenance	6,778	6,671
Materials and consumables	5,427	5,535
Utilities	4,084	3,694
Grants and subsidies	I,066	703
Insurance	901	780
Training	757	874
Total materials and services	53,009	50,256
3.3 Depreciation and amortisation		
Infrastructure	12,154	11,718
Plant and equipment	4,579	4,636
Property	5,038	4,850
Total depreciation	21,771	21,204
Intangible assets	231	299
Total depreciation and amortisation	22,002	21,503
Refer to note 4.2(b) and 5.2 for a more detailed breakdown of and accounting policy.	depreciation and amortisati	on charge

3.4 Net loss on sale/disposal of property, infrastructure, plant and equipment

Total net loss on sale/disposal of property, infrastructure, plant and equipment	(1,153)	(1,248)
Discontinued capital works projects*	(21)	(79)
Disposal costs for laneway sales	(75)	(146)
Written down value (WDV) of assets disposed (refer to note 5.2)	(1,568)	(1,844)
Proceeds of sale	511	821

The profit or loss on sale of an asset is determined when control of the asset has passed to the buyer. The residual value of an asset is the estimated amount that an entity would currently obtain from disposal of the asset, after deducting the estimated costs of disposal, if the asset were already of the age and in the condition expected at the end of its useful life. The carrying amount of an asset is derecognised on the disposal of the asset.

* 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 2018		Page 24
	2018 \$ '000	2017 \$ '000
3.5 Borrowing costs		
Interest — borrowings	644	749
Interest — equipment lease	17	19
Total borrowing costs	661	768

Borrowing costs are recognised as an expense in the period in which they are incurred, except where they are capitalised as part of a qualifying asset constructed by Council.

Total other expenses	5,737	4,950
Other auditors remuneration costs	37	26
Statements, Performance Statement and grant acquittals	64	63
External auditors — VAGO — audit of the Financial		
Internal auditors	156	186
Auditors remuneration		
Business development seminars	8	60
Party in the parks	32	32
Interest payable on aged care deposits	83	96
Animal registrations and levies	84	71
Laundry fees	132	129
Document storage	139	136
Licences and registrations	168	89
VicRoads extracts	199	139
Leasing	264	224
Advertising	287	327
Memberships and subscriptions	319	230
Councillors' allowances	367	344
Program costs	393	285
Rentals (refer to note 4.7)	496	45 I
Court lodgement fees	753	45 I
Other expenses	778	657
Bad and doubtful debts	978	954

lotes to the Financial Report r the year ended 30 June 2018		Page
r the year ended 50 julie 2010	2018 \$ '000	201 ¢ 100
lote 4 Our financial position	\$ 000	\$ '00
.I Financial Assets		
(a) Cash and cash equivalents		
Cash at bank and on hand	6,018	9,960
Term deposits	22,846	12,449
Total cash and cash equivalents	28,864	22,409
Cash and cash equivalents include cash on hand, deposits at c investments with original maturities of 90 days or less, net of	•	
(b) Other financial assets		
Current		
Term deposits (maturity greater than three months)	45,343	38,703
Non-current		
MAPS shareholding — at cost*	5	5
* 5,020 shares were issued on 17 May 1995. These shares are as Strategic Purchasing.	e held with MAPS Grou	p Ltd Tradin
Total financial assets	74,213	61,117
Other financial assets are valued at fair value, being market va are measured at original cost. Any unrealised gains and losses recognised as either a revenue or expense.		
(c) Restricted funds Council's cash and cash equivalents are subject to a number of that limit amounts available for discretionary or future use. T		restrictions
Trust funds and deposits (note 4.3(b))	(32,353)	(29,874)
Public open space reserve (note 8.1(b))	(13,793)	(3,696)
Total restricted funds	(46,146)	(33,570)
Total unrestricted cash and cash equivalents	28,062	27,542
Intended allocations Although not externally restricted the following amounts hav purposes by Council:	e been allocated for spe	ecific future
Cash held to fund carried forward capital works	6,000	6,000
Cash here to rung carned for ward capital works	0,000	0,000

6,000

6,000

Total funds subject to intended allocations

lotes to the Financial Report or the year ended 30 June 2018		
	2018 \$ '000	2017 \$ '000
Note 4 Our financial position (continued)	•	
(d) Trade and other receivables		
Statutory receivables		
Rates debtors	6,444	5,791
Parking infringement debtors — Council	1,972	1,801
Parking infringement debtors — Fines Victoria	2,919	2,329
Provision for doubtful debts — parking infringements	(2,824)	(2,276)
Net GST Receivable	1,437	I,307
Fire services property levy	690	642
Non-statutory receivables		
Other trade receivables	3,244	3,168
Provision for doubtful debts — other trade receivables	(67)	(23)
Total trade and other receivables	13,815	12,739

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

(a) Ageing of trade and other receivables

At balance date other debtors representing financial assets were past due but not impaired. The ageing of Council's other trade receivables (excluding statutory receivables) was:

Current (not yet overdue)	2,861	2,844
Past due by up to 30 days	76	120
Past due between 31 and 180 days	307	204
Total trade and other receivables	3,244	3,168
(b) Movements in provisions for doubtful debts		
Balance at the beginning of the year	(2,299)	(1,705)
Increase in provisions recognised during the year	(592)	(594
Balance at end of year	(2,891)	(2,299)
financial assets		
) Other assets		
Accrued income	518	671
Prepayments*	1,107	826
Total other assets	1,625	1,497

* Prepayments are expenses that Council has paid in advance of service delivery as at 30 June. The increase in prepayments relates to the timing of Council receiving invoices from suppliers.

Notes to the	Financial Report		Page 27
for the year end	led 30 June 2018		
		2018 \$'000	2017 \$'000
Note 4 Our fina	Incial position (continued)		
4.2 (b) l	ntangible assets		
C	Computer software and licences — at cost	4,964	4,934
A	accumulated amortisation	(4,401)	(4,170)
נ	otal intangible assets	563	764
N	lovements for the year		
C	Computer software and licences — as at I July	764	1,042
A	dditions	30	37
C	Disposals (note 3.4)	-	(14)
A	mortisation expense	(231)	(301)
1	let book value at 30 June	563	764

Intangible assets with finite lives are amortised as an expense on a systematic basis over the asset's useful life. Amortisation is generally calculated on a straight line basis, at a rate that allocates the asset value, less any estimated residual value over its estimated useful life. Estimates of the remaining useful lives and amoritsation method are reviewed at least annually, and adjustments made where appropriate.

4.3 Payables

(a) Trade and other payables

Trade payables	9,039	8,310
Accrued expenses	4,887	6, 4 07
Total trade and other payables	13,926	4,7 7

(b) Trust funds and deposits

Current — expected to be refundable within 12 months		
Residential aged care bonds and deposits	8,043	7,420
Refundable deposits	4,554	4,231
Fire services property levy	989	910
	13,586	12,561
Current — expected to be refundable after 12 months		
Residential aged care bonds and deposits	18,767	17,313
	,	
	18,767	17,313

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. Trust funds that are forfeited, resulting in Council gaining control of the funds, are to be recognised as revenue at the time of the forfeit.

Purpose and nature of items:

Residential aged care bonds and deposits — relate to resident accommodation bonds and deposits for Council's nursing homes at Warrawee, Rosstown and Spurway. These amounts are to be refunded (less retention income) when residents leave the facility. Council forecasts that 30 per cent (2016-17 30 per cent) of residential aged care bonds and deposits will fall due within 12 months after the end of the period.

Refundable deposits — are taken by Council as a form of surety in a number of circumstances, including in relation to building works, tender deposits, contract deposits and the use of civic facilities.

Fire services property levy — Council is the collection agent for the fire services property levy on behalf of the State Government. Council remits amounts received on a quarterly basis. Amounts disclosed here will be remitted to the State Government in line with that process.

	2018 \$'000	20 \$'0
4.4 Interest-bearing liabilities		-
Current		
Borrowings — secured	3,444	3,343
	3,444	3,343
Non-current		
Borrowings — secured	14,858	18,302
	I 4,858	18,302
Total	18,302	21,645
Borrowings are secured over the General Rates of Co Government Act 1989.	ouncil as per section 141 of the	e Local

	18,302	21,645
Later than one year and not later than five years	14,858	18,302
Not later than one year	3,444	3,343

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.

Notes to the Financial Report for the year ended 30 June 2018

4.5 Provisions

2018	Annual leave	Long service leave	Sick leave	Total
	\$ '000	\$ '000	\$ '000	\$ '000
Balance at beginning of the financial year	4,008	10,263	10	4,28
Additional provisions	4,953	l,565	-	6,518
Amounts used	(4,736)	(1,217)	-	(5,953)
Decrease in the discounted amount arising because of time and the effect of any change				
in the discount rate	-	(18)	-	(18)
Balance at the end of the financial year	4,224	10,594	10	14,828
2017				
Balance at beginning of the financial year	4,035	10,033	9	14,077
Additional provisions	4,615	1,630		6,246
Amounts used	(4,642)	(1,376)	-	(6,018)
Increase in the discounted amount arising because of time and the effect of any change				
in the discount rate	-	(24)	-	(24)
Balance at the end of the financial year	4,008	10,263	10	14,281
			2018 \$ '000	2017 \$ '000
Employee provisions				
	settled wit	hin 12 mont	\$ '000	
Current provisions expected to be wholly	settled wit	hin 12 mont	\$ '000 ths	\$ '000
Current provisions expected to be wholly Annual leave	settled wit	hin 12 mont	\$ '000	
Employee provisions Current provisions expected to be wholly Annual leave Long service leave Sick leave	settled wit	hin 12 mont	\$ '000 ths 3,600	\$ '000 3,425
Current provisions expected to be wholly Annual leave Long service leave	settled wit	hin 12 mont	\$ '000 ths 3,600 793	\$ '000 3,425 746
Current provisions expected to be wholly Annual leave Long service leave Sick leave			\$ '000 ths 3,600 793 10 4,403	\$ '000 3,425 746 10
Current provisions expected to be wholly Annual leave Long service leave Sick leave Current provisions expected to be wholly			\$ '000 ths 3,600 793 10 4,403	\$ '000 3,425 746 10
Current provisions expected to be wholly Annual leave Long service leave Sick leave Current provisions expected to be wholly Annual leave			\$ '000 ths 3,600 793 10 4,403	\$ '000 3,425 746 10 4,181
Current provisions expected to be wholly Annual leave Long service leave			\$ '000 ths 3,600 793 10 4,403 is 624	\$ '000 3,425 746 10 4,181 583
Current provisions expected to be wholly Annual leave Long service leave Sick leave Current provisions expected to be wholly Annual leave			\$ '000 ths 3,600 793 10 4,403 is 624 8,441	\$ '000 3,425 746 10 4,181 583 8,086
Current provisions expected to be wholly Annual leave Long service leave Sick leave Current provisions expected to be wholly Annual leave Long service leave			\$ '000 ths 3,600 793 10 4,403 is 624 8,441 9,065	\$ '000 3,425 746 10 4,181 583 8,086 8,669
Current provisions expected to be wholly Annual leave Long service leave Sick leave Current provisions expected to be wholly Annual leave Long service leave Total current provisions Non-current			\$ '000 ths 3,600 793 10 4,403 is 624 8,441 9,065	\$ '000 3,425 746 10 4,181 583 8,086 8,669
Current provisions expected to be wholly Annual leave Long service leave Sick leave Current provisions expected to be wholly Annual leave Long service leave Total current provisions Non-current			\$ '000 ths 3,600 793 10 4,403 s 624 8,441 9,065 13,468	\$ '000 3,425 746 10 4,181 583 8,086 8,669 12,850
Current provisions expected to be wholly Annual leave Long service leave Sick leave Current provisions expected to be wholly Annual leave Long service leave Total current provisions Non-current Long service leave	settled afte		\$ '000 ths 3,600 793 10 4,403 is 624 8,441 9,065 13,468	\$ '000 3,425 746 10 4,181 583 8,086 8,669 12,850
Current provisions expected to be wholly Annual leave Long service leave Sick leave Current provisions expected to be wholly Annual leave Long service leave Total current provisions Non-current Long service leave Aggregate carrying amount of employee	settled afte		\$ '000 ths 3,600 793 10 4,403 is 624 8,441 9,065 13,468 1,360 1,360	\$ '000 3,425 746 10 4,181 583 8,086 8,669 12,850 1,431 1,431
Current provisions expected to be wholly Annual leave Long service leave Sick leave Current provisions expected to be wholly Annual leave Long service leave Total current provisions	settled afte		\$ '000 ths 3,600 793 10 4,403 is 624 8,441 9,065 13,468	\$ '000 3,425 746 10 4,181 583 8,086 8,669 12,850

Notes to the Financial Report for the year ended 30 June 2018		Page 30
4.5 Provisions (continued)	2018	2017
The following assumptions were adopted in measuring the preser	nt value of employee ber	nefits:
Weighted average increase in employee costs	2.25%	2.50%
Weighted average discount rates	2.65%	2.61%
Weighted average settlement period	15.52 years	15.48 years

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.

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 4.5 as a current provision. Liability is measured at nominal value.

Notes to the Financial Report for the year ended 30 June 2018

4.6 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.

Receivables — are contractual commitments for operating and capital related period costs for future services. There were no receivable contracts during 2017-18 as a result of the recycling policy changes in China. Council will now pay for the collection and disposal of recyclable materials.

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.

2018	Not later than I year	Later than 1 year but less than 2 years	Later than 2 years but less than 5	Later than 5 years	Total
	\$ '000	\$ '000	years \$ '000	\$ '000	\$ '000
Operating					
Cleaning	939	42	-	-	98 I
Community care	600	-	-	-	600
Consultancies	1,916	1,213	I,554	-	4,683
Licences and support	679	221	67	-	967
Maintenance	5,133	4,438	3,382	-	12,953
Parks and gardens	174	-	-	-	174
Traffic and parking	2,124	I,850	-	-	3,974
Waste and sustainability	9,345	9,345	12,859	7,920	39,469
Other contractual obligations	778	194	93	-	1,065
Total operating commitments	21,688	17,303	17,955	7,920	64,866

Notes to the Financial Report for the year ended 30 June 2018

4.6 Commitments (continued)

2017	Not later than I year	Later than I year but less than 2 years	Later than 2 years but less than 5	Later than 5 years	Total
	\$ '000	\$ '000	years \$ '000	\$ '000	\$ '000
Operating					
Cleaning	602	286	-	-	888
Consultancies	2,121	١,376	2,723	-	6,220
Licences and support	637	528	238	-	I,403
Maintenance	4,005	3,278	4,289	-	11,572
Parks and gardens	8	-	-	-	8
Traffic and parking	2,448	231	-	-	2,679
Waste and sustainability	8,713	8,539	19,105	8,800	45,157
Other contractual obligations	878	276	7	-	1,161
Total operating commitments	19,412	14,514	26,362	8,800	69,088
Receivables					
Other	I,040	I,040	2,079	-	4,159
Total contract receivables	I,040	I,040	2,079	-	4,159

Notes to the Financial Report for the year ended 30 June 2018		Page 33
for the year ended so june 2018	2018	2017
	\$ '000	\$ '000

4.7 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	40	6
Later than one year and not later than five years	65	2
Total finance leases	105	8

(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	477	448
Later than one year and not later than five years	I,473	I,440
Later than five years	1,502	I,843
Total operating lease commitments	3,452	3,731

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.

(c) Operating lease receivables

Council has entered into leases on its properties. These properties held under operating leases have remaining non-cancellable lease terms of between one and 20 years.

At the reporting date, Council had the following future minimum lease payments receivable under non-cancellable operating leases (these receivables are not recognised as assets):

Not later than one year	324	271
Later than one year and not later than five years	630	831
Total operating lease receivables	954	1,102

No contingent rental payments will arise from the above leases.

Some of the leases are presently subject to month-to-month tenancy.

In relation to the independent living unit leases, both parties must comply with the Residential Tenancies Act 1997.

Some of the leases are subject to periodic rent reviews.

Rental payments made during period 49	6 451
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Notes to the Financial Report for the year ended 30 June 2018		Page 34
	2018	2017
	\$ '000	\$ '000

Note 5 Assets we manage

5.1 Investments in joint operations

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

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

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

5.1 (a) Summarised Statement of Comprehensive Income

for the year ended 30 June 2018		
Total income	402	104
Total expenses	937	489
Share of net loss of joint operations	(535)	(385)
Summarised Balance Sheet		
as at 30 June 2018		
Assets		
Current assets	1,462	l,687
Total assets	I,462	I,687
Liabilities		
Current liabilities	1,058	745
Non-current liabilities	١,767	١,770
Total liabilities	2,825	2,515
Net liabilities	(1,363)	(828)
Equity/(deficit)		
Accumulated deficit	(1,363)	(828)
Total equity/(deficit)	(1,363)	(828)
Adjusted for rehabilitation costs (refer to note 5.1(b))	2,820	2,420
Total investment in joint operations (excluding		
rehabilitation costs)	I,457	I,592

o the Financial Report ar ended 30 June 2018		Page
	2018 \$ '000	201 \$ '00
I Investments in joint operations (continued)		<u> </u>
b) Other liabilities		
Provision for environmental rehabilitation	2,820	2,420
Total other liabilities	2,820	2,420
At the reporting date the Joint Venture recognised a provision measured at the present value of the Joint Venturers' best estir remediation of the site over a period of 28 years. Remediation	nate of the costs associated	with
The calculation of the provision is based on a review of the And These costs have been inflated at an assumed inflation rate of 2	.5 per cent annually for 27 y	ears. The
These costs have been inflated at an assumed inflation rate of 2 present value calculation uses the Milliman Group of 100 discou	int rate forecasts for 27 year	-
	ping and gas infrastructure w	
present value calculation uses the Milliman Group of 100 discou The provision also takes into account a forecast \$4.35m of cap	bing and gas infrastructure w decommission the land fill.	orks that
present value calculation uses the Milliman Group of 100 discou The provision also takes into account a forecast \$4.35m of cap are required to be completed primarily in 2018-19 in order to The provision is assessed at the end of each reporting period in	ping and gas infrastructure w decommission the land fill. n order to ensure it accurate tingent liability in note 7.1. T of rehabilitation costs payabl	orks that ly reflects he e by Clayto
 present value calculation uses the Milliman Group of 100 discours The provision also takes into account a forecast \$4.35m of cappare required to be completed primarily in 2018-19 in order to a The provision is assessed at the end of each reporting period in the cost of closing and restoring the site. Council's share of the joint operation is also disclosed as a content environmental rehabilitation represents Council's future share of the site. 	ping and gas infrastructure w decommission the land fill. n order to ensure it accurate tingent liability in note 7.1. T of rehabilitation costs payabl	orks that ly reflects he e by Clayto
present value calculation uses the Milliman Group of 100 discours. The provision also takes into account a forecast \$4.35m of capper are required to be completed primarily in 2018-19 in order to a The provision is assessed at the end of each reporting period in the cost of closing and restoring the site. Council's share of the joint operation is also disclosed as a content environmental rehabilitation represents Council's future share of Regional Landfill (not Council) but will translate into a cash injection of the site into a cash into a cash injection of the site into a cash	ping and gas infrastructure w decommission the land fill. n order to ensure it accurate tingent liability in note 7.1. T of rehabilitation costs payabl	orks that ly reflects he e by Clayto
present value calculation uses the Milliman Group of 100 discours. The provision also takes into account a forecast \$4.35m of capper are required to be completed primarily in 2018-19 in order to a The provision is assessed at the end of each reporting period in the cost of closing and restoring the site. Council's share of the joint operation is also disclosed as a content environmental rehabilitation represents Council's future share of Regional Landfill (not Council) but will translate into a cash inject summarised statement of cash flows	ping and gas infrastructure w decommission the land fill. n order to ensure it accurate tingent liability in note 7.1. T of rehabilitation costs payabl ction by Council in the futur	orks that ly reflects he e by Clayto re.
present value calculation uses the Milliman Group of 100 discours The provision also takes into account a forecast \$4.35m of capt are required to be completed primarily in 2018-19 in order to a The provision is assessed at the end of each reporting period in the cost of closing and restoring the site. Council's share of the joint operation is also disclosed as a content environmental rehabilitation represents Council's future share of Regional Landfill (not Council) but will translate into a cash inject Summarised statement of cash flows Net cash provided used in operating activities	ping and gas infrastructure w decommission the land fill. In order to ensure it accurate tingent liability in note 7.1. T of rehabilitation costs payabl ction by Council in the futur (215)	orks that ly reflects he e by Clayto re. (548)
present value calculation uses the Milliman Group of 100 discours. The provision also takes into account a forecast \$4.35m of capper are required to be completed primarily in 2018-19 in order to a The provision is assessed at the end of each reporting period in the cost of closing and restoring the site. Council's share of the joint operation is also disclosed as a contenvironmental rehabilitation represents Council's future share of Regional Landfill (not Council) but will translate into a cash injection Summarised statement of cash flows Net cash provided used in operating activities Net decrease in cash and cash equivalents	ping and gas infrastructure w decommission the land fill. In order to ensure it accurate tingent liability in note 7.1. T of rehabilitation costs payabl ction by Council in the futur (215)	orks that ly reflects he e by Clayto re. (548)
present value calculation uses the Milliman Group of 100 discours. The provision also takes into account a forecast \$4.35m of capper are required to be completed primarily in 2018-19 in order to a series of the provision is assessed at the end of each reporting period in the cost of closing and restoring the site. Council's share of the joint operation is also disclosed as a contenvironmental rehabilitation represents Council's future share of Regional Landfill (not Council) but will translate into a cash injection is a statement of cash flows Net cash provided used in operating activities Met decrease in cash and cash equivalents Summary of joint operations	ping and gas infrastructure w decommission the land fill. In order to ensure it accurate tingent liability in note 7.1. T of rehabilitation costs payabl ction by Council in the futur (215)	orks that ly reflects he e by Clayto re. (548)
present value calculation uses the Milliman Group of 100 discours. The provision also takes into account a forecast \$4.35m of cappare required to be completed primarily in 2018-19 in order to a series of the provision is assessed at the end of each reporting period in the cost of closing and restoring the site. Council's share of the joint operation is also disclosed as a contenvironmental rehabilitation represents Council's future share a Regional Landfill (not Council) but will translate into a cash injection is a statement of cash flows Net cash provided used in operating activities Net decrease in cash and cash equivalents Summary of joint operations Movements for the year	ping and gas infrastructure w decommission the land fill. In order to ensure it accurate tingent liability in note 7.1. T of rehabilitation costs payabl ction by Council in the futur (215) (215)	orks that ly reflects he e by Clayto re. (548) (548)

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 2018

5.2 Property, infrastructure plant and equipment

Summary of property, infrastructure plant and equipment

	At fair value 30 June 2017	Acquisitions	Contributions	Revaluation	Depreciation	Disposal	Transfers	At fair value 30 June 2018
	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000
Land	1,706,315	4,621	5,230	310,015	-	-	-	2,026,181
Buildings	173,553	5,371	-	6,289	(5,038)	(416)	-	179,759
Plant and equipment	13,158	3,862	-	-	(4,579)	(187)	-	12,254
Infrastructure Art collection and municipal	278,625	23,369	-	25,254	(12,154)	(958)	-	314,136
regalia	1,910	-	-	-	-	-	-	1,910
Work in progress	9,773	-	-	-	-	-	(2,029)	7,744
	2,183,334	37,223	5,230	341,558	(21,771)	(1,561)	(2,029)	2,541,984

Summary of work in progress (WIP)

	Opening WIP	Additions	Transfers to completed assets	Closing WIP
	\$ '000	\$ '000	\$ '000	\$ '000
Land and buildings	1,551	6,682	(7,877)	356
Plant and equipment	6	5,088	(4,208)	886
Infrastructure	8,216	21,429	(23,143)	6,502
	9,773	33,199	(35,228)	7,744

5.2 Property, infrastructure plant and equipment (continued)

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

Asset recognition depreciation periods	Depreciation/ amortisation period	Threshold limit
Property		
Buildings	(12–120 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)	-
Art collection and municipal regalia		
Art collection	(indefinite)	-
Municipal regalia	(indefinite)	-
Infrastructure		
Car parks	(27–29 years)	\$15,000
Drains	(100 years)	\$1,500
Footpaths	(47–69 years)	-
Kerbs and channels	(82-109 years)	\$1,000
Local area traffic management devices	(25–52 years)	\$1,000-\$50,000
Right of ways	(38–108 years)	\$3,000
Roads substructure	(150-173 years)	\$2,000
Roads surfaces	(26–32 years)	\$2,000
Street furniture and signs	(13–25 years)	\$100-\$2,000
Parks and gardens improvements	(5–60 years)	\$1,500
Recreational facilities	(5–60 years)	\$1,500
Intangibles		
Software and software licences	(5 years)	\$10,000

5.2 Property, infrastructure plant and equipment (continued)

(a) Property	Notes	- Land specialised	Land under roads	Total land	- Buildings non specialised	Buildings - specialised	Leasehold improvements	Total buildings	Total property
		\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000
At fair value July 2017		1,127,758	578,557	1,706,315	222,169	42,713	382	265,264	1,971,579
Accumulated depreciation		-	-	-	(83,823)	(7,712)	(177)	(91,712)	(91,712)
Work in progress		-	-	-	1,311	240	-	1,551	1,551
		1,127,758	578,557	1,706,315	139,657	35,241	205	175,103	1,881,418
Movements in fair value									
Acquisition of assets at fair value		4,621	-	4,621	3,583	I,788	-	5,371	9,992
Contributed assets		5,230	-	-	-	-	-	-	-
Revaluation increments	8.1(a)	150,190	159,825	310,015	6,042	246	-	6,289	316,303
Fair value of assets disposed	3.4	-	-	-	(1,089)	-	-	(1,089)	(1,089)
Work in progress		-	-	-	(1,010)	(185)	-	(1,195)	(1,195)
		160,040	159,825	314,635	7,526	1,850	-	9,376	324,011
Movements in accumulated depreci	ation								
Depreciation	3.3	-	-	-	(4,051)	(969)	(18)	(5,038)	(5,038)
Accumulated depreciation of disposals	3.4	-	-	-	673	-	-	673	673
		-	-	-	(3,378)	(969)	(18)	(4,365)	(4,365)
At fair value 30 June 2018		1,287,798	738,381	2,026,180	230,706	44,748	382	275,835	2,302,015
Accumulated depreciation at 30 June 201	8	-	-	-	(87,201)	(8,681)	(195)	(96,077)	(96,077)
Work in progress		-	-	-	300	56	-	356	356
		1,287,798	738,381	2,026,180	143,805	36,122	187	180,114	2,206,294

5.2 Property, infrastructure plant and equipment (continued)

(b) Plant and equipment	Notes	Plant and equipment	Furniture and equipment	Total plant and equipment
		\$ '000	\$ '000	\$ '000
At cost July 2017		9,381	35,150	44,53 I
Accumulated depreciation		(5,483)	(25,891)	(31,374)
Work in progress		-	6	6
		3,898	9,265	3, 63
Movements in cost				
Acquisition of assets at cost		1,256	2,606	3,862
Contributed assets		-	-	-
Cost of assets disposed	3.4	(956)	(723)	(1,679)
Work in progress		221	659	880
		521	2,542	3,063
Movements in accumulated depreciation				
Depreciation	3.3	(1,089)	(3,490)	(4,579)
Accumulated depreciation of disposals	3.4	865	627	I,492
		(224)	(2,863)	(3,087)
At cost 30 June 2018		9,681	37,033	46,714
Accumulated depreciation at 30 June 2018		(5,707)	(28,754)	(34,461)
Work in progress		221	665	886
		4,195	8,944	13,139

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5.2 Property, infrastructure plant and equipment (continued)

(c) Infrastructure	Notes	Roads	Footpaths, furniture and signs	Drains	Parks and gardens	Total infrastructure
		\$ '000	\$ '000	\$ '000	\$ '000	\$ '000
At fair value 1 July 2017		247,540	111,587	175,114	93,825	628,066
Accumulated depreciation		(136,948)	(73,997)	(100,494)	(38,000)	(349,439)
Work in progress		4,123	338	2,736	1,019	8,216
		4,7 4	37,928	77,356	56,843	286,842
Movements in fair value						
Acquisition of assets at fair value		9,514	2,755	6,029	5,07 I	23,369
Contributed assets		-	-	-	-	-
Revaluation increments at fair value	8.1(a)	14,814	5,85 I	4,589	-	25,254
Fair value of assets disposed	3.4	(1,825)	(338)	(211)	(4)	(2,378)
Work in progress		(1,446)	(158)	(524)	414	(1,714)
		21,057	8,110	9,883	5,482	44,531
Movements in accumulated depreciation						
Depreciation	3.3	(4,250)	(2,226)	(1,738)	(3,940)	(2, 54)
Accumulated depreciation of disposals	3.4	I,249	38	131	2	I,420
		(3,001)	(2,188)	(1,607)	(3,939)	(10,735)
At fair value 30 June 2018		270,043	119,855	185,521	98,893	674,311
Accumulated depreciation at 30 June 2018		(139,949)	(76,185)	(102,101)	(41,939)	(360,174)
Work in progress		2,676	180	2,212	Ì,434	6,502
		132,771	43,850	85,632	58,388	320,640

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5.2 Property, infrastructure plant and equipment (continued)

(d) Art collection and municipal regalia	Notes	Art collection and municipal regalia	Total art collection and municipal regalia
		\$ '000	\$ '000
At fair value I July 2017		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	8.1(a)	-	-
Fair value of assets disposed	3.4	-	-
		-	-
At fair value 30 June 2018		1,910	1,910
		1,910	1,910

5.2 Property, infrastructure plant and equipment (continued)

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 5.2 have been applied when recognising assets within an applicable asset class and unless otherwise stated are consistent with the prior year.

Land under roads

Council recognises land under roads it controls at fair value.

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.

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.

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.

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.

5.2 Property, infrastructure plant and equipment (continued)

(a) Valuations of land and buildings

Valuations of land and buildings were undertaken by a qualified independent valuer, Belinda Macfarlane (A.A.P.I) Certified Practising Valuer from Patel Dore Valuers. The valuations of land and buildings are at fair value, being market value based on highest and best use permitted by relevant land planning provisions. Where land use is restricted through existing planning provisions the valuation is reduced to reflect this limitation. This adjustment is an unobservable input in the valuation. The adjustment has no impact on the Comprehensive Income Statement.

Specialised land is valued at fair value using site values adjusted for englobo (undeveloped and/or unserviced) characteristics, access rights and private interests of other parties and entitlements of infrastructure assets and services. This adjustment is an unobservable input in the valuation. The adjustment has no impact on the Comprehensive Income Statement.

Any significant movements in the unobservable inputs for land and land under roads will have a significant impact on the fair value of these assets.

Details of Council's land and buildings and information about the fair value hierarchy as at 30 June 2018 are as follows:

	Level \$ '000	Level 2 \$ '000	Level 3 \$ '000	Date of Valuation
Land — specialised	-	-	I,287,798	01/18
Land under roads	-	-	738,38I	01/18
Buildings — specialised	-	-	36,066	01/18
Buildings — non specialised	-	143,505	-	01/18
Total land and buildings	-	143,505	2,062,246	

(b) Valuations of infrastructure

Valuations of infrastructure assets, except for Parks and gardens 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 2018.

Parks and gardens assets were assessed by Greg McNally, Director of Corengal Pty Ltd, as at 30 April 2017. The next scheduled full revaluation for this purpose will be conducted in 2021–22.

The valuation of infrastructure assets is at fair value based on replacement cost less accumulated depreciation as at the date of valuation.

Details of the Council's infrastructure and information about the fair value hierarchy as at 30 June 2018 are as follows:

	Level I	Level 2	Level 3	Date of
	\$ '000	\$ '000	\$ '000	Valuation
Roads	-	-	I 30,094	06/18
Footpaths, furniture and signs	-	-	43,669	06/18
Drains	-	-	83,420	06/18
Parks and gardens	-	-	56,953	04/17
Total infrastructure	-	-	314,136	

5.2 Property, infrastructure plant and equipment (continued)

(c) Valuation of art collection and municipal regalia

Art collection assets were assessed by Lauraine Diggins, Director Fine Art Pty Ltd as at 30 June 2015. The basis of valuation was market value.

Details of Council's art collection and municipal regalia and information about the fair value hierarchy as at 30 June 2018 are as follows:

	Level I	Level 2	Level 3	Date of
	\$ '000	\$ '000	\$ '000	Valuation
Art collection and municipal				
regalia	-	1,910	-	06/15
Total art collection and				
municipal regalia	-	1,910	-	

(d) Description of significant unobservable inputs into level 3 valuations

Specialised land and land under roads is valued using a market based direct comparison technique. Significant unobservable inputs include the extent and impact of restriction of use and the market cost of land per square metre. The extent and impact of restrictions on use varies and results in a reduction to surrounding land values between five per cent and 95 per cent. The market value of land varies significantly depending on the location of the land and the current market conditions. 2017–18 land values range between approximately \$298 and \$4,587 per square metre.

Specialised buildings are valued using a depreciated replacement cost technique. Significant unobservable inputs include the current replacement cost and remaining useful lives of the buildings. Current replacement cost is calculated on a square metre basis ranging from \$193 to \$3,872 per square metre. The remaining useful lives of the buildings are determined on the basis of the current condition of buildings and vary from 22 years to 107 years. Replacement cost is sensitive to changes in market conditions, with any increase or decrease in cost flowing through to the valuation. Useful lives of buildings are sensitive to changes in expectations or requirements that could either shorten or extend the useful lives of buildings.

Infrastructure assets are valued based on the depreciated replacement cost. Significant unobservable inputs include the current replacement cost and remaining useful lives of infrastructure. The remaining useful lives of infrastructure assets are determined on the basis of the current condition of the asset and vary from five years to 173 years. Replacement cost is sensitive to changes in market conditions, with any increase or decrease in cost flowing through to the valuation. Useful lives of infrastructure are sensitive to changes in use, expectations or requirements that could either shorten or extend the useful lives of infrastructure assets.

	2018	2017
	\$'000	\$'000
Reconciliation of specialised land		
Land	I,287,798	1,127,758
Land under roads	738,381	578,557
Total specialised land	2,026,180	1,706,315

Note 6 People and relationships

6.1 Council and key management remuneration

(a) Related parties

Parent entity Glen Eira City Council

Subsidiaries, associates and joint operations

Interests in joint operations are detailed in note $5.1\,$

(b) Key management personnel

Details of persons holding the position of Councillor or other members of key management personnel at any time during the year are:

Councillors

Tony Athanasopoulos	Councillor	I July 2017—16 November 2017
	Mayor	17 November 2017—30 June 2018
Clare Davey	Councillor	I July 2017—30 June 2018
Mary Delahunty	Mayor	I July 2017—16 November 2017
	Councillor	17 November 2017—30 June 2018
Margaret Esakoff	Councillor	I July 2017—30 June 2018
Jamie Hyams	Councillor	I July 2017—16 November 2017
	Deputy Mayor	17 November 2017—30 June 2018
Jim Magee	Deputy Mayor	I July 2017—16 November 2017
	Councillor	17 November 2017—30 June 2018
Joel Silver	Councillor	I July 2017—30 June 2018
Dan Sztrajt	Councillor	I July 2017—30 June 2018
Nina Taylor	Councillor	I July 2017—30 June 2018

Chief Executive Officer and other key management personnel

Total key management pe	rsonnel	14	19
Chief Executive Officer and ot	her key management personnel	5	5
Total number of Councillors		9	14
Summary			
		No.	No.
Kon Torres		2018 2017	2017
Ron Torres	Director Planning & Place	l july 2017—30 june 2018	
Peter Swabey	Director Corporate Services	July 2017—30 June 2018	
Peter Jones	Director Community Wellbeing	I July 2017—30 June 2018	
Samantha Krull	Director Infrastructure, Environment & Leisure	I July 2017—30 June 2018	
Rebecca McKenzie	Chief Executive Officer	I July 2017—30 June 2018	

6.1 Council and key management remuneration (continued)

(c) Remuneration of key management personnel

	2018 \$ '000	2017 \$ '000
Total remuneration of key management personnel was as follows:	-	
Short-term benefits (salary and annual leave)	I,568	I,469
Post-employment benefits (superannuation)	151	174
Long-term benefits (long service leave)	34	33
Total	1,753	I,676

Key management personnel includes Councillors, CEO and Directors of Glen Eira Council.

The numbers of key management personnel whose total remuneration from Council and any related entities, fall within the following bands:

Income range:	2018 No.	2017 No.
\$0-\$9,999	-	4
\$20,000-\$29,999	-	5
\$30,000–\$39,999	7	4
\$60,000–\$69,999	I	-
\$70,000–\$79,999	I	-
\$80,000–\$89,999	-	I.
\$230,000-\$239,999	-	I.
\$240,000–\$249,999	-	I
\$250,000-\$259,999	2	2
\$260,000-\$269,999	2	-
\$320,000-\$329,999	-	I
\$350,000-\$359,999	1	-
Total key management personnel	14	19

Key management personnel includes Councillors, CEO and Directors of Glen Eira Council.

(d) Transactions with related parties

There were no transactions with related parties which required disclosure during the 2017–18 or 2016–17 reporting years.

(e) Outstanding balances with related parties

There were no outstanding balances with related parties which required disclosure during the 2017–18 or 2016–17 reporting years.

(f) Loans to/from related parties

No loans have been made, guaranteed, or secured by Council to related parties which required disclosure during the 2017–18 or 2016–17 reporting years.

(g) Commitments to/from related parties

No commitments have been made, guaranteed, or secured by Council to related parties which required disclosure during the 2017–18 or 2016–17 reporting years.

6.2 Senior officer remuneration

A Senior Officer is an officer of Council, other than key management personnel, who:

- has management responsibilities and reports directly to the Chief Executive; or
- whose total annual remuneration exceeds \$145,000 (\$142,000 in 2016-17).

The above numbers include staff holding senior officer positions where two or more staff members have occupied a senior role in a given year.

The number of senior officers other than the key management personnel, are shown below in their relevant income bands:

Income range:	2018 No.	2017 No.
	INU.	INO.
<\$145,000	11	3
\$145,001-\$149,999	I	2
\$150,000-\$159,999	5	-
\$160,000-\$169,999	4	8
\$170,000-\$179,999	3	6
\$180,000-\$189,999	I	I
\$190,000-\$199,999	2	I
\$200,000-\$209,999	-	2
\$210,000-\$219,999	-	2
\$220,000-\$229,999	I	-
\$460,000–\$469,999	-	I.
Total senior officers	28	26
	2018	2017
	\$ '000	\$ '000
Total remuneration for the reporting year for senior officers included		
above amounted to:	3,777	4,622

Note 7 Managing uncertainties

7.1 Contingent assets and liabilities

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.

Contingent assets

As at 30 June 2018, 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) Superannuation

Council has obligations under a defined benefit superannuation scheme that may result in the need to make additional contributions to the scheme, matters relating to this potential obligation are outlined below. As a result of the volatility in financial markets the likelihood of making such contributions in future periods exists.

7.1 Contingent assets and liabilities (continued)

(d) Regional Landfill Clayton South Joint Operation

(i) Rehabilitation works

Five councils have entered into a joint operation in connection with the Clayton Regional Landfill Joint Operation. The main activity is the provision of a refuse disposal site for councils.

The Clayton Regional Landfill site is now closed and has completed the waste filling and is undergoing for a program of rehabilitation works that include the construction of a landfill cap over the whole of the landfill.

The Joint Venturers are obligated to restore the landfill site to a particular standard. The site ceased operation at the end of January 2016 and restoration work has commenced.

The Joint Venture councils are required to progressively rehabilitate the site post closure and provide for future monitoring and after care of the site as well as a number of other obligations. The Joint Venturers have received a report into the post closure after care management cost assessment at the landfill. This report looked at the components of the after care assessment at the landfill.

At the reporting date the Joint Venture recognised a provision for rehabilitation works which is measured at the present value of the Joint Venturers' best estimate of the costs associated with remediation of the site over a period of 28 years. Remediation is expected to be completed by 2045. The provision is assessed at the end of each reporting period in order to ensure that it accurately reflects the cost of closing and restoring the site. Further costs may arise for the future after care of the landfill site, however, at this stage, these costs are too uncertain to reliably determine.

(ii) Contamination (Mulch)

The Environment Protection Authority (EPA) has issued a draft Clean Up Notice relating to the Clayton Regional Landfill. The draft Clean Up Notice relates to contaminated mulch placed on the landfill area as part of the capping process. Mulch was sourced for capping of both the northern and southern landfill cells.

The cost of clean-up is significant due to the volume of mulch spread across the northern and southern cells. The Joint Venture has provided an amount in the 2018-19 budget to clean up the contaminated areas. The Joint Venture Councils are considering options to pursue recovery of the clean-up costs.

7.1 Contingent assets and liabilities (continued)

7.2 Change in accounting standards

The following new AASs have been issued that are not mandatory for the 30 June 2018 reporting period. Council has assessed these pending standards and has identified the following potential impacts will flow from the application of these standards in future reporting periods.

Financial Instruments - Disclosures (AASB 7) (applies 2018-19)

This Standard requires entities to provide disclosures in their financial statements that enable users to evaluate: (a) the significance of financial instruments for the entity's financial position and performance; and (b) the nature and extent of risks arising from financial instruments to which the entity is exposed.

Financial Instruments (AASB 9) (applies 2018-19)

The key changes include the simplified requirements for the classification and measurement of financial assets, a new hedging accounting model and a revised impairment loss model to recognise impairment losses earlier, as opposed to the current approach that recognises impairment only when incurred.

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

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

Amendments to Australian Accounting Standards – Deferral of AASB 15 for Not-for-Profit Entities (AASB 2016-7) (applies 2019-20)

This Standard defers the mandatory effective date of AASB 15 for not-for-profit entities from 1 January 2018 to 1 January 2019.

Leases (AASB 16) (applies 2019-20)

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

Income of Not-for-Profit Entities (AASB 1058) (applies 2019-20)

This standard replaces AASB 1004 Contributions and establishes revenue recognition principles for transactions where the consideration to acquire an asset is significantly less than fair value to enable to not-for-profit entity to further its objectives.

7.3 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 notes 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.

There has been no significant change in the Council's exposure, or its objectives, policies and processes for managing interest rate risk or the methods used to measure this risk from the previous reporting period.

Interest rate movements have not been sufficiently significant during the year to have an impact on the Council's year end result.

(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 7.1.

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 2018

7.3 Financial instruments (continued)

(e) Liquidity risk

Liquidity risk includes the risk that, as a result of our operational liquidity requirements or not having sufficient funds to settle a transaction when required, we will be forced to sell a financial asset at below value or may be unable to settle or recover a financial asset.

To help reduce these risks Council:

- has readily accessible standby facilities and other funding arrangements in place;

- has a liquidity portfolio structure that requires surplus funds to be invested within various bands of liquid instruments;

- monitors budget to actual performance on a regular basis; and

- sets limits on borrowings relating to the percentage of loans to rate revenue and percentage of loan principal repayments to rate revenue.

Council's maximum exposure to liquidity risk is the carrying amounts of financial liabilities as disclosed in the face of the Balance Sheet and the amounts related to financial guarantees disclosed in note 7.1(d), 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 4.4.

(f) 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 yearend rates of 2.5 per cent (assuming cash remains steady throughout the year).

These movements will not have a material impact on the valuation of Council's financial assets and liabilities, nor will they have a material impact on the results of Council's operations.

7.4 Fair value measurement

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.

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:

for the year ended 30 June 2018

7.4 Fair value measurement (continued)

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

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

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

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

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

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 5.1, Property, infrastructure, plant and equipment.

- In addition, Council undertakes a formal revaluation at the following intervals:
- Art collection every five years
- Infrastructure assets every four years and replacement costs adjusted annually
- Land and buildings every two years
- Land under roads every two years
- Municipal regalia every five years
- Parks and gardens every five years

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

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

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.

7.5 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 8 Other matters

8.1 Reserves

(a) Asset revaluation reserve

2018	Balance at beginning of reporting period	Increment/ (decrement)	Balance at end of reporting period
	\$ '000	\$ '000	\$ '000
Property			
Land	805,566	150,190	955,756
Land under roads	216,578	159,825	376,403
Buildings	81,266	6,289	87,555
Infrastructure			
Road assets	93,490	14,814	108,304
Footpaths	18,385	5,85 l	24,236
Drainage	13,767	4,589	18,356
Parks and gardens	24,298	-	24,298
Art collection and munici	pal regalia		
Art collection	I,088	-	I,088
	1,254,439	341,558	1,595,997
2017	- • •		
2017	Balance at beginning of reporting period	(decrement)	Balance at end of reporting period
	beginning of reporting		of reporting
Property	beginning of reporting period \$ '000	(decrement) \$ '000	of reporting period \$ '000
Property Land	beginning of reporting period \$ '000 686,900	(decrement)	of reporting period \$ '000 805,566
Property	beginning of reporting period \$ '000 686,900 216,578	(decrement) \$ '000	of reporting period \$ '000 805,566 216,578
Property Land Land under roads Buildings	beginning of reporting period \$ '000 686,900	(decrement) \$ '000	of reporting period \$ '000 805,566
Property Land Land under roads	beginning of reporting period \$ '000 686,900 216,578 81,266	(decrement) \$ '000 18,666 - -	of reporting period \$ '000 805,566 216,578 81,266
Property Land Land under roads Buildings	beginning of reporting period \$ '000 686,900 216,578	(decrement) \$ '000 18,666 - - - (5,440)	of reporting period \$ '000 805,566 216,578
Property Land Land under roads Buildings Infrastructure	beginning of reporting period \$ '000 686,900 216,578 81,266	(decrement) \$ '000 18,666 - -	of reporting period \$ '000 805,566 216,578 81,266
Property Land Land under roads Buildings Infrastructure Road assets	beginning of reporting period \$ '000 686,900 216,578 81,266 98,930	(decrement) \$ '000 18,666 - - - (5,440)	of reporting period \$ '000 805,566 216,578 81,266 93,490
Property Land Land under roads Buildings Infrastructure Road assets Footpaths	beginning of reporting period \$ '000 216,578 81,266 98,930 20,594	(decrement) \$ '000 18,666 - - (5,440) (2,209)	of reporting period \$ '000 805,566 216,578 81,266 93,490 18,385
Property Land Land under roads Buildings Infrastructure Road assets Footpaths Drainage	beginning of reporting period \$ '000 216,578 81,266 98,930 20,594 17,898 6,925	(decrement) \$ '000 18,666 - - (5,440) (2,209) (4,131)	of reporting period \$ '000 805,566 216,578 81,266 93,490 18,385 13,767
Property Land Land under roads Buildings Infrastructure Road assets Footpaths Drainage Parks and gardens	beginning of reporting period \$ '000 216,578 81,266 98,930 20,594 17,898 6,925	(decrement) \$ '000 18,666 - - (5,440) (2,209) (4,131)	of reporting period \$ '000 805,566 216,578 81,266 93,490 18,385 13,767

The asset revaluation reserve is used to record the net movement of Council's assets over time.

8.1 Reserves (continued)

(b) Public open space reserve

	Balance at beginning of reporting period	beginning of from reporting accumulated		Balance at end of reporting period
	\$ '000	\$ '000	\$ '000	\$ '000
2018				
Public open space reserve	3,696	10,348	(251)	3,793
	3,696	10,348	(251)	13,793
2017				
Public open space reserve	4,093	7,811	(8,208)	3,696
	4,093	7,811	(8,208)	3,696

Expenditure on *Open Space* projects for 2017–18 totalled \$251k and related to the completion of Booran Reserve, corner Booran and Glenhuntly Roads, Glen Huntly and provisional works for 6 Aileen Avenue, Caulfield South.

Council approved its Open Space Strategy on 8 April 2014 following community consultation.

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

Transfers from the public open space reserve during the financial year reflect the funding of eligible open space capital works projects.

Summary of reserves	Balance at beginning of reporting period	Increment/ (decrement) and transfers	Balance at end of reporting period
	\$ '000	\$ '000	\$ '000
2018			
Asset revaluation reserve	1,254,438	341,558	1,595,996
Public open space reserve	3,696	10,097	13,793
	1,258,134	351,655	1,609,789
2017			
Asset revaluation reserve	1,130,179	124,259	1,254,438
Public open space reserve	4,093	(397)	3,696
	1,134,272	123,862	1,258,134

otes to the Financial Report the year ended 30 June 2018			Page !
	Notes	2018 \$ '000	20 \$ '00
8.2 Reconciliation of cash flows from operating activities to surplu	s		
Surplus for the year		31,763	29,425
Share of net loss of joint operations	5.1	535	385
Contributions — non-monetary	2.6	(5,230)	-
Capitalised salaries	3.1(a)	(2,171)	(2,156
Depreciation and amortisation	3.3	22,002	21,503
Loss on sale/disposal of property, infrastructure, plant and equipment	3.4	1,278	1,410
Borrowing costs	3.5	644	748
Change in assets and liabilities:			
Increase in trade and other receivables	4.l(c)	(923)	(2,169
Increase in other assets	4.2	(280)	(360
Decrease in trade and other payables	4.3(a)	(1,059)	(808)
Increase in provisions	4.5	549	202
Increase in trust funds and other deposits	4.3(b)	2,480	4,372
Net cash provided by operating activities		49,588	52,552

8.3 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 2018, this was 9.5 per cent as required under Superannuation Guarantee (SG) legislation).

Defined Benefit

Glen Eira City Council does not use defined benefit accounting for its defined benefit obligations under the Fund's Defined Benefit category. This is because the Fund's Defined Benefit category is a pooled multi-employer sponsored plan.

There is no proportional split of the defined benefit liabilities, assets or costs between the participating employers as the defined benefit obligation is a floating obligation between the participating employers and the only time that the aggregate obligation is allocated to specific employers is when a call is made. As a result, the level of participation of Glen Eira City Council in the Fund cannot be measured as a percentage compared with other participating employers. Therefore, the Fund Actuary is unable to allocate benefit liabilities, assets and costs between employers for the purposes of AASB 119.

Funding arrangements

Glen Eira City Council makes employer contributions to the Defined Benefit category of the Fund at rates determined by the Trustee on the advice of the Fund Actuary.

As at 30 June 2017, a full triennial actuarial investigation was completed. The vested benefit index (VBI) of the Defined Benefit category of which Council is a contributing employer was 103.1 per cent as at 30 June 2017. To determine the VBI, the Fund Actuary used the following long-term assumptions:

- Net investment returns 6.5 per cent per annum
- Salary information 3.5 per cent per annum
- Price inflation (CPI) 2.5 per cent per annum

Vision Super has advised that the estimated VBI at June 2018 was 106.0%.

The VBI is to be used as the primary funding indicator. Because the VBI was above 100%, the 30 June 2017 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.

8.3 Superannuation (continued)

Employer contributions

Regular contributions

On the basis of the results of the 2017 interim actuarial investigation conducted by the Fund Actuary, Council makes employer contributions to the Fund's Defined Benefit category at rates determined by the Fund's Trustee. For the year ended 30 June 2018, this rate was 9.5 per cent of members' salaries (9.5 per cent in 2016–17). This rate will increase in line with any increase to the contribution rate. In addition, Council reimburses the Fund to cover the excess of the benefits paid as a consequence of retrenchment above the funded resignation or retirement benefit.

Funding calls

If the Defined Benefit category is in an unsatisfactory financial position at an actuarial investigation or the Defined Benefit category's VBI is below its shortfall limit at any time other than the date of the actuarial investigation, the Defined Benefit category has a shortfall for the purposes of Superannuation Prudential Standard 160 and the Fund is required to put a plan in place so that the shortfall is fully funded within three years of the shortfall occurring. The Fund monitors its VBI on a quarterly basis and the Fund has set its shortfall limit at 97 per cent.

In the event that the Fund Actuary determines that there is a shortfall based on the above requirement, the Fund's participating employers (including Glen Eira City Council) are required to make an employer contribution to cover the shortfall.

Using the agreed methodology, the shortfall amount is apportioned between the participating employers based on the pre-I 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.

8.3 Superannuation (continued)

2017 triennial actuarial investigation surplus amounts

The Fund's triennial investigation as at 30 June 2017 identified the following in the Defined Benefit category of which Glen Eira City Council is a contributing employer:

- A VBI surplus of \$69.8 million;
- A total service liability surplus of \$193.5m; and
- A discounted accrued benefits surplus of \$228.8m.

The VBI surplus means that the market value of the fund's assets supporting the defined benefit obligations exceed the vested benefits that the defined benefit members would have been entitled to if they had all exited on 30 June 2017. Council was notified of the 30 June 2017 VBI during August 2017.

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.

2018 interim actuarial investigation

An interim actuarial investigation will be conducted for the Fund's position as at 30 June 2018. It is anticipated that this actuarial investigation will be completed in December 2018.

Future superannuation contributions

Contributions by Glen Eira City Council (excluding any unfunded liability payments) to the above superannuation plans for the financial year ended 30 June 2018 are detailed below:

Scheme	Type of	Rate	2018	2017
Scheme	scheme		\$'000	\$'000
Vision Super	Defined	9.50%	\$304	\$375
	Benefits	7.50%	τοςφ	د ۱ د ب
Vision Super	Accumulation	9.50%	\$4,346	\$4,494
Hesta	Accumulation	9.50%	\$702	\$705
Other	Accumulation	9.50%	\$621	\$253
Total			\$5,973	\$5,827

In addition to the above contributions, Glen Eira City Council has paid unfunded liability payments to Vision Super totalling \$nil during the 2017-18 year (\$nil paid during the 2016–17 year).

There were no contributions outstanding and loans issued from or to the above schemes as at 30 June 2018.

The expected contributions to be paid to the Defined Benefit category of Vision Super for the year ended 30 June 2018 is \$nil.

8.4 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 2018	2018 \$ '000	2017 \$ '000
Income		
Resident charges	3,894	3,672
Government grants	8,47 I	8,56 l
Interest on unpaid bonds	23	36
Investment income	614	644
Other income	2	2
Total income	13,004	12,915
Expenses		
Wages and superannuation — care	7,141	7,106
Wages and superannuation — administration	335	288
Wages and superannuation — other	3,139	3,070
Staff on-costs	1,337	1,281
Training	22	33
Agency costs	155	131
Materials and consumables	1,004	1,043
Contractor payments	442	390
Maintenance	98	109
Utility services	329	325
Other expenses	266	248
Management fees	382	443
Direct and indirect overheads	I,087	I,088
Depreciation on property, plant and equipment	758	814
Total expenses	16,495	16,369
Deficit	(3,491)	(3,454)

o the Financial Report ear ended 30 June 2018		Page
4 Residential aged care facilities (continued)		
Balance Sheet for residential aged care facilities	2018	20
as at 30 June 2018	\$ '000	\$ '0
Current assets		
Cash and financial assets	26,809	24,73
Trade and other receivables	104	11
Total current assets	26,913	24,84
Non-current assets		
Property, plant and equipment	17,614	17,66
Total non-current assets	17,614	17,66
Total assets	44,527	42,5 I
Current liabilities		
Trade and other payables	139	11
Residential aged care bonds and deposits	26,809	24,73
Employee provisions	2,690	2,32
Total current liabilities	29,638	27,17
Non-current liabilities		
Employee provisions	258	24
Total non-current liabilities	258	24
Total liabilities	29,896	27,41

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.

8.5 Special committees and other activities

There are no material special committees or other activities to disclose at reporting date.

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.

AVaori2mof

John Vastianos (B.Com., FCPA, GAICD) **Principal Accounting Officer** Dated: 4 September 2018 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 2018 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 Tony Athanasopoulos Mayor Dated: 4 September 2018 Glen Eira Town Hall, corner Glen Eira and Hawthorn Roads, Caulfield Location:

Hergens

Councillor Jamie Hyams Deputy Mayor Dated: 4 September 2018 Glen Eira Town Hall, corner Glen Eira and Hawthorn Roads, Caulfield Location:

Rebecca McKenzie **Chief Executive Officer** Dated: 4 September 2018 Glen Eira Town Hall, corner Glen Eira and Hawthorn Roads, Caulfield Location:

Auditor-General's Report on the Performance Statement

VAGO Victorian Auditor-General's Office

Independent Auditor's Report

To the Councillors of Glen Eira City Council

Opinion	I have audited the accompanying performance statement of Glen Eira City Council (the council) which comprises the:
	 description of municipality for the year ended 30 June 2018 sustainable capacity indicators for the year ended 30 June 2018 service performance indicators for the year ended 30 June 2018 financial performance indicators for the year ended 30 June 2018 other information and
	the certification of the performance statement.
	In my opinion, the performance statement of Glen Eira City Council in respect of the year ended 30 June 2018 presents fairly, in all material respects, in accordance with the performance reporting requirements of Part 6 of the <i>Local Government Act 1989</i> .
Basis for Opinion	I have conducted my audit in accordance with the <i>Audit Act 1994</i> which incorporates the Australian Standards on Assurance Engagements. I further describe my responsibilities under that Act and those standards in the <i>Auditor's Responsibilities for the Audit of the performance statement</i> section of my report.
	My independence is established by the <i>Constitution Act 1975</i> . I and my staff are independent of the council in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 <i>Code of</i> <i>Ethics for Professional Accountants</i> (the Code) that are relevant to my audit of the performance statement in Victoria and have also fulfilled our other ethical responsibilities in accordance with the Code.
	I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.
Councillors' responsibilities for the performance statement	The Councillors are responsible for the preparation and fair presentation of the performance statement in accordance with the performance reporting requirements of the <i>Local Government Act 1989</i> and for such internal control as the Councillors determines is necessary to enable the preparation and fair presentation of the statement of performance that is free from material misstatement, whether due to fraud or error.
Auditor's responsibilities for the audit of the performance statement	As required by the <i>Audit Act 1994</i> , my responsibility is to express an opinion on the performance statement based on the audit. My objectives for the audit are to obtain reasonable assurance about whether the performance statement as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Standards on Assurance Engagements will always detect a material misstatement when it exists.



Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the decisions of users taken on the basis of this performance statement.

As part of an audit in accordance with the Australian Standards on Assurance Engagements, I exercise professional judgement and maintain professional scepticism throughout the audit. I also:

- identify and assess the risks of material misstatement of performance statement, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the council's internal control
- evaluate the overall presentation, structure and content of the performance statement, including the disclosures, and whether performance statement represents the underlying events and results in a manner that achieves fair presentation.

I communicate with the Councillors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

M.G. Down han

Tim Loughnan as delegate for the Auditor-General of Victoria

MELBOURNE 8 September 2018

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 149,012 people across more than 54,731 households — representing more than 160 different cultural backgrounds.

Performance Statement

Sustainable capacity indicators for the year ended 30 June 2018

Indicator/Measure		Results							Material variations
		2018		2017		2016		2015	_
Population									
Expenses per head of municipal population	\$	1,018	\$	971	\$	1,023	\$	929	
[Total expenses/Municipal population]									
Infrastructure per head of municipal population	\$	3,403	\$	3,210	\$	3,218	\$	3,207	
[Value of infrastructure/Municipal population]									
Population density per length of road		305		299		294		290	
[Municipal population/Kilometres of local roads]									
Own-source revenue									
Own-source revenue per head of municipal population	\$	960	\$	936	\$	911	\$	834	2017–18 rate income incurred in line with Council's <i>Strategic Resource Plan</i> and includes higher than budgeted revenue from parking infringements and open space contributions.
[Own-source revenue/Municipal population]									
Recurrent grants									
Recurrent grants per head of municipal population	\$	158	\$	170	\$	147	\$	165	Recurrent grants impacted by the timing of receipt of the Commonwealth Government's grant commission funding.
[Recurrent grants/Municipal population]									-

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Performance Statement Sustainable capacity indicators (continued) for the year ended 30 June 2018

Indicator/Measure	Results			Material variations	
-	2018	2017	2016	2015	
Disadvantage Relative socio-economic disadvantage	10	10	10	10	
[Index of relative socio-economic disadvantage by decile]					

Definitions

"adjusted underlying revenue" means total income other than:

(a) non-recurrent grants used to fund capital expenditure; and

(b) non-monetary asset contributions; and

(c) contributions to fund capital expenditure from sources other than those referred to above

"infrastructure" means non-current property, plant and equipment excluding land

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

"population" means the resident population estimated by Council

"own-source revenue" means adjusted underlying revenue other than revenue that is not under the control of Council (including government grants)

"relative socio-economic disadvantage", in relation to a municipality, means the relative socio-economic disadvantage, expressed as a decile for the relevant financial year, of

the area in which the municipality is located according to the Index of Relative Socio-Economic Disadvantage (Catalogue Number 2033.0.55.001) of SEIFA

"SEIFA" means the Socio-Economic Indexes for Areas published from time to time by the Australian Bureau of Statistics on its internet website

"unrestricted cash" means all cash and cash equivalents other than restricted cash.

Performance Statement

Service performance indicators for the year ended 30 June 2018

Service/Indicator/Measure		Resu	lts		Material variations
—	2018	2017	2016	2015	_
Aquatic facilities					
Utilisation					
Utilisation of aquatic facilities	11	10	8	8	
[Number of visits to aquatic facilities/Municipal population]					
Animal management					
Health and safety					
Animal management prosecutions	11	4	13	16	Successful education and regular patrols has seen a decline
[Number of successful animal management prosecutions]					from 2014-15. The increase from 2016-17 to 2017-18 is because several of the cases were from incidents that occurred in 2016-17 but were not lodged for court until 2017 18.
Food safety					
Health and safety Critical and major non-compliance notifications	100%	99 %	100%	100%	
[Number of critical non-compliance notifications and major non-compliance notifications about a food premises followed up /Number of critical non- compliance notifications and major non-compliance notifications about food premises] x100					

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Performance Statement Service performance indicators for the year ended 30 June 2018

Service/Indicator/Measure		Res		Material variations	
	2018	2017	2016	2015	
Governance					
Satisfaction					
Satisfaction with Council decisions	55	55	54	60	
Community satisfaction rating out of					
00 with how Council has performed					
making decisions in the interest of					
e community]					

Performance Statement Service performance indicators (continued) for the year ended 30 June 2018

Service/Indicator/Measure		Res	ults		Material variations		
	2018	2017	2016	2015			
Libraries							
Participation							
Active library members	17%	17%	17%	17%			
[Number of active library members/ Municipal population] ×100							
Maternal and child health							
Participation							
Participation in the MCH service	87%	87%	88%	87%			
[Number of children who attend the							
MCH service at least once (in the year) /Number of children enrolled in the							

Performance Statement

Service performance indicators (continued) for the year ended 30 June 2018

Service/Indicator/Measure		Res	ults		Material variations			
	2018	2017	2016	2015				
Maternal and child health								
Participation								
Participation in the MCH service by Aboriginal children	93%	88%	93%	88%	The 2016-17 MC5 figure has been restated to reflect the correct result of 87.5%. Last years error was caused by transposing the numerator and denominator. The 2016-17 reported figure in the Know Your Council website is incorre			
[Number of aboriginal children who attend the MCH service at least once					and is showing 109.09%.			
(in the year)/Number of aboriginal children enrolled in the MCH service] x100								
Roads								
Satisfaction								
Satisfaction with sealed local roads	70	67	69	74				
[Community satisfaction rating out of								
100 with how Council has performed								
on the condition of sealed local roads]								

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Performance Statement

Service performance indicators (continued) for the year ended 30 June 2018

Service/Indicator/Measure		Res	ults		Material variations
	2018	2017	2016	2015	_
Statutory Planning					
Decision making					
Council planning decisions upheld at VCAT	57%	42%	57%	5 9 %	During 2016-17 there was an increase in the number of appear for applications refused by Council. This resulted in a decrease in the number of Council's decisions upheld at VCAT.
[Number of VCAT decisions that did not set aside Council's decision in relation to a planning application/Number of VCAT decisions in relation to planning applications] x100					During 2017-18, the Urban Planning Department implementer a number of actions resulting from a Service Review that included recommendations to decrease the number of VCAT appeals and to improve decision making success. This has included greater in-house resolutions of application by negotiating with applicants and reflecting on key themes in the Tribunals decision making that has led to improved alignment the way Council interpret policy. VCAT is legally required to take account of Council's planning scheme policies but is not legally required to apply them. Further, applicants can change their plans significantly before they get to VCAT so VCAT may be considering a quite different proposal to the one decided by Council. It follows that VCAT is often not making the same decision as Council. The measure does not capture mediated outcomes.
Waste Collection					
Waste diversion Kerbside collection waste diverted from landfill	45%	45%	44%	43%	
[Weight of recyclables and green organics collected from kerbside bins/Weight of garbage, recyclables and green organics collected from kerbside bins] x100					

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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 I food premises" means food premises, within the meaning of the Food Act 1984, that have been declared as class I food premises under section I9C 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

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

"major non-compliance outcome notification" means a notification received by a council under section 19N(3) or (4) of the *Food Act 1984*, or advice given to council by an authorised officer under that *Act*, of a deficiency that does not pose an immediate serious threat to public health but may do so if no remedial action is taken "MCH" means the Maternal and Child Health Service provided by a Council to support the health and development of children within the municipality from birth until school age

"population" means the resident population estimated by council

"target population" has the same meaning as in the Agreement entered into for the purposes of the Home and Community Care Act 1985 of the Commonwealth "WorkSafe reportable aquatic facility safety incident" means an incident relating to a council aquatic facility that is required to be notified to the Victorian WorkCover Authority under Part 5 of the Occupational Health and Safety Act 2004

Financial performance indica for the year ended 30 June 2018	itoi	rs													
		Results								Fore	ecas	sts			
Dimension/Indicator/Measure	2	2015	2	2016		2017		2018	2	2019	,	2020	,	2021	Material variations
Efficiency															
Revenue level Average residential rate per residential property assessment	\$	1,416	\$	1,485	\$	1,521	\$	1,542	\$	1,602	\$	1,625	\$	I,654	Movements in line with Council's Strategic Resource Plan.
[Residential rate revenue/Number of residential property assessments]															
Expenditure level															
Expenses per property assessment	\$	2,150	\$	2,333	\$	2,231	\$	2,342	\$	2,439	\$	2,445	\$	2,460	
[Total expenses/Number of property assessments]															
Workforce turnover															
Resignations and terminations compared to average staff		10%		11%		9 %		12%		11%		11%		11%	Staff turnover has increased slightly due to National Disability Insurance Scheme
[Number of permanent staff resignations and terminations/Average number of permanent staff for the financial year] x100															(NDIS) related redundancies.
Liquidity															
Working capital															
Current assets compared to current liabilities		99 %		99 %		124%		142%		23%		125%		106%	Increase in 2017–18 relates to: higher than anticipated income from parking
[Current assets/Current liabilities] x100															infringements, open space contributions an brought forward income for VGC funding. Forecast movements in line with Council's <i>Strategic Resource Plan</i> .

Performance Statement Financial performance indicate	ors (cont	inued)						Page 7
for the year ended 30 June 2018		Res	sults		For	ecasts		
Dimension/Indicator/Measure	2015	2016	2017	2018	2019	2020	2021	Material variations
Unrestricted cash								
Unrestricted cash compared to current liabilities	25%	28%	45%	44%	43%	54%	36%	Increases from 2016-17 relate to: higher than anticipated income from parking
[Unrestricted cash/Current liabilities] ×100								infringements and brought forward income for VGC funding. Forecast movements in line with Council's <i>Strategic Resource Plan</i> .
Obligations								
Asset renewal								
Asset renewal compared to depreciation	78%	82%	70%	75%	86%	80%	65%	Forecast movements in line with Council's Strategic Resource Plan .
[Asset renewal expenses/Asset depreciation] ×100								
Loans and borrowings								
Loans and borrowings compared to rates	23%	26%	21%	18%	14%	10%	7%	Borrowings restructured in June 2016 which resulted in a net financial benefit to
[Interest-bearing loans and borrowings/Rate revenue] ×100								Council. Reflects repayment of loan borrowings according to schedule. The principal loan was to build GESAC.
Loans and borrowings								
Loans and borrowings repayments compared to rates	3%	3%	4%	4%	4%	4%	3%	
[Interest and principal repayments on interest-bearing loans and borrowings/Rate revenue] x100								

Performance Statement Financial performance indicators (con for the year ended 30 June 2018	tinued)							Page 76
for the year ended 30 June 2018		Res	sults		Fore	casts		
Dimension/Indicator/Measure	2015	2016	2017	2018	2019	2020	2021	Material variations
Indebtedness								
Non-current liabilities compared to own source	20%	l 9 %	l 6 %	13%	10%	7%	5%	Reflects Council's reduction in debt
[Non-current liabilities/Own source revenue] ×100								according to scheduled loan repayments.
Operating position								
Adjusted underlying result								
Adjusted underlying surplus (or deficit)	9 %	7%	16%	14%	10%	11%	12%	Adjusted underlying result increase in
[Adjusted underlying surplus (deficit)/Adjusted underlying revenue] x100								2016-17 relates to higher than anticipated income from parking infringements, open space contributions and brought forward income for VGC funding as well as some larger one-off expenses which affected the 2015-16 result.
Stability								
Rates concentration								
Rates compared to adjusted underlying revenue	62%	61%	59%	58%	61%	60%	61%	
[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%	0.2%	
[Rate revenue/Capital improved value of rateable properties in the municipality] ×100								

Performance Statement Financial performance indicators (continued) for the year ended 30 June 2018

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

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 26 June 2018 and which forms part of the *Council and Community Plan*. The *Strategic Resource Plan* includes estimates based on key assumptions about the future that were relevant at the time of adoption and aimed at achieving sustainability over the long-term. Detailed information on the actual financial results is contained in the General Purpose Financial Statements. The *Strategic Resource Plan* can be obtained by contacting Council.

