

GLEN EIRA CITY COUNCIL

ANNUAL REPORT

2018–2019



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



GLEN EIRA
CITY COUNCIL

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Financial Statements and Performance Statement
for the year ended 30 June 2019



COMMUNITY MEMBERS ATTEND THE
CHINESE NEW YEAR CELEBRATION,
KOORNANG ROAD, CARNEGIE.

The City of Glen Eira

Acknowledgement of country

Glen Eira City Council acknowledges the Boon Wurrung people of the Kulin Nation as the Traditional Owners of the area now known as Glen Eira. We respect and recognise Aboriginal and Torres Strait Islander people's history and heritage and their continuing spiritual connection to the land and seas. We value their living culture and practices and their right to self-determination.

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

Our functions include:

- advocating and promoting proposals in the best interests of the community;
- planning and providing community services and facilities; See [Council and Community Plan Results](#) page 42;
- providing and maintaining community infrastructure in the municipal district; See [Council and Community Plan Results](#) page 42;
- conducting strategic and land use planning; See [Council and Community Plan Results](#) page 42;
- raising revenue to allow us to perform our functions; Visit the [Rates and charges](#) page on our website;
- making and enforcing Local Laws; See [Compliance](#) page 113;
- performing our duties, functions and powers under the *Local Government Act 1989* and other Acts; See [Corporate governance](#) page 96; and
- other functions related to the peace, order and good government of the municipal district. See pages [11–15](#), [113](#).

Guiding values

Community-focused, responsive and inclusive

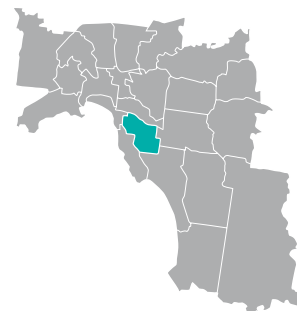
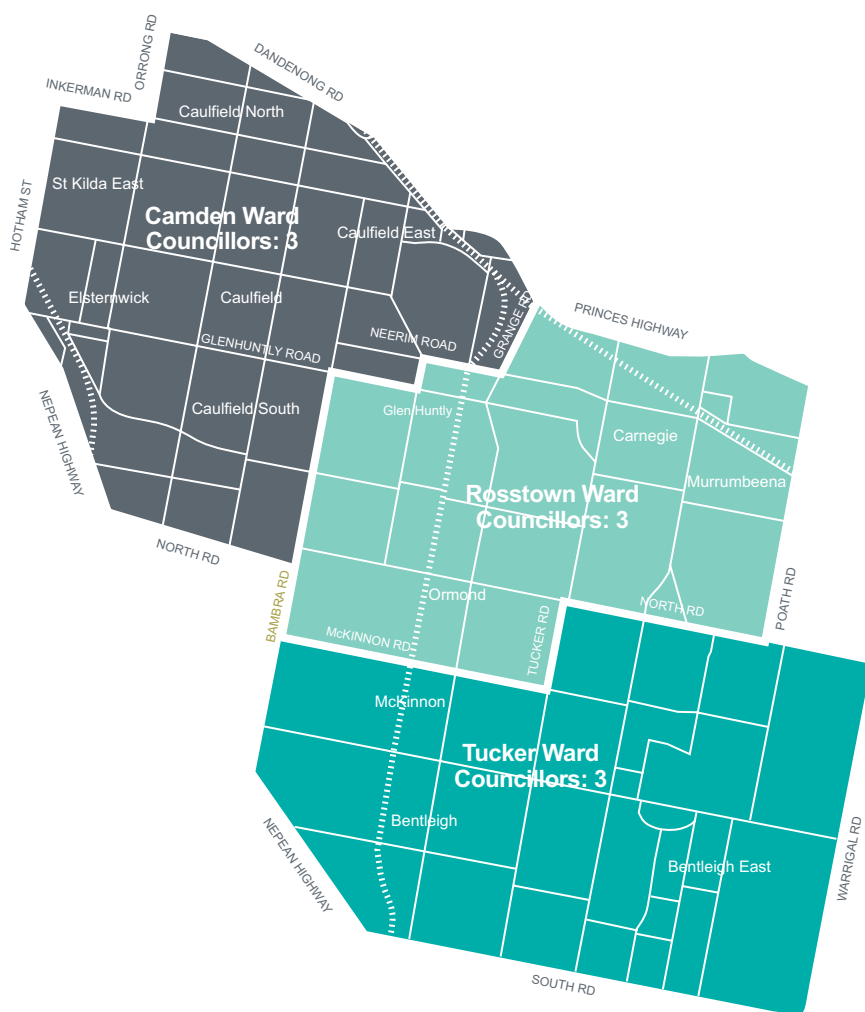
We want everyone to feel they belong. That's why we're working towards an inclusive and caring community that encourages you to be involved in decisions. The more of you that participate, the more community-focused our health, safety and lifestyle options will be.

Accountable and relevant leadership

We speak to the community and listen to every opinion, ensuring your views inform our priorities and needs. Our actions are transparent, financially responsible and environmentally sustainable. We measure our services against recognised benchmarks, allowing us to constantly improve and meet future demands.

Community wellbeing

We recognise that Glen Eira is an increasingly diverse community. We treat everyone with respect and dignity, and provide equal access to our services. We're always looking to address any service gaps and improve our standards, within the constraints of our limited resources.



A City and its people

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

It was created in 1994 when the former City of Caulfield merged with several suburbs from the former City of Moorabbin.

Glen Eira is 39 square kilometres in area. It 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 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.

After European colonisation, it became two municipal areas called Caulfield and Moorabbin. The name Caulfield has identified the area around Caulfield Racecourse Reserve since 1853, but we're unsure of its origins. It may be linked with Baron Caulfield of Ireland or colonial pioneer John Caulfield. The Moorabbin Road District was established in 1862. Its boundaries ran south-east from the outskirts of Brighton along both sides of Nepean Road, as far as Mordialloc Creek. In 1870 Caulfield was described as 'a pastoral and agricultural district of 5,280 acres with a population of 900'. The area was dotted with orchards, market gardens and dairy farms.

Glen Eira is named after two local landmarks — Glen Eira Road and Glen Eira Mansion. Glen Eira Road is a major City thoroughfare. It dates back to the mid-1800s when the then colonial government put Crown allotments up for sale. Pioneer pastoralist Henry Ricketson built the 18-room Glen Eira Mansion on Kooyong Road, remodelling the townhouse he bought in 1865. The house was later the site of the Caulfield Military Hospital before it was demolished in 1964. A number of other mansions built in Glen Eira during this time, such as Rippon Lea and Labassa, were preserved by the National Trust and are open to the public.



MARRIOTT MARKET GARDEN,
McGUINNESS ROAD,
BENTLEIGH EAST. C. 1900.

J. CRIBBIN, MOORABBIN: A PICTORIAL HISTORY
1862–1994, MARRIOTT FAMILY AND
KINGSTON CITY COUNCIL.

Glen Eira's people

Glen Eira is home to 153,858* people across 54,731** households, from more than 160 different cultural backgrounds. It's also the centre of Melbourne's Jewish community.

* Source: Australian Bureau of Statistics, *Estimated Resident Population*, 30 June 2018.

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

Glen Eira's diverse population*

- 36 per cent of our residents were born overseas, while 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.
- 16.8 per cent of residents identify their religion as Judaism.
- 6,204 residents (4.4 per cent) have a disability requiring daily assistance with life tasks.
- 13,369 residents (11.6 per cent) are carers of the elderly and people with disabilities.
- 20.1 per cent of the population are aged 60 years and over.

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

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

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

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

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

The Glen Eira workforce*

More than 69,000 of our residents are employed, with 58 per cent working full-time, 34.8 per cent working part-time and 1.4 per cent not stating their hours. We have 4,275 residents who are unemployed and looking for work.

The three most common occupations among our residents are:

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

These occupations account for 44,919 people, or 64.6 per cent of employed residents.

In comparison, 25 per cent of Greater Melbourne residents are professionals, 13.9 per cent are clerical and administrative workers, and 13.2 per cent are managers.

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

Glen Eira's households*

With a diverse range of housing, we're home to a range of age groups and life stages. One-person homes make up 26 per cent of our households, compared to 23 per cent across Melbourne.

We have a smaller proportion of families with children than Melbourne. One and two-parent families make up 40.9 per cent of our households, compared to Melbourne's 43.6 per cent.

We average 2.49 people per household.

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



GLEN EIRA CITY COUNCIL'S
CHIEF EXECUTIVE OFFICER REBECCA MCKENZIE
AND MAYOR COUNCILLOR JAMIE HYAMS.

“We consulted with the community on 54 projects, through 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 your priorities and issues and ensures community involvement.”

Our organisation

Mayor and CEO overview

Welcome to Council's online *Annual Report 2018–2019* 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 Council and Community Plan

In 2018–19, we achieved 45 out of the 59 performance measures in the *2018–19 Action Plan* of the *Glen Eira Council and Community Plan 2017–2021* and a further 14 performance measures are underway. This reflects Council's ambitious agenda for change, the long term nature of a number of the commitments made, and Council's reliance on other bodies such as the State Government to also play their part. We have reflected on this as part of our planning for 2019–20 and attempted to strike a better balance between our ambition and the capacity to deliver.

See [Council and Community Plan Results](#) page 42.

Engagement

We consulted with the community on 54 projects, through 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 your 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 [Giving a voice to the Glen Eira Community](#) page 40.

Online services

We have continued the great work from 2017–18 in 2018–19 in bringing services online to allow the community to interact with us at a time and place of your convenience. We have continued to streamline our online offerings in conjunction with redesigning and launching our website, which is based on user-centric design, providing flexibility, exceptional accessibility and user experience.

Providing greater online options for our community continues to be a priority for us. We digitised more than 40 of our most used 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 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 and delivery of ePermits where possible. We received more than 54,260 online requests

in the last year. 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 [Best Value and continuous improvement](#) page 138.

Development and managing growth

Following on from the comprehensive and integrated strategic planning program of the previous two years that resulted in Council's adoption of the *Bentleigh, Carnegie and Elsternwick Structure Plans* and the *Quality Design Guidelines*, this year we adopted the *East Village Structure Plan* and have undertaken the additional work to progress the *Bentleigh, Carnegie and East Village Structure Plans* to the Planning Scheme Amendment stage. The East Village project is an exciting project that aims to deliver on jobs, open space and land for a school in Bentleigh East. We have continued to work with the Victorian Planning Authority (VPA) on the Caulfield Station precinct, towards the development of a *Structure Plan* to guide future development of this precinct. In relation to Elsternwick, the development of a *Masterplan* is underway for the area known as Elsternwick Urban Renewal Area South along Nepean Highway. When complete this will form part of a broader Planning Scheme Amendment for Elsternwick.

See [Structure Plans to support our growing population](#) page 38.

Governance

A Bill intended to become the new Local Government Act for Victorian councils was introduced into Parliament in May 2018. The Bill lapsed when Parliament expired before the November 2018 Victorian election. A new Local Government Bill is proposed to be reintroduced into Parliament in 2019. While substantially the same as the 2018 Bill the 2019 Bill is foreshadowed to incorporate further changes, including the abolition of multi Councillor wards, donation reforms and mandatory training for Councillors and candidates for election to Council.

On Wednesday 9 January 2019, the Victorian Electoral Commission conducted a countback for the extraordinary vacancy in Tucker Ward created by Cr Nina Taylor's resignation from Glen Eira City Council. Anne-Marie Cade was duly elected and was officially sworn in as a Councillor on Thursday 10 January.

The Department of Environment, Land, Water and Planning co-ordinates an annual survey of community satisfaction on behalf of the majority of councils across Victoria. The *2019 Local Government Community Satisfaction Survey* includes core measures of performance as well as performance in individual service areas. We were pleased to see that perceptions of our performance have improved significantly compared to results in 2018. Our overall performance is higher than the metropolitan average and significantly higher than the state-wide average. We also had a significantly higher score compared to the state average in customer service; community consultation; making community decisions; and advocacy.

Visit the [2019 Local Government Community Satisfaction Survey website](#).

Advocacy

An important part of our role is advocating in the interests of our community. In-line with our *Glen Eira Advocacy Strategy 2018–2020* we successfully secured one-off State and Federal Government project funding of \$5.67million across the year.

Some examples of the projects funded include:

- \$4,155,810 to improve local sporting facilities including: female friendly facilities; pavilion upgrades; new lighting; and a community hub at Murrumbeena Park, Murrumbeena.

- \$489,293 to improve community safety including new laneway lighting and graffiti removal projects.
- \$350,000 to improve early years' programs including a significant upgrade of the East Bentleigh Kindergarten.
- \$200,000 to review social housing and develop a new strategy to meet future community needs.
- \$100,000 to create a masterplan for growth in Elsternwick.

During the 2018 State election the Victorian Labour Party committed: \$2 million towards two pavilion redevelopments at Lord Reserve, Carnegie and Koornang Park, Carnegie; and 40 additional carparks in the Carnegie shopping precinct. There was also a commitment that Woorayl Reserve, Carnegie would be offered to Council to secure its future as community open space and a public space would be provided in Murrumbeena.

During the 2019 Federal election the Federal Liberal Party committed: \$4 million for a community hub at Murrumbeena Park, Murrumbeena; and \$10.5 million for additional car parking around Elsternwick and Bentleigh train stations.

Announced on 5 August 2018, Minister for Planning Richard Wynne approved new interim controls for activity centres in Bentleigh, Carnegie and Elsternwick, with maximum building height and minimum setback rules that respect the areas' low-scale shopping strips and residential character. The interim controls will protect Carnegie, Elsternwick and Bentleigh while Council prepares permanent controls that reflect the *Structure Plans* for these centres.

Sustainability

Since introducing food waste recycling in May 2018, we have delivered 15,000 kitchen caddies and reduced the amount of food waste going to landfill by around 2,000 tonnes. This means 3,800 tonnes less CO₂ equivalent (CO₂e) is going into the atmosphere. Prior to offering this service, food waste made up around half of the 31,000 tonnes of garbage that went into Glen Eira's household bins each year. Our carbon footprint decreased by 6.8 per cent to 9,287 tonnes CO₂e compared to 9,961 tonnes the previous financial year. This decrease was due primarily to an 18 per cent increase in solar power generation and an overall decrease in energy use at Council sites. We planted 2,077 street trees (940 replacement and 1,137 additional).

See [Food waste recycling paying dividends](#) page 37.

Community wellbeing

As part of our *Community Grants Program*, we provided \$476,503 to 139 local not-for-profit community groups and organisations to encourage community strengthening and inclusion. We accommodated 57 clubs playing community sport and delivered more than 127,000 hours of in-home support to more than 2,900 elderly, frail or disabled residents. *StoryTime* and *BabyTime* sessions held at Glen Eira Libraries were attended by 47,599 children and parents. Glen Eira Leisure, which includes GESAC, Caulfield Recreation Centre and Carnegie Swim Centre, hosted more than 1.7 million visitors.

Community facilities and assets

We invested \$43.2 million in community infrastructure and community facilities. We expended 98 per cent of the capital budget on infrastructure and facilities such as roads, drains, footpaths, parks and community buildings. The program comprised 66 per cent renewal and upgrade of existing assets, two per cent expansion and 32 per cent new. We removed 4,463 square metres of graffiti from private property and 6,590 square metres of graffiti from Council property.

Support to local business

We held a series of face-to-face forums for local businesses, including a skill swap event in August and a *Power of Connection* event in December. We also participated in the Better Approvals Project, which saw a project team from across the organisation review the application process for new businesses to make the process faster and smoother. This resulted in a range of recommendations, including the implementation of a Business Concierge Service to guide and support new businesses through the approvals stage and the introduction of an online footpath trading system, which has significantly reduced the time it takes to obtain a permit from 126 days to 11 days.

Finance and risk management

Our 2018–19 operating position was a \$25.42 million surplus, which is \$6.76 million higher than our 2018–19 budget. Factors that contributed to this include:

- higher-than-anticipated revenue from parking infringement income of \$4.44 million;
- early receipt of the 2018–19 payment from the Victorian Grants Commission. We received \$1.95 million (50 per cent of the 2019–20 grants) for financial assistance and local roads funding during 2018–19; and
- unbudgeted capital grants of \$2.16 million for current and future projects.

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 charge low municipal rates and have the second-lowest average rates and charges in metropolitan Melbourne.

See [Financial sustainability](#) page 87.

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 April 2019, which resulted in an overall employee engagement rate of 63 per cent, which is 34 per cent above the Local Government benchmark for this particular survey. One hundred and fourteen 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 per cent.

Key challenges

On 15 February 2019, councils across Victoria including Glen Eira, were forced to send recyclable material to landfill. This was due to SKM Recycling — one of the state's major recycling sorting services — being forced to shut down by the Environment Protection Authority (EPA) Victoria for non-compliance. Although we were quick to secure an alternative recycling processing facility to accept all recyclables, we did have to divert recyclables to landfill on 15 February and 18 February. Risk remains prevalent in the future of waste management due to changes in global recycling markets. Council will continue to advocate to the State Government to secure funding for a long-term smarter solution for waste disposal.

See [Glen Eira City Council significant media coverage 2018–19](#) page 104.

The lack of available active open space continues to be a challenge for Glen Eira. Many sports clubs in Glen Eira are at capacity and are requesting to increase the number of teams due largely to the introduction of more female teams. We cannot accommodate requests from new clubs or introduce new sports while the number of grounds remains the same. We received approximately 20 extra requests for sportsground usage from new clubs.

Transport continues to be a high priority, including addressing traffic congestion, and cycling and pedestrian safety. As part of our *Integrated Transport Strategy*, we proposed a Safe Cycling Corridor Pilot to run down Inkerman Road in Caulfield North. Due to community concerns about this corridor, we will be exploring three other potential routes to assist us in our commitment to reduce congestion and support safe cycling.

Securing contractors at competitive prices for our capital works program remains a challenge. This is due to the large and competing works program of the State Government's major projects.

See [New Strategy to transform travel](#) page 35.

Future outlook

On 5 February 2019, we resolved to sell our three residential aged care facilities — Rosstown Community, Spurway Community and Warrawee Nursing Home. On 2 April, following a statutory consultation process, we resolved to proceed to an Expression of Interest process for the purpose of identifying suitable purchasers to operate our residential aged care portfolio. We anticipate the review process and any decision will take nine to 12 months.

Throughout June and July 2019, we consulted with the community on our draft Glen Eira Community Local Law 2019. Feedback collected from the community throughout this process will be incorporated into a final draft report that will be presented to Council for endorsement in October. The main changes will be streamlining the language and reorganising our Local Laws to make them easier to understand and more user-friendly for the wider community.

In 2020, we will continue the statutory implementation of our *Structure Plans* for Bentleigh, Carnegie, Elsternwick and East Village. We will also commence construction of a new Eat Street in Bentleigh; and implement the Brightening Bentleigh Laneway project. *Structure Plans* will also be developed for the Caulfield Station Precinct and Glen Huntly to guide future development of these areas.

CR JAMIE HYAMS
MAYOR



REBECCA MCKENZIE
CHIEF EXECUTIVE OFFICER



Our Councillors

Our City is made up of three wards, with three Councillors elected for each ward.

The Councillors elect a Mayor and Deputy Mayor once a year.

The following Councillors were elected for four-year terms on Saturday 22 October 2016. They took their Oath of Office at a Special Council Meeting on Tuesday 8 November 2016.

Cr Nina Taylor resigned from Council on 12 December 2018 after becoming a Member of the Legislative Council, Southern Metropolitan Region in the Victorian Parliament. On 9 January 2019, the Victorian Electoral Commission held a countback to fill the extraordinary vacancy. Anne-Marie Cade was the successful candidate. Cr Cade was sworn in as a Councillor for Glen Eira's Tucker Ward on 10 January 2019.

CAMDEN WARD



Cr Mary Delahunty

Cr Delahunty was elected to Council in 2012. She is serving her second term as a Councillor and was the Mayor for 2017.

Cr Delahunty lives with her young family in Elsternwick. 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 also a 2015 Churchill Fellow, awarded for the study of equity provisions in international pension systems.

Cr Delahunty believes we have a rich cultural history and a bright future. She 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) and Masters of Applied Finance (Corporate Advisory) (Kaplan University).

Mobile: 0427 970 879

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Cr Joel Silver Deputy Mayor 2019

Cr Silver was elected Deputy Mayor for the 2018–19 Council year.

Cr Silver was called to the Victorian Bar in May 2014 and practices mostly in commercial law (focusing on building, construction and property 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 work, Cr Silver enjoys reading Australian history, walking his dog Gilly and spending most (if not all) of his Council allowance on finding Glen Eira's best coffee shop.

Since joining Council, engaging with the community has been Cr Silver's priority and he encourages you to get in touch with him about any matter. He has particularly enjoyed his work as Chair of the Local Laws Committee and first raised establishing the Holocaust Survivors' Memorial in the Elsternwick Cultural Precinct.

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

Mobile: 0499 357 262

[Email: jsilver@gleneira.vic.gov.au](mailto: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.

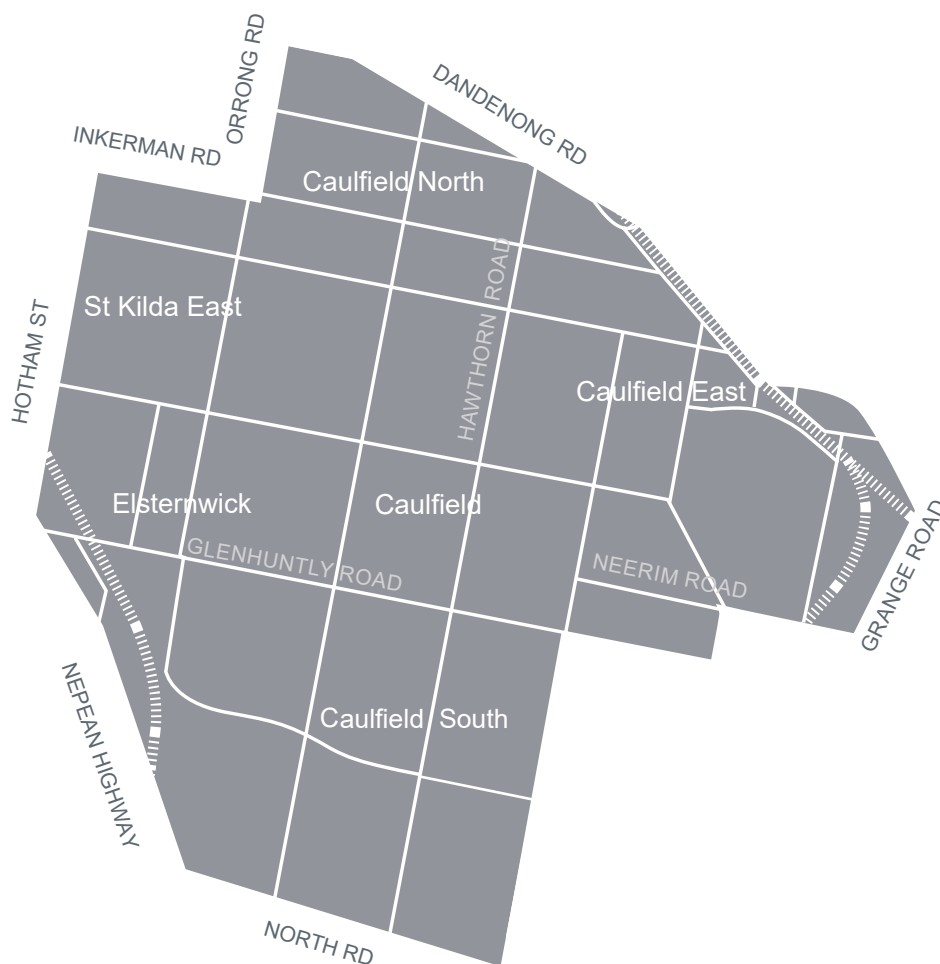
Since he was 16, Cr Sztrajt has volunteered in a range of roles in Glen Eira. These include five years with a local youth movement, seven years with the Jewish Community Council of Victoria and continuous involvement with many charities and educational initiatives.

Cr Sztrajt is an Assistant Principal of one of Melbourne's top performing K–12 schools, where he also teaches Global Politics at VCE level. He is passionate about education and youth empowerment.

Cr Sztrajt believes we play a pivotal role in developing and supporting community organisations, youth movements and sporting clubs. He takes pride in supporting community members who are committed to positive change through volunteering.

Mobile: 0466 372 822

Email: dsztrajt@gleneira.vic.gov.au



ROSSTOWN WARD



Cr Margaret Esakoff

Cr Esakoff is a long-time Glen Eira resident. She went to school 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 — and has worked in publishing, advertising and radio/television.

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

Cr Esakoff is committed to improving your quality of life. She 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 community was one of the reasons Glen Huntly resident Clare Davey decided to run for Council.

One of our five new faces from the 2016 election, Cr Davey has worked as a Local Government traffic and transport engineer for more than seven years.

She grew up just across the border in Bayside and has lived in Glen Eira for seven of the last nine years.

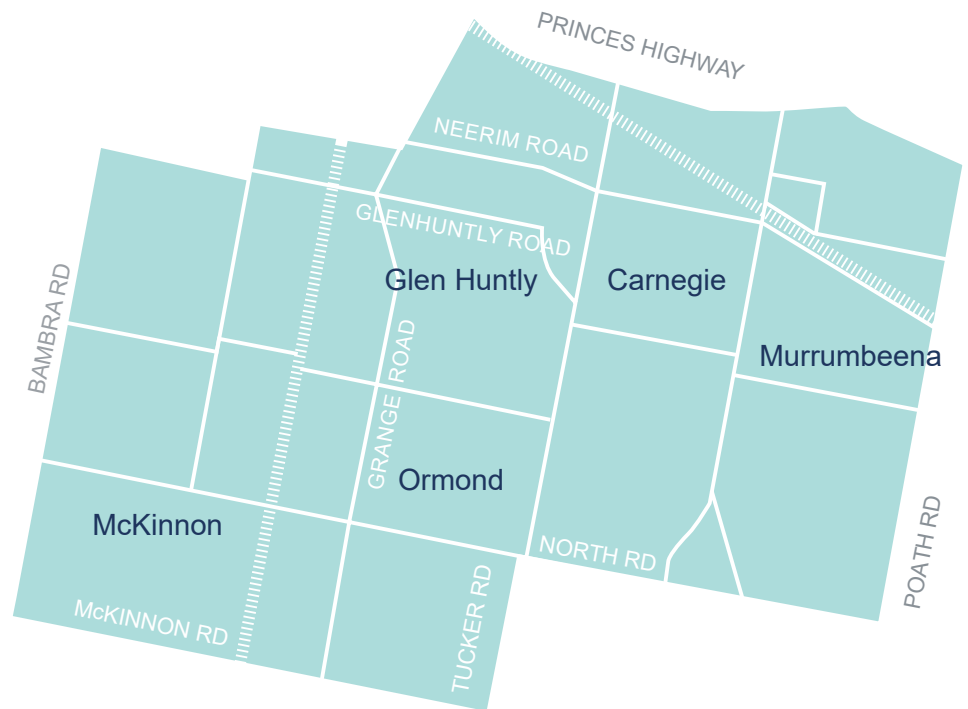
When Cr Davey is not working, she loves running on the Rosstown Rail Trail or at Princes or Caulfield Parks. Cr Davey also enjoys visiting local cafes and taking her nieces to local parks, galleries and hiking.

Cr Davey is passionate about ensuring people can live the 20-minute city lifestyle. During her first term, Cr Davey wants to improve access to our local shopping centres and public transport.

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

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Cr Tony Athanasopoulos

Mayor 2018

Cr Athanasopoulos joined us in 2016 and was Mayor in 2018. He was born of two migrant parents from Greece and Italy. They worked hard to give their three boys the life they envied and taught the importance of service.

Cr Athanasopoulos lives and works in Carnegie, running a family business with his wife Katherine. 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 each other to achieve excellence. He wants to use this vision to enhance our City and ensure we keep providing the best facilities and services.

Cr Athanasopoulos has a Certificate III in Hairdressing (Head Masters Academy) and a Certificate IV Hairdressing and Training and Assessment (TMG College).

Mobile: 0466 372 816

Email: tathanasopoulos@gleneira.vic.gov.au

TUCKER WARD



Cr Jamie Hyams

Mayor 2019

Deputy Mayor 2018

Cr Hyams is a long-time Glen Eira resident with a keen interest in sport and recreation. He is serving his fourth term with us, having been Mayor in 2012 and 2013 and Deputy Mayor in 2011 and 2018. He was also elected Mayor for 2019.

Cr Hyams previously worked as a solicitor and as the executive director of a community sporting body. He is now a senior policy analyst at a not-for-profit public affairs organisation, although he has taken a leave of absence for his mayoral year.

Cr Hyams was President of the City of Moorabbin Historical Society for eight years until 2011. He has also been a cricket club president, Bendigo Bank committee member, Neighbourhood Watch Area Secretary and Residents' Association Vice-President. He's currently on the Committee of Management of the Glen Eira Adult Learning Centre.

Cr Hyams believes it's vital to remember that we exist to serve the community.

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

Mobile: 0427 319 018

Email: jhyams@gleneira.vic.gov.au



Cr Jim Magee

Cr Magee emigrated from Belfast, Northern Ireland in 1970.

He has lived in Tucker Ward for more than 30 years. He is married to Claire and has two sons Daniel and Joe.

Cr Magee is serving his 11th year on Council and was Mayor in 2015 and Deputy Mayor in 2017.

Cr Magee believes serving as a Councillor has been one of the most rewarding periods of his life and is forever grateful for the opportunity.

Mobile: 0427 338 327

Email: jmagee@gleneira.vic.gov.au



Cr Anne-Marie Cade

Cr Cade is a lawyer who has lived in Glen Eira for more than 14 years. She has three children between the ages of 16 and 25.

Cr Cade ran her own law firm for more than 12 years and now works as a family law mediator and mentor. She is a Nationally Accredited Mediator and a Family Dispute Resolution Practitioner.

Cr Cade has a strong sense of community, having lived and worked in the area. She wants to make a valuable contribution by addressing residents' concerns at Council level.

Cr Cade has a Master of Laws in Applied Law (College of Law) majoring in Family Dispute Resolution Practice.

Mobile: 0466 372 809

Email: acade@gleneira.vic.gov.au

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

Started position in February 2016

Rebecca is an accomplished leader with a successful executive career across three countries and three sectors. Before joining us, her roles included CEO at Mitchell Shire Council and Director of Corporate Services at Yarra Ranges Council.

During an eight-year stint overseas, Rebecca held director-level roles in human resource management at Swindon Borough Council in the United Kingdom and the National University of Ireland in Dublin. In her early career, she worked in various roles with the Queensland State Government.

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



DIRECTOR COMMUNITY WELLBEING

Peter Jones

Started position in 2003

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

Peter has a Bachelor of Social Work (Hons), Master of Business Administration (Monash University) and is a graduate of the Australian Institute of Company Directors.



DIRECTOR CORPORATE SERVICES

Peter Swabey

Started position in July 2016

Peter has more than 30 years' experience in senior executive leadership roles, including general management, financial and company secretarial responsibilities in Local Government, banking and finance, and legal services industries. He has vast experience in financial and general management, including treasury, payroll and internal and external financial reporting requirements. Peter was our Chief Financial Officer from 2004 to 2016.

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



DIRECTOR ENVIRONMENT AND INFRASTRUCTURE

Samantha Krull

Started position in May 2016

Samantha started working in Local Government in 2007 and has experience in metropolitan and growth councils. She has led Local Government teams to sustainably plan and deliver a range of community infrastructure projects and programs.

Samantha also has 15 years' private sector experience as a professional consulting structural engineer and project manager in Australia, South Africa and Hong Kong.

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



DIRECTOR PLANNING AND PLACE

Ron Torres

Started position in 2015

Ron joined us in 1996. He has more than 20 years' experience in urban planning for inner-city and middle-ring municipalities. His career includes a range of management roles.

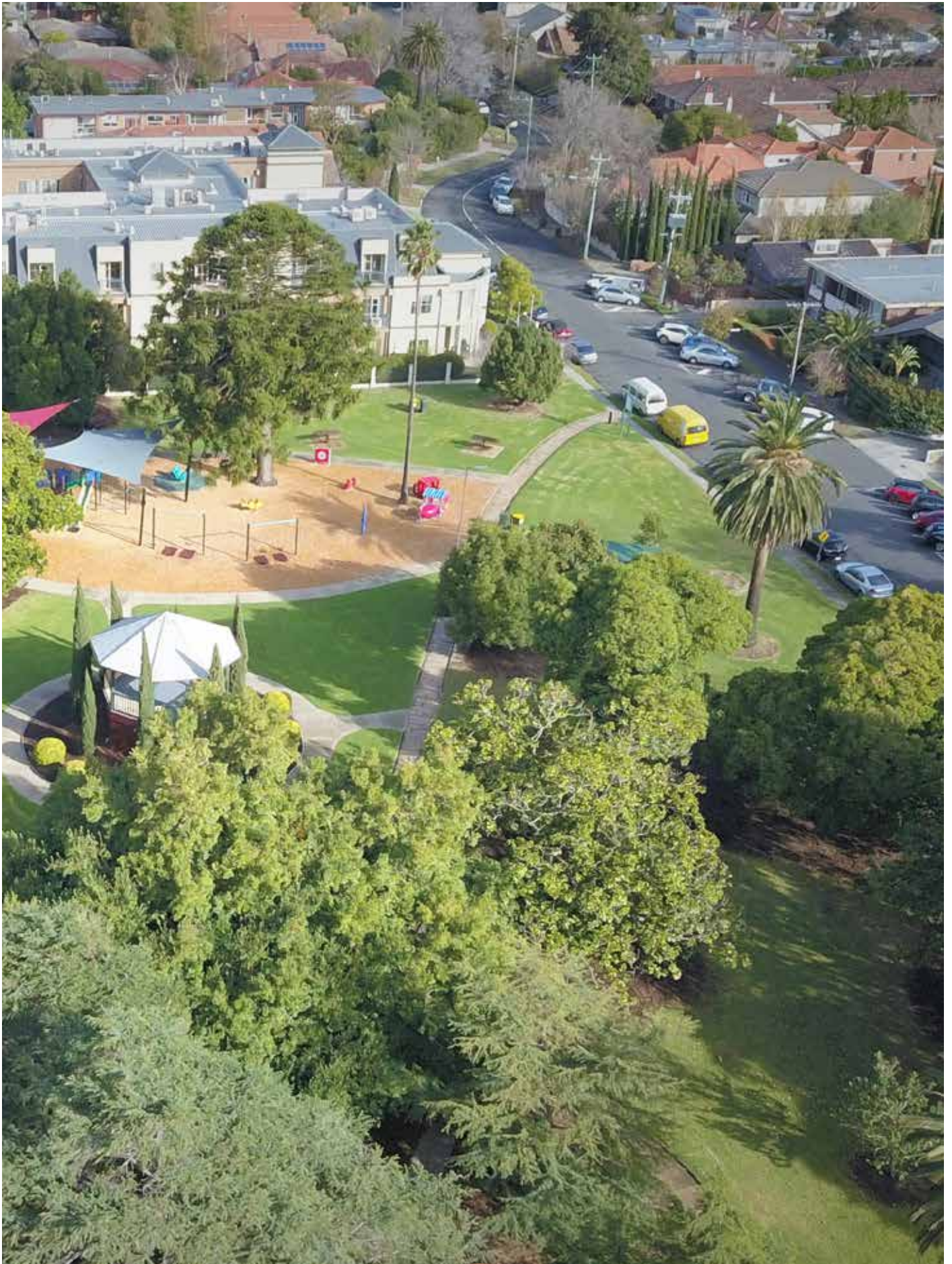
Ron has experience in statutory and strategic urban planning, Victorian Civil and Administrative Tribunal (VCAT) and planning panels. He has also successfully delivered programs in strategic transport, sustainable development, animal management, activity centres and structure plans. Each of these aimed to safeguard and develop community services and wellbeing.

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

Organisational structure

As at 30 June 2019





HOPETOUN GARDENS, ELSTERNWICK

THE YEAR AT A GLANCE

Key projects and activities snapshots



Inaugural Reconciliation Action Plan (RAP)

Our first *Reconciliation Action Plan* is Council's vision to embrace our First Nations People for their experiences of the past, resilience in the present and aspirations for the future. The *Plan* was adopted on 16 October 2018 and celebrates Aboriginal and Torres Strait Islander people's culture and history, and promotes a more inclusive and engaged community through involvement in new activities and initiatives, to employment and inclusion strategies. See [Inaugural Reconciliation Action Plan under way](#) page 34.



New Integrated Transport Strategy

Our *Integrated Transport Strategy (ITS)* aims for a 50:50 share of car and non-car trips by 2031. The *ITS* works around four new premium transport corridors: efficient driving routes; express public transport routes; safe cycling streets; and great walking and shopping streets. These innovations will increase walking, cycling and public transport trips, and improve parking and traffic flows. Everyone will have a shorter travel time. We have worked on a number of pilot projects this year to help achieve this, including the Pedestrian Safe Neighbourhood Pilot and Safe Cycling Corridor Pilot. See [New Strategy to transform travel](#) page 35.



New Community Safety Plan

Our *Community Safety Plan 2018–2022* was officially launched on 6 September 2018 and identifies the safety issues that matter most in Glen Eira. We are working with Victoria Police, the Department of Health and Human Services, TaskForce and Neighbourhood Watch to promote and enhance safety in Glen Eira through the newly developed Glen Eira Community Safety Committee. A big focus for this year has been our *Driving it Down* campaign, which aims to reduce car theft. See [New safety plan to strengthen Glen Eira](#) page 36.



Structure Plan update

We have adopted *Structure Plans* outlining our shared, long-term vision for Bentleigh, Carnegie, Elsternwick and East Village. We want to best accommodate growth and improvements in these centres, while still preserving and protecting their neighbourhood character. The *Structure Plans* consider development, future land use, transport and parking, buildings, employment and open spaces. Draft planning controls for Carnegie, Bentleigh and East Village were endorsed by Council in late 2018. See [Structure Plans to support our growing population](#) page 38.



Food waste recycling service success

The recycling of food waste in Glen Eira has been a very successful initiative. More than 65 per cent of households participating in a recent survey said they were recycling food scraps. We have reduced garbage going to landfill from 31,000 tonnes in 2016–17 to 28,000 tonnes in 2018–19. By sending less waste to landfill we have reduced our greenhouse gas emissions from waste by 3,800 tonnes CO₂ equivalent and food scrap processing has produced compost for farms, as well as our parks and gardens. See [Food waste recycling paying dividends](#) page 37.



New Community Engagement Strategy

Our *Community Engagement Strategy 2018–2021* outlines our community engagement process and how you can be involved in decisions that are important to you. The *Strategy* upholds the guiding principles of our Community Engagement Policy and is informed by the *International Association for Public Participation (IAP2) Framework*. We consulted on 54 projects during 2018–19 with 11,120 responses. See [Giving a voice to the Glen Eira Community](#) page 40.

THE YEAR AT A GLANCE

Council statistics



1,328,604
LIBRARY LOANS

Glen Eira Libraries are more than just a library. We have shaped our four library branches — Caulfield, Elsternwick, Carnegie and Bentleigh — into community spaces where people can meet, connect through technology, discover new ideas, share skills and be creative. They are also technology hubs where you can use digital resources, find e-books, digital magazines and newspapers and learn how to connect online. We are proud to offer an innovative and engaging service to 56,488 library members. To join our library service, visit [Glen Eira Libraries website](#).

1,313,394 **2017–18**
1,357,495 **2016–17**



49,695
PEOPLE CAME TO COUNCIL'S
COMMUNITY EVENTS

Bringing our diverse community together, including furry friends, is one of our top priorities. We hold a range of cultural events, festivals and exhibitions throughout the year, including *Groove and Graze* — a series of three evenings with live music and food trucks — and the *Storytelling Festival*, which spotlights more than 40 events in different venues across Glen Eira with an illuminating lineup of writers, artists, experts and entertainers. Other events include *Party in the Park*, our major curated exhibitions in Council's Gallery and a program of *National Reconciliation Week* events.

54,475* **2017–18**
45,354 **2016–17**

*Accurate counts for outdoor event audiences and an increase in patronage through public space events at the *Glen Eira Storytelling Festival*.

For more information, visit the [Arts and Culture page](#) on our website.



10,161
PARTICIPANTS IN YOUTH SERVICES
PROGRAMS AND EVENTS

Glen Eira Youth Services offers a range of events, programs and support services to young people aged 10 to 25 to maintain their health and wellbeing, and to help them connect with each other and their community. Our 15 youth programs include: *Girl Up* — an initiative for girls to work on a range of projects and develop strong leadership and communication skills; a *Youth Leadership Team* — 12 volunteers who organise and lead the production of major Glen Eira youth events; and a *Healthy Relationships Program* — for secondary school students in Glen Eira to learn about healthy and unhealthy peer relationships. The service conducts more than 280 educational sessions per year.

9,630 **2017–18**
6,538 **2016–17**

For more information, visit the [Glen Eira Youth Services page](#) on our website.



14,469

MATERNAL AND CHILD HEALTH
KEY AGES AND STAGES VISITS

Our Maternal and Child Health Service provides free help to Glen Eira families with children from birth to under school age. The Service provides 10 Key Ages and Stages visits from birth to three-and-a-half years-of-age for all children and their families in Glen Eira. The consultations are conducted by registered nurses and look at the child's health and wellbeing achievements at each of the 10 stages. There are 5,973 children from across Glen Eira enrolled in the service and we received 1,621 birth notifications in 2018–19. Birth notices received over the last two financial years have averaged 1,616 compared to 2015–2016 and 2016–2017 where they averaged 1,814.

15,100 **2017–18**

16, 476 **2016–17**

For more information, visit the [Maternal and Child Health page](#) on our website.



10,590*

IMMUNISATIONS

Immunisation protects children and the community from harmful and contagious diseases. We provide free vaccinations to the Glen Eira community as part of the *National Immunisation Schedule*. Our biggest focus is on providing immunisations for children aged six weeks to four years and through school programs for adolescents aged 12 to 16. We also administer catch-up immunisations for people under 20 years moving to Australia from overseas.

11,534 **2017–18**

11,575 **2016–17**

*Immunisations decreased as the HPV9 vaccination has been improved and now only requires two doses to be given in the adolescent school program, down from the previous three doses.

For more information, visit the [Immunising your child page](#) on our website.



37,900

MEALS DELIVERED
AND PROVIDED*

Our *Delivered Meals Program* is for people in Glen Eira who are nutritionally at risk or who have decreased capacity to prepare their own meals. During 2018–19, there were 257 people who used this service.

We also provide lunch to some participants of our *Social Support Program*. This *Program* provides frail older people and people with disabilities with opportunities for friendship through social activities, including gentle exercise, craft activities, outdoor activities and music therapy. During 2018–19, there were 132 people who used this service.

40,628 **2017–18**

43,393 **2016–17**

*Combined *Delivered Meals Program* and *Social Support Program* group meals.

For more information, visit the [Delivered meals page](#) on our website.

THE YEAR AT A GLANCE

Council statistics continued



1,745,039
GLEN EIRA LEISURE VISITS*

Glen Eira Leisure offers fitness, recreation and relaxation for all ages and abilities across three sites — Glen Eira Sports and Aquatic Centre (GESAC), Caulfield Recreation Centre and Carnegie Swim Centre. GESAC is the largest site and one of Australia's premier sports and aquatic facilities providing state-of-the-art equipment, an indoor sports stadium, Olympic sized swimming pool and group fitness training facilities. GESAC's aquatic services are centered around its four pools and include a *Swim School Program*, an aquatic wellness area to relax and rehabilitate, and a swim squad for dedicated lap swimmers.

1,681,785 2017–18**

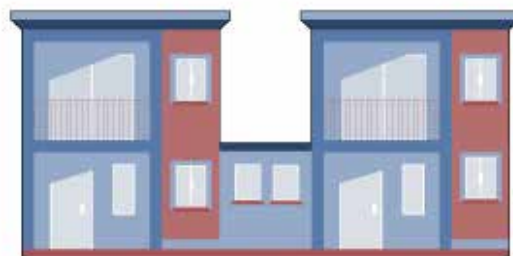
1,500,000* 2016–17**

*GESAC (1,581,859), Carnegie Swim Centre (87,789), Caulfield Recreation Centre (75,391).

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

***GESAC figure only.

For more information, visit the [Glen Eira Leisure website](#).



1,345
NEW RATEABLE
RESIDENTIAL PROPERTIES

Glen Eira continues to see an increase in housing density with standalone houses gradually being replaced by townhouses and apartments. In 2018–19, there was a decrease of 443 houses. The number of newly rateable units and townhouses increased by 667 and newly rateable flats and apartments increased by 1,121.

Newly rateable residential property figures indicate that from 2016–17 to 2017–18* there was a decrease of 668 houses, an increase of 854 units and townhouses and an increase of 2,096 flats and apartments.

*Rating valuations for properties prior to 2018 were conducted every two years. Rating valuations for properties are now conducted annually.



2,077
STREET TREES PLANTED

Being green and leafy is an important part of Glen Eira's character. We've increased the number of street trees from 30,000 to more than 50,000 over the past 20 years. We also replace around 1,000 street trees and plant 1,000 more in vacant sites each year. In addition to this, we undertake regular monitoring of street trees' health to ensure they are thriving and do not pose any risk to public safety or property.

2,038 2017–18

2,090 2016–17

For more information, visit the [Street trees page](#) on our website.



46% (23,810 TONNES)
TOTAL WASTE RECYCLED

Our new food waste recycling service allows residents to recycle food waste that would have otherwise gone to landfill. In 2018–19, we reduced our garbage going to landfill by around 3,000 tonnes. This means our greenhouse gas emissions into the atmosphere have reduced by 3,800 tonnes CO₂ equivalent.

We collect recyclables through fortnightly collections of our combined food waste/green waste bin and our recycling bin for glass, plastics, metal and paper. We also provide residents with three hard rubbish, branch or cardboard collections per year for larger amounts of waste. Glen Eira recycles nearly half of its waste.

44.3% 24,044 tonnes 2017–18

45.3% 13,225 tonnes 2016–17

For more information, visit the [Rubbish and recycling page](#) on our website.

Services that Council delivers for every \$100 of rates and charges revenue (2018–2019):

Please note: this represents the services that are funded by rates and charges, including the waste charge.





PARKS AND RECREATION

\$16.67

LIBRARIES

\$4.42



COMMUNITY SAFETY

\$1.00



CULTURAL SERVICES

\$1.36

Key projects and activities



SMOKING CEREMONY AT GLEN EIRA TOWN HALL

Inaugural Reconciliation Action Plan under way

We have developed our first *Reconciliation Action Plan* (RAP), which has a range of goals, from involvement in new activities and initiatives, to employment and inclusion strategies.

The RAP is Council's vision to embrace our First Nations People for their experiences of the past, resilience in the present and aspirations for the future. It celebrates Aboriginal and Torres Strait Islander people's culture and history and promotes a more inclusive and engaged community.

Formally adopted on 16 October 2018 and officially launched on 16 December, the RAP was developed after extensive consultation. This started in early 2018 when we signed an agreement with the Boon Wurrung Foundation. The Boon Wurrung people of the Kulin Nation are the traditional custodians of the land and were our main cultural advisers during the process.

The RAP Advisory Group and RAP Working Group also collaborated on the *Plan*. The Advisory Group was made up of Traditional Owners, Aboriginal and Torres Strait Islander residents and workers and community leaders. The Working Group included leaders from within Council. We also invited feedback from residents and Community Voice, our online resident consultation group.

The RAP is based on *Reconciliation Australia's Framework and Program Guide*, which sets out four key themes: relationships, respect, opportunities and tracking progress.

We have a range of goals for ensuring the Plan's success into the future. We want to increase our involvement in more cultural events and initiatives, such as *The Long Walk*, *National Reconciliation Week* and *NAIDOC Week*. We're also planning to train all Council staff in cultural awareness and install Aboriginal markers and storyboards in our open spaces.

For more information, visit the [Glen Eira Reconciliation Action Plan](#) page on our website.

Key projects and activities



TRAIN AND BUS INTERCHANGE WITH BIKE PATH AND PEDESTRIANS AT KOORNANG ROAD, CARNEGIE.

New Strategy to transform travel

Glen Eira City Council's *Integrated Transport Strategy (ITS)* aims for a 50:50 share of car and non-car trips by 2031. We want to create a City that's easier to move around, regardless of how you travel.

The *ITS* works around four new premium transport corridors: efficient driving routes; express public transport routes; safe cycling streets; and great walking and shopping streets. These innovations will increase walking, cycling and public transport trips, and improve parking and traffic flows. Our hope is everyone will have a shorter travel time.

We conducted two stages of community consultation to inform the *ITS*. Feedback received from a transport forum, the *Council and Community Plan* and structure planning process also helped the development of the *Strategy*. Council's transport planning work was also assisted by a Strategic Transport Advisory Committee.

We're running three exciting pilot projects in line with the *ITS*. Our Active Schools Pilot worked with Valkstone Primary School in Bentleigh East and was conducted late in 2018. We worked with the school and its community to reduce their reliance on car-based transport to and from school. We saw a 30 per cent increase in students walking, riding or scooting to school in the morning and a 21 per

cent reduction in vehicle traffic. The afternoon period showed a 13 per cent increase in walking, riding or scooting and a 19 per cent reduction in vehicle transport.

Two further Pilots — Pedestrian Safe Neighbourhood and Safe Cycling Corridor — are scheduled for 2019–2020.

The Pedestrian Safe Neighbourhood Pilot will focus on the area around Coatesville Primary School in Bentleigh East. The idea is to encourage independent travel without impacting local residents. We want to create a safer neighbourhood with a culture where riding and walking to school is a popular choice for children.

The Safe Cycling Corridor will be a safe, convenient and inviting place for cyclists of all ages and abilities. It will connect to the 'elevated rail' shared user path and run between the Caulfield Station Activity Centre and St Kilda Road.

We're also advocating to the State Government on feasibility studies for a new light rail connection from Caulfield to Monash University and a new premium bus service in Bentleigh East. A new Bus Route 627 via East Boundary Road and the southern end of Jasper Road has already started service.

For more information, visit the [Integrated Transport Strategy](#) page on our website.

Key projects and activities



New safety plan to strengthen Glen Eira

The *Glen Eira Community Safety Plan 2018–2022* is our way of addressing the safety issues that matter most to you. It was endorsed on 12 June 2018 and officially launched on 6 September 2018.

The *Plan* offers a four-year strategic framework with four themes: a strong, resilient and connected community; living safely; safe public places; and safe travel and transport. We developed these themes by consulting with the community and working with stakeholders, such as Victoria Police, the Department of Health and Human Services, TaskForce and Neighbourhood Watch.

Our *Glen Eira Community Safety Snapshot 2018* also helped inform the *Plan*. The snapshot identified 3,696 incidents of crime per 100,000 Glen Eira residents in 2016–17, compared to 6,352 per 100,000 Victorians. While this is a positive result, there's room for improvement, with family violence rising and alcohol consumption and gambling relatively high.

We've released a biennial action plan to support the four-year *Plan*. The *Community Safety Action Plan 2018–2020* lists 50 actions to improve safety, including programs to connect neighbours, and address drug and alcohol issues. It also recommends community mural projects, safety audits on public parks and quarterly community engagements with police.

An important element of the *Action Plan* is our *Driving it Down* campaign, which asks you to take four steps to reduce car theft. These include parking in well-lit areas, removing valuables, always locking your car and securing your keys. As part of the campaign, we're installing 50 new car park signs at Glen Eira shopping centres and train stations.

We also formed the Community Safety Committee, which will work together to implement the *Action Plan*. It includes three Councillors, two senior Council officers and representatives Victoria Police, the Department of Health and Human Services, TaskForce and Neighbourhood Watch.

For more information, visit the [Community Safety Plan](#) page on our website.

Key projects and activities



PALMYRA RETIREMENT VILLAGE RESIDENTS PATRICIA, MICHAEL AND MARION WITH THEIR FOOD WASTE CADDIES

Food waste recycling paying dividends

Glen Eira was one of the first councils in Melbourne's south-east to introduce food waste recycling, inviting you to put food scraps in green bins from 1 May 2018. Within one year, more than to 65 per cent of households surveyed said they were using the service.

Before the program started, food waste made up around half of the 31,000 tonnes of garbage that went into Glen Eira's household bins each year. We want to move as much food waste as possible into green bins. This will mean less waste in landfill, lower greenhouse gas emissions and more compost for farms, parks and gardens.

The program offers every household with a green bin a free kitchen caddy. You simply order the caddy online, fill it with food scraps and empty it into your green bin with the garden waste. You can recycle many everyday foods, including egg shells, coffee grounds, meat scraps and bones, bread, pasta and rice.

The service has been a massive success. We've delivered 15,000 kitchen caddies and reduced the amount of food waste going to landfill by around 2,000 tonnes in the first year. This means 3,800 tonnes less CO₂ equivalent is going into the atmosphere.

Local resident Diane Shonberg, who has been composting for around 10 years, says her food waste has reduced even further since our service started.

"We are very proud that sometimes when our bin goes out, there is only one bag of rubbish at the end of the week," she said.

Many of you have also asked us to move from fortnightly to weekly green bin collections. Community consultation indicated that approximately 50 per cent of you would prefer a weekly collection and 50 per cent would prefer to stay with a fortnightly collection. We will be investigating this further and your bin collection frequency will be considered by Council in 2019–20.

The food waste recycling service is part of our move towards zero net carbon emissions by 2030.

For more information, visit the [Recycle your food scraps](#) page on our website.

Key projects and activities



Structure Plans to support our growing population

We have adopted *Structure Plans* outlining our shared, long-term vision for Bentleigh, Carnegie, Elsternwick and East Village. We want to best accommodate growth and improvements in these centres, while still preserving and protecting their neighbourhood character.

The State Government classifies Bentleigh, Carnegie and Elsternwick as major activity centres, which means they'll continue to grow. Our *Structure Plans* find the most appropriate ways for this growth to happen. They consider things like development, future land use, transport, parking, buildings, protecting residential amenity, employment and open spaces.

Draft planning controls for Carnegie, Bentleigh and East Village were endorsed by Council in 2018. We have also been undertaking complex analysis to further develop the vision outlined in the *Elsternwick Structure Plan*, with the help of an established Community Reference Group.

Bentleigh

The *Bentleigh Structure Plan* will protect the character of the Centre Road precinct and ensure larger apartment buildings don't intrude on low-scale residential areas. It

identifies eight strategic sites north and south of Centre Road that have a mix of land use and open space potential. There's scope for buildings of up to five storeys on these sites. Work on implementation of this *Structure Plan* has significantly progressed over the last year.

A key element of the *Bentleigh Structure Plan* is the Bentleigh Eat Street concept. This envisages a pedestrian-friendly mall with outdoor seating, cafes, restaurants and bars. We want Eat Street to be an inviting green space and a hub for Bentleigh's emerging cafe and restaurant culture.

Carnegie

The *Carnegie Structure Plan* balances the heritage character of the Koornang Road precinct with the need for housing for its growing population. It also provides more consistent building heights in residential streets and protects residential areas from larger apartment buildings. The urban renewal area north of the train line will rejuvenate underused land and provide growth for jobs and services.

An exciting project in the *Carnegie Structure Plan* is a new food market, to be created on the Council-owned Shepparson Avenue car park land. The market will offer diverse food options in a laneway-style atmosphere, complementing what's already available.



CONCEPT DESIGNS FOR THE REDEVELOPMENT OF THE EAST VILLAGE PRECINCT IN BENTLEIGH EAST. IMAGE: SCHARP

Elsternwick

The *Elsternwick Structure Plan* will protect and enhance the character of residential areas and the Glenhuntly Road precinct. It also provides for safe and attractive public spaces, local employment and diverse housing. The *Plan* identifies the Urban Renewal North and Urban Renewal South areas along Nepean Highway as an opportunity for new housing and jobs.

East Village

We're also working with the Victorian Planning Authority and the community on a plan for the East Village precinct in Bentleigh East. If approved, a renewed East Village has the potential to be an environmentally sustainable centre with retail, education and employment functions. The precinct will include: 3,000 new dwellings; an employment hub; two hectares of open space; 150 affordable homes; and space for a new high school campus.

The *Structure Plans* also have new interim controls for mandatory and discretionary building height limits. A mandatory height cannot be exceeded by a developer or Victorian Civil and Administrative Tribunal (VCAT), whereas a developer can apply to exceed a discretionary building height and this can also be granted by VCAT.

Bentleigh activity centre has mandatory maximum heights of two to three storeys in the surrounding residential area and three to five storeys for buildings in the commercial area. For Carnegie's commercial areas, mandatory maximums are four storeys in Koornang Road and eight to 12 storeys between Dandenong Road and the railway line. Carnegie's residential areas have mandatory maximums of two to four storeys. Elsternwick has discretionary heights of up to two storeys in some heritage areas where the limit was previously four storeys, up to four storeys for the heritage shops on Glenhuntly Road and up to 12 storeys for the commercial end of Glenhuntly Road between Nepean Highway and the rail line.

To inform our *Structure Plans*, we did six stages of community consultation over 12 months. We received more than 4,400 submissions and 980 appearances at drop-in sessions and community forums.

For more information, please visit the relevant pages on our website:

[The future of Bentleigh](#)

[Bentleigh Eat Street](#)

[The future of Carnegie](#)

[East Village](#)

[The future of Elsternwick](#)

Key projects and activities



ELSTERNWICK ACTIVITY CENTRE CULTURAL HUB COMMUNITY ENGAGEMENT

Giving a voice to the Glen Eira community

The *Glen Eira Community Engagement Strategy 2018–2021* is our commitment to involving you in decisions that affect your daily lives. We'll listen to all opinions and use your feedback to guide what we do.

The *Strategy* was endorsed on 22 May 2018. It upholds the guiding principles of our Community Engagement Policy and is informed by the *International Association for Public Participation (IAP2) Framework*. Everyone at Glen Eira is responsible for working within the strategy, including Councillors, staff, contractors and consultants.

The *Strategy's* engagement model has four interconnected elements: design, plan, do and review.

During the design stage we decide on the context and purpose of our engagement. We also assess the level of community impact and interest.

The plan stage involves preparing our engagement activities. We need to know who we'll speak to, what methods we'll use and where and when engagement will occur.

The do stage is where we speak to the community and use the results to inform our decisions. We'll encourage open expression of views, actively listening to and recording all feedback.

During the review stage we evaluate the entire process, thinking about what we did well and what we could improve.

Consultation may involve advisory groups and committees, surveys, focus groups, submissions, public forums and individual discussions. We conducted 54 consultations in 2018–19.

A key example of our commitment to engagement is Community Voice. Launched in 2018, this online group of almost 550 residents is instrumental in our decision-making. Community Voice members are involved in six online surveys and polls each year.

See [Our engagement with our community](#) page 100 or visit the How we engage with the community page on our website.

We consulted with residents on our concept design for the brightening Bentleigh laneway project.

Our aim is to improve safety, lighting and pedestrian access at the rear of the Centre Road shops in Bentleigh. The design included seating, landscaping, public art and bin enclosures for the area.



Council's priorities

Our online *Annual Report* is a key tool that monitors our 2018–19 performance against our *Council and Community Plan 2017–2021*.

The *Plan* is the strategic framework for our activities. It incorporates our rolling 10-year *Strategic Resource Plan*, which outlines the financial and non-financial resources we need to achieve the objectives in the *Council and Community Plan*. The *Plan* is structured around five key priority areas that will drive our activities over the next two years.

Our current performance reporting includes monthly financial reporting and quarterly reporting against the commitment actions in our *Council and Community Plan 2017–2021*.

We also set annual commitments to ensure we reach our longer-term strategic indicators of success across the life of the *Plan*.

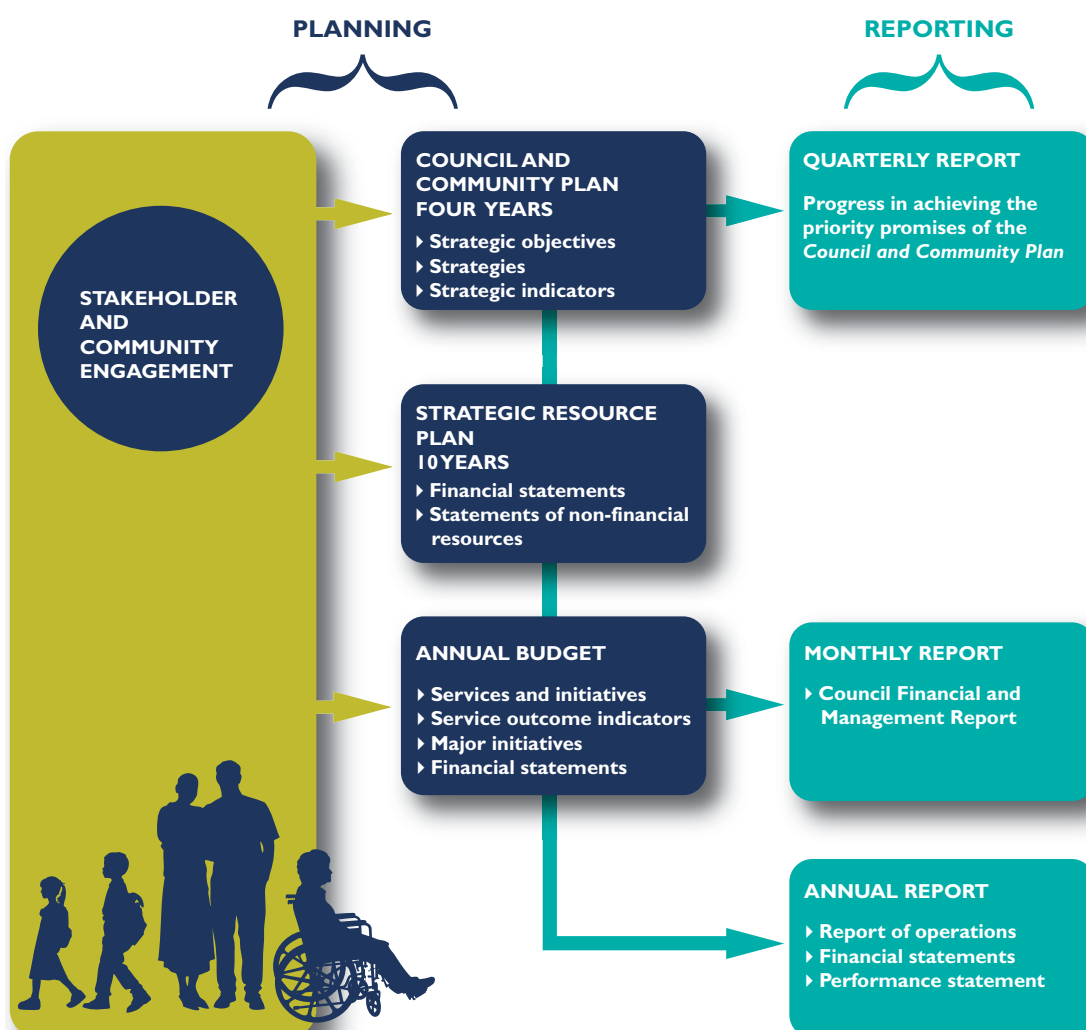
Glen Eira Council and Community Plan results 2018–2019

The Glen Eira *Council and Community Plan 2017–2021* sets a vision for our City and identifies our goals and aspirations for the next two years.

We formulated the *Plan* in partnership with the community. It guides individuals, businesses, local groups and other levels of government on our strategic priorities. We developed our priorities by consulting with you, analysing demographic data and referring to key government and social policies.

The *Plan*'s five themes include long-term community goals, strategic objectives for those goals, accompanying commitments and performance tables.

This diagram outlines our planning and accountability framework.



The *Social Affordable Housing Strategy* was endorsed by Council for community consultation at a Council Meeting on 11 June 2019.

A Section 173 Agreement has been drafted for East Village, which includes provisions for the delivery of approximately 150 affordable homes.



CONCEPT DESIGNS FOR THE REDEVELOPMENT OF THE EAST VILLAGE PRECINCT IN BENTLEIGH EAST.

IMAGE: SHARP

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.

In 2018–2019, we:

- adopted the *East Village Structure Plan* and endorsed planning controls, which seek to implement the vision of the precinct in Bentleigh East;
- completed the initial feasibility study for a proposed community hub in Elsternwick and displayed concept plans for a proposed Eat Street in Bentleigh; and
- updated two of our key community infrastructure strategies relating to recreation, open space and facilities. Our Recreation Needs Analysis has been updated and endorsed by Council for community engagement. Our new *Nature Strip Planting Guidelines* were also endorsed by Council.

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.
- 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 SUCCESSFUL?

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.	<p>Council's Urban Planning and City Futures Departments have received positive feedback from community members about communication with the planning process and their opportunity to participate in planning decisions and policy formation.</p> <p>The 2019 <i>Local Government Community Satisfaction Survey</i> indicates an increase in satisfaction with our performance on planning and building permits with an index score of 52, up four points from 2018. The state-wide average performance on planning and building permits is an index score of 52.</p> <p>Council's Urban Planning Department has undertaken a service transformation and embedded a continuous improvement ethos that is delivering results as evidenced by the four point improvement from last year.</p>
Our community will report increased satisfaction with Council's planning for population growth.	<p>The 2019 <i>Local Government Community Satisfaction Survey</i> indicates an increase in satisfaction rating with an index score movement from 48 to 52.</p> <p>The state-wide average planning for population growth index score is 52.</p>

HOW WILL WE KNOW IF WE HAVE BEEN SUCCESSFUL?

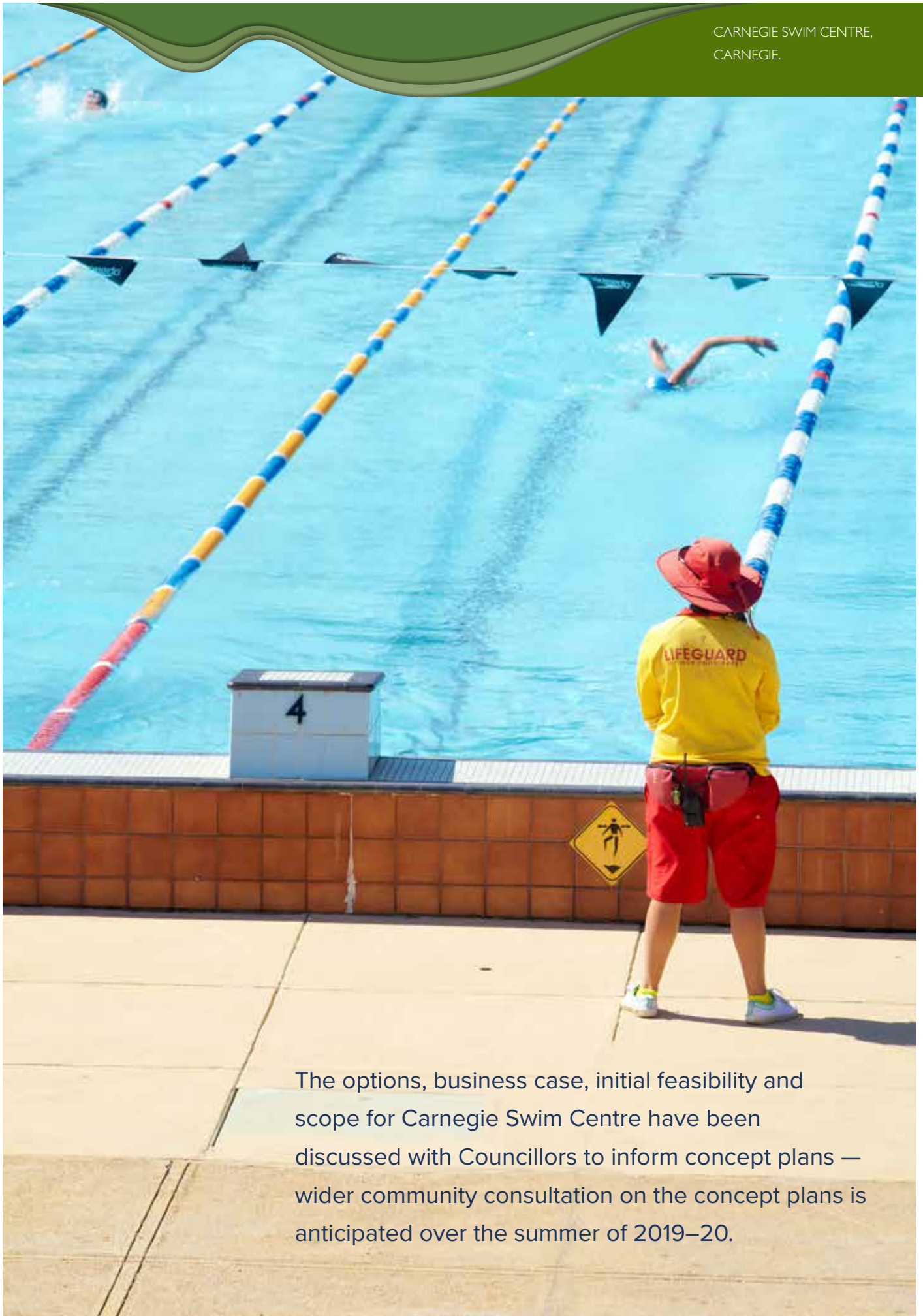
STRATEGIC INDICATOR	RESULT
A minimum 70 per cent of residents will report that their quality of life is good or very good.	The 2019 <i>Local Government Community Satisfaction Survey</i> indicates that 94 per cent of residents rate their quality of life as either 'good' or 'very good'; 69 per cent rated their quality of life as 'very good'; and 25 per cent rating it as 'good'.
There will be a reduction in commercial vacancy rates within Bentleigh, Carnegie and Elsternwick shopping centres.	<p>There has been an increase in commercial vacancy rates in Bentleigh Shopping Centre. The vacancy rate has risen from 6.2 per cent (18 of 292 shops) in 2018 to 6.8 per cent (20 of 292 shops) in 2019.</p> <p>There has been a decrease in commercial vacancy rates in Carnegie Shopping Centre. The vacancy rate has decreased from 4.7 per cent (nine of 193 shops) in 2018 to 4.2 per cent (nine of 211 shops) in 2019.</p> <p>There has been an increase in commercial vacancy rates in Elsternwick Shopping Centre. The vacancy rate has risen from 5.1 per cent (13 of 254 shops) in 2018 to 6.7 per cent (19 of 283 shops) in 2019.</p> <p>Council is currently developing a <i>Local Economy and Place Making Action 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 over time.</p>
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 a significant increase in planning decisions upheld at VCAT over the past 12 months from 57.3 per cent in 2017–18 to 72.4 per cent in 2018–2019. 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.	<p>2018–2019 saw an increase in the number of dwellings available in Glen Eira from 2017–2018 (61,632) to 2018–2019 (62,977). The level of diversity within the housing stock sees increases in apartments, units and townhouses. There has been a decrease in the number of detached houses.</p> <p>2017–2018 saw 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 saw increases in apartments, townhouses, and attached single dwellings. There was a marginal decrease in the number of detached single dwellings.</p>
In 2017, we will adopt <i>Structure Plans</i> for Carnegie, Bentleigh and Elsternwick.	In February 2018, Council adopted <i>Structure Plans</i> for Bentleigh, Carnegie and Elsternwick.

2018–19 COMMITMENT	PERFORMANCE MEASURE	RESULT
We will work with the Victorian Planning Authority to manage growth in our municipality in a way that involves the community and stakeholders, and addresses development, open space, business and transport.	<p>Deliver a <i>Structure Plan</i> for East Village, Bentleigh East and substantially progress the structure plan for the Caulfield Station Precinct in partnership with the Victorian Planning Authority.</p> <p>This is also a major initiative of the 2018–19 Annual Budget</p>	
<p>Comment: Council adopted the <i>East Village Structure Plan</i> in 2018 and endorsed planning controls that seek to implement the vision of the precinct. This is the culmination of multiple stages of community consultation and detailed exploration and analysis with a Community Reference Group. We partnered with the Victorian Planning Authority to deliver this project and will continue working with the Department of Environment, Land, Water and Planning to address the authorisation conditions prior to exhibiting a Planning Scheme Amendment. We are also working with the Victorian Planning Authority to progress a <i>Structure Plan</i> for the Caulfield Station Precinct. Background studies will be commissioned and a plan to align this process with that of the Caulfield Racecourse Reserve Trust has been established.</p>		
We will progress the development of a new vibrant community hub in Elsternwick.	Community consultation undertaken on feasibility and proposed components of the new community hub by June 2019.	
<p>Comment: The initial feasibility study of the proposed community hub in Elsternwick has been completed. A comprehensive and multi-phased community engagement plan has been developed and community consultation is planned for early 2019–20.</p>		
We will commence the statutory implementation of our structure plans for Bentleigh, Carnegie and Elsternwick.	Panel process concluded and amendments submitted to the Minister for Planning for approval.	
<p>Comment: A Planning Scheme Amendment Package to implement the <i>Structure Plans</i> for Bentleigh and Carnegie was endorsed by Council in December 2018. The Amendment was referred to the Minister for Planning for authorisation for public exhibition in January 2019. We are awaiting formal advice from the Department of Environment, Land, Water and Planning on any issues that need to be resolved in order to progress the Amendment Package. We have progressed with the implementation of the <i>Structure Plan</i> for Elsternwick through the Elsternwick Urban Renewal South project. This includes a <i>Masterplan</i> being produced for the commercial land along Nepean Highway. We concluded community consultation on a place analysis report and traffic assessment, and will continue to work with a Community Reference Group to produce a draft <i>Masterplan</i>. This work will feed into the process of drafting a Planning Scheme Amendment for Elsternwick.</p>		

2018–19 COMMITMENT	PERFORMANCE MEASURE	RESULT
We will update and refresh a minimum of two key Council community infrastructure strategies relating to recreation, open space and facilities.	Nature Strip Planting Guidelines endorsed by Council.	✓
Comment: The <i>Nature Strip Planting Guidelines</i> were endorsed at the 19 March 2019 Council Meeting.		
	Recreation Needs Analysis updated and endorsed by Council.	✓
Comment: The Recreation Needs Analysis was updated and endorsed by Council on 11 June 2019 for community engagement. The project has been renamed GET ACTIVE — The Future of Sport and Active Recreation.		
We will develop, consult and implement policies and controls that protect heritage, and the character of our residential areas.	Major Heritage Review amendment is endorsed by Council and submitted to the Minister for Planning for authorisation. This is also a major initiative of the 2018–19 Annual Budget	✗
Comment: The stages of the heritage work program have been rescoped into multiple projects due to the size of the review, as outlined in the <i>Glen Eira Planning Scheme Review 2018</i> work plan. So far the assessments are underway for Elsternwick, Glen Huntly and Caulfield. Assessment is complete for Bentleigh and Carnegie and pre-amendment consultation undertaken for Bentleigh and Carnegie. The Post-War and Hidden Gems assessment has commenced, involving a review of heritage sites nominated by the community, the Glen Eira Historical Society and Council staff. The 50 most significant sites in this review will be included in the Glen Eira Planning Scheme. The Panel has completed its assessment of the heritage amendment in relation to the former Australian Broadcasting Commission site at 8 Gordon Street, Elsternwick.		
We will invest a minimum of \$30 million through Council's capital works program.	\$35 million to be spent on capital works program for 2018–19.	✓
Comment: The capital spend at 30 June 2019 was \$43 million.		

2018–19 COMMITMENT	PERFORMANCE MEASURE	RESULT
We will further progress the development of a community focussed multi-use recreation precinct for Lord Reserve, Carnegie Swim Centre, and Koornang Park, Carnegie.	Community consultation on concept plans for Carnegie Swim Centre and endorsement by Council.	✗
Comment: The options, business case, initial feasibility and scope for Carnegie Swim Centre have been discussed with Councillors to inform concept plans, which are in progress. Wider community consultation on the concept plans is anticipated over the summer of 2019–20.		
	Community consultation on <i>Concept Masterplan</i> for Lord Reserve/Koornang Park and endorsement by Council.	✓
Comment: The <i>Lord Reserve and Koornang Park Masterplan</i> was adopted at the 25 June 2019 Council Meeting.		
We will commence the implementation of a new 'Eat Street' in Bentleigh.	Community consultation completed.	✓
Comment: Community consultation on the Eat Street concept design was undertaken and included two drop-in sessions and community feedback through our <i>Have Your Say</i> online portal. The feedback program was promoted through social media and <i>Glen Eira News</i> . Key essentials identified by respondents were: seating; trees and greenery; the ability to use the space all year round; followed closely by weather protection and toilets.		
We will start planning for the development of a new food market in Carnegie.	A feasibility report on a future market as part of a development in the Carnegie Library car park presented to Council by June 2019.	✓
Comment: A feasibility assessment has been completed and a report was presented to Councillors at an Assembly meeting in June 2019.		
We will refresh Glen Eira City Council's Municipal Strategic Statement to reflect recent strategic planning work, including the <i>Activity Centre, Housing and Local Economy Strategy (July 2017)</i> .	Council adoption of Planning Scheme Amendment and submission to Minister for Planning for approval.	✗
Comment: The Planning Minister introduced a new structure for all Victorian Planning Schemes on 31 July 2018. The process is supported by the Department of Environment, Land, Water and Planning which will help with converting the Municipal Strategic Statement into the new format <i>Planning Policy Framework</i> in the second half of 2019. Given this, Council was unable to update the Municipal Strategic Statement this financial year. Officers have commenced reviewing the Municipal Strategic Statement and local content in readiness for the conversion.		

2018–19 COMMITMENT	PERFORMANCE MEASURE	RESULT
We will guide better buildings in Glen Eira through the implementation of our <i>Quality Design Guidelines</i> .	Public exhibition of permanent planning controls which seek to implement the <i>Quality Design Guidelines</i> .	✗
<p>Comment: The implementation of the <i>Quality Design Guidelines</i> has occurred through the <i>Bentleigh</i> and <i>Carnegie Structure Plans</i> Planning Scheme Amendment, which was submitted to the Department in January 2019 but has not yet been authorised for public exhibition by the Minister for Planning. We are awaiting formal advice from the Department of Environment, Land, Water and Planning on any issues that need to be resolved in order to progress the Amendment package.</p>		
We will take steps to increase the future availability of social and affordable housing in the municipality.	<p><i>Social and Affordable Housing Strategy</i> endorsed by Council for community consultation by December 2018.</p> <p>Ensure that the Section 173 Agreement for East Village contains provisions for delivery of affordable housing outcomes.</p>	✓
<p>Comment: The <i>Social Affordable Housing Strategy</i> was endorsed by Council for community consultation at the meeting on 11 June 2019.</p> <p>A Section 173 Agreement* has been drafted for East Village, which includes provisions for the delivery of approximately 150 affordable homes.</p> <p>*This is an agreement made under section 173 of the <i>Planning and Environment Act 1987</i> (Vic) between the landowner and the responsible authority (which, in most cases, will be Council). Its purpose is to control the use or development of land, most commonly post-subdivision.</p>		



The options, business case, initial feasibility and scope for Carnegie Swim Centre have been discussed with Councillors to inform concept plans — wider community consultation on the concept plans is anticipated over the summer of 2019–20.

An Active Schools Pilot saw a 30 per cent increase in students walking, riding or scooting to school and a 21 per cent reduction in vehicle traffic.



SCOOTING TO SCHOOL,
NEERIM ROAD, MURRUMBEENA

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.

In 2018–2019, we:

- developed three pilot projects in-line with our new *Integrated Transport Strategy*, with a focus on creating pedestrian safe neighbourhoods, safer cycling, and safe travel to school;
- undertook a gap analysis on public transport availability and accessibility across the municipality which was endorsed by Council in April 2019 for community consultation; and
- continued to explore the data collected from our pilot projects to help inform our new Parking Policy, which is based on the principles of the *Integrated Transport Strategy*.

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.

HOW WILL WE KNOW IF WE HAVE BEEN SUCCESSFUL?

STRATEGIC INDICATOR	RESULT
We will increase bicycle usage by 10 per cent from 2017 figures.	<p>There has been a 2.2 per cent* decrease in bicycle usage in 2019 (1,981) from 2018 figures (2,025 movements). The decrease in figures is likely due the 2018 figures being recorded at 22 locations and 2019 figures being recorded at 20 locations.</p> <p>2018 saw bicycle usage has decreased marginally by one per cent compared to 2016*.</p> <p>The 2018 data indicates that there were 2,025 movements in 2018 compared to 2,051 movements in 2016.**</p> <p>*Source: Super Tuesday Commuter Bike Count.</p> <p>**Movements — a bicycle moving through the survey area in the time period of the count.</p>
A greater percentage of people (compared to 2017 numbers) will live within walking distance of a major transport node.	<p>In 2018–19 more people are living within walkable distance of a train station since this time last year. Approximately 65 per cent of people living in new dwellings built in 2018–19 are living within walking distance of a train station.</p> <p>In 2017–18 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.</p>
We will construct five per cent of our missing link footpaths.	<p>We constructed an additional 1.15 kilometres of new footpaths in 2018–19. This is the second year of a four-year program and we have now constructed 7.9 per cent of missing link footpaths.</p>

HOW WILL WE KNOW IF WE HAVE BEEN SUCCESSFUL? (continued)

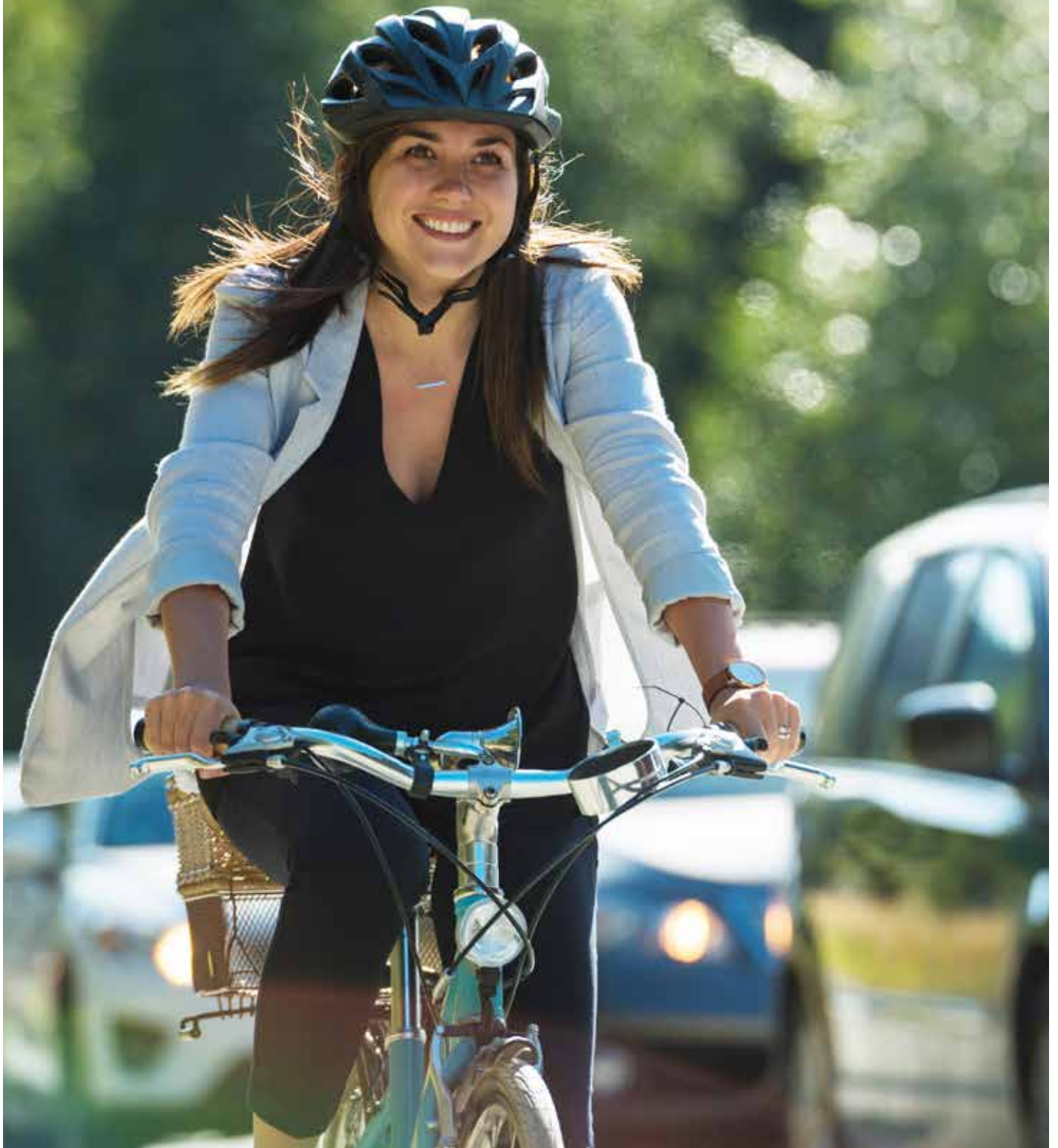
STRATEGIC INDICATOR	RESULT
We will achieve a five per cent improvement in the 'Walk Score' across the municipality.	<p>The 2019 Walk Score for the Glen Eira municipality is 73*, which is unchanged from 2018. A score of 70–89 deems Glen Eira very walkable, where the community can accomplish most errands on foot. It is anticipated that this score will improve once our <i>Integrated Transport Strategy</i> Pilot Projects — the Pedestrian Safe Neighbourhood Pilot and Safe Cycling Corridor Pilot — are implemented. Both Pilots are scheduled for 2019–20.</p> <p>* Source: www.walkscore.com</p>
We will achieve a five per cent improvement rating of traffic management and parking facilities from the previous year's <i>Community Satisfaction Survey</i> .	<p>There has been a drop in performance score for Glen Eira's parking facilities from 56 in 2018 to 54 in 2019.</p> <p>Parking facilities have been identified in the 2019 <i>Local Government Community Satisfaction Survey</i> as an area for improvement. We are responding by preparing a range of transport and parking-related strategies, which will be presented to the community and stakeholders for feedback.</p>

2018–19 COMMITMENT	PERFORMANCE MEASURE	RESULT
We will develop pilot projects in-line with our new <i>Integrated Transport Strategy</i> , with a focus on creating safer and walkable neighbourhoods.	Pilot one pedestrian safe neighbourhood project.	
<p>Comment: A draft <i>Safe Neighbourhood Plan</i> was developed and released for community feedback. This <i>Plan</i> was formed with the input of a Community Reference Group and broader community engagement. The consultation included targeted conversations with key stakeholders, pop-ups at Coatesville Primary School and Community Reference Group workshops. Looking forward, the <i>Plan</i> will be updated based on the outcomes of community consultation and considered for adoption at a Council Meeting, before moving into the detailed design and implementation phases</p>		

2018–19 COMMITMENT	PERFORMANCE MEASURE	RESULT
We will develop pilot projects in-line with our new <i>Integrated Transport Strategy</i> , with a focus on creating safer and walkable neighbourhoods. (continued)	Pilot one corridor improvement for safe cycling project.	✗
<p>Comment: In September 2018, we resolved to pilot a new safe cycling corridor in Inkerman Road. Between February and June 2019, we consulted with community members to seek their opinions, aspirations and ideas. In response to significant levels of community feedback, a decision was made to explore alternative routes for the project. The analysis of these four routes is underway and officers have engaged the Department of Transport and Port Phillip City Council in the process. A report detailing the assessment of the routes and outcomes of the conversations from these stakeholders is being developed and will be released for community input in late 2019.</p>		
	Pilot with one school for the Active Schools project (safe travel to school) initiative.	✓
<p>Comment: Term four Active Schools Pilot with Valkstone Primary School was conducted between October and December 2018. Evaluation illustrated overall a 30 per cent increase in students walking, riding or scooting to school in the morning and a 21 per cent reduction in vehicle traffic. The afternoon period showed a 13 per cent increase in walking, riding or scooting and 19 per cent reduction in vehicle transport.</p> <p>A <i>Golden Ticket</i> competition was introduced where students who participated in the Pilot could record their trips — up to 15 times per <i>Golden Ticket</i> — and enter the draw for a prize. This resulted in 910 <i>Golden Tickets</i> being submitted, representing 13,650 individual walks, rides or scoots to school. Valkstone Primary School Principal reported: “... plenty of students walking, riding and scooting and there was lots of enthusiasm. We have signed up for the 2019 <i>Walk to School</i> program off the back of this program.”</p>		
We will develop and implement a new Car Parking Policy based on the principles of the <i>Integrated Transport Strategy</i> .	Adopt and implement a Car Parking Policy. This is also a major initiative of the 2018–19 Annual Budget	✗
<p>Comment: Due to the interdependencies between a Parking Policy and the live pilot projects that Council is currently undertaking, a draft Parking Policy will be developed and released to the community for feedback in late 2019. The draft Policy will be released as part of a broader transport package, so that the complexity, challenges, opportunities and interrelationship of each project can be better understood, resulting in more meaningful engagement with the community.</p>		

2018–19 COMMITMENT	PERFORMANCE MEASURE	RESULT
We will update our action plans for walking and cycling based on the principles of the <i>Integrated Transport Strategy</i> .	Update and endorse a revised <i>Walking Action Plan</i> and <i>Cycling Action Plan</i> . This is also a major initiative of the 2018–19 Annual Budget	✗
Comment: We have drafted <i>Walking</i> and <i>Cycling Action Plans</i> which will be presented to the community for feedback in late 2019. After the feedback process is concluded the revised plans will be presented to Council for consideration in late 2019. The documents will be presented as part of a broader transport consultation package.		
We will work with the Level Crossing Removal Authority to implement upgrade works to Neerim Road, Murrumbeena in-line with community feedback and Council endorsed designs.	Commence the upgrade of Neerim Road, Murrumbeena streetscape works. This is also a major initiative of the 2018–19 Annual Budget	✗
Comment: The original staging of the project works needed to be reviewed following unforeseen issues with third party authorities, unsatisfactory tender responses and a change in the timing of the level crossing removal works. Broader activity centre impacts have been considered and engagement on concepts in-line with our endorsed Murrumbeena streetscape layout will commence with traders and residents in late 2019.		
We will undertake a gap analysis on public transport availability and accessibility across the municipality.	A gap analysis prepared with community consultation and reported to Council. Gap analysis informs Council's advocacy efforts with State Government.	✓
Comment: A draft Public Transport Gap Analysis and Advocacy Reference Document was endorsed for community consultation by Council in April 2019. The community consultation concluded in May 2019. The document will be released for a second stage of community consultation in late 2019 when it is presented as part of a broader transport consultation package.		
We will construct a number of new footpaths throughout the municipality, creating connections where there are missing footpaths.	Construct one kilometre of new footpaths in prioritised locations across the municipality.	✓
Comment: 1.15 kilometres of new footpaths were constructed at 12 locations across the municipality.		

We have drafted *Walking and Cycling Action Plans* which will be presented to the community for feedback in late 2019.



The community garden at Moorleigh Village in Bentleigh East was opened in May 2019 and has an active community group promoting participation.



VILLAGE GARDEN COMMITTEE MEMBER ROMMEL

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.

In 2018–2019, we:

- developed our inaugural *Reconciliation Action Plan (RAP)* which has a range of goals, from involvement in new activities and initiatives, to employment and inclusion strategies;
- supported crime prevention in the municipality through the delivery of key activities under our *Community Safety Plan 2018–2022* and Community Safety Committee; and
- worked with the community to officially open a new community garden at Moorleigh Village, Bentleigh East.

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 2019 Local Government Community Satisfaction Survey indicates that 61 per cent of residents agree '... that people live in a close neighbourhood'. This compares with 59.8 per cent found in the 2015 VicHealth Indicator Survey.
The level of satisfaction with the 'family support service' in the Community Satisfaction Survey, will be consistent with, or better than, industry benchmarks.	The 2019 Local Government Community Satisfaction Survey indicates residents' satisfaction with family support services increased from an index score of 67 in 2018 to 70 in 2019. The 2019 state-wide average index score for family support performance is 67.
There will be an increase in the percentage of residents that report that they feel safe to walk alone at night time.	The 2019 Local Government Community Satisfaction Survey indicates that 60 per cent of residents feel safe walking in their local area alone after dark. This compares with 62.1 per cent found in the 2015 VicHealth Indicator Survey.
There will be an increase in the percentage of residents who participate in volunteering.	In 2011, 18.7 per cent* of Glen Eira residents participated as a volunteer. This number increased by five per cent in 2016 with 21.3 per cent* of residents participating as volunteers. * Source: Australian Bureau of Statistics Census 2011 and 2016.

2018–19 COMMITMENT	PERFORMANCE MEASURE	RESULT
We will develop a youth strategy which addresses the needs outlined in the <i>Glen Eira Student Resilience Survey 2017 Report</i> .	Strategy developed and endorsed by Council.	
Comment: The <i>Glen Eira Youth Strategy 2019–2023</i> was developed and was endorsed at the 11 June 2019 Council Meeting. The Strategy sets out a vision, key priority areas and actions that have been developed in partnership with 4,492 young people through a comprehensive community engagement process. A range of key challenges faced by young people was identified, including: school stress; parental pressure; anxiety and depression; alcohol and drugs; online safety; positive body image for young females; respectful relationships for young males; development of social skills; positive self-esteem; and the need for more employment pathways and volunteering opportunities.		
We will support crime prevention in the municipality through the delivery of key activities under our <i>Community Safety Plan 2018–2022</i> and Community Safety Committee.	Implement and evaluate a pilot program of at least four neighbourhood and street activities which will build connections.	
Comment: A program of five neighbourhood activities has been completed and the learnings will form part of a future project to promote neighbourhood connections. The neighbourhood activities included local street parties and barbecues in local parks and were successful in getting neighbours to know one another.		
	Partner with Victoria Police and key stakeholders to conduct quarterly community safety engagement activities.	
Comment: Five police community engagement activities were completed across the municipality at shopping centres and a farmer's market. Two <i>Coffee with a cop</i> activities were held in Bentleigh East, two in Carnegie and one in Ormond. Victoria Police felt they really connected with the community and families in Glen Eira and consider the engagement activities successful.		
We will continue to implement all-abilities access in Council managed community facilities, aligned with Council's <i>Disability Action Plan 2017–2021</i> .	Implement upgrades in a number of Council facilities, including: Caulfield Park Pavilion; Caulfield Recreation Centre; Glen Huntly Park Pavilion; and Council depot buildings to ensure all-abilities access.	
Comment: Necessary works to improve access for all-abilities have been undertaken in a number of Council buildings. The types of works completed include: installation of compliant handrails; anti-slip strips for stairs; compliant ramps; braille signage and <i>Disability Discrimination Act</i> compliant equipment; widening of disabled parking spots; and renewal of external entrances. Completed sites in 2018–19 included high priority pavilions, such as Caulfield Park Pavilion (old); Glen Huntly Park Pavilion; Koornang Park Pavilion; Bailey Reserve Pavilion (main); and Bailey Reserve Pavilion (softball). Other sites included: Town Hall; Caulfield; Moorleigh Village, Bentleigh East; Parks Depot offices, Caulfield North; Works Depot, Moorabbin; Caulfield Recreation Centre, Caulfield South; and Elsternwick Maternal and Child Health Centre, Elsternwick.		

2018–19 COMMITMENT	PERFORMANCE MEASURE	RESULT
We will provide and continue to maintain an online collaboration tool for small business.	Minimum of 50 per cent of small business owners who attend Council's <i>Connection Economy</i> events register for the online platform.	✓
Comment: Fifty seven per cent of small business owners who attended our <i>Connection Economy</i> events have registered for the online platform.		
We will invest in increased compliance activity around building sites in order to improve safety and amenity during major construction works.	A decrease in the number of complaints received.	✓
Comment: Our enforcement strategy continues to have a positive impact with complaints dropping by seven per cent in 2018–19 from the previous year. We received 1,319 complaints in 2017–18 and 1,231 complaints in 2018–19. We also saw an increase in compliance with permit conditions.		
We will develop a <i>Family Violence Action Plan 2018–19</i> .	Conduct a campaign to raise awareness of Council's actions. A minimum of 90 per cent of 2018–19 actions are delivered.	✓
Comment: Ninety five per cent of actions and commitments in the <i>Family Violence Action Plan 2018–19</i> were completed (63 actions were completed/or are in place and ongoing, and three actions remain in progress/partially completed).		
We will review our <i>Community Grants Program</i> to ensure it is aligned to the achievement of the <i>Glen Eira Council and Community Plan 2017–2021</i> outcomes.	A new look <i>Community Grants Program</i> is launched by March 2019.	✓
Comment: We launched our new look <i>Community Grants Program</i> . This included the introduction of a transformed annual <i>Grants Program</i> that presented two new grant streams; Community Strengthening and Partnership and Event grants, as well as a <i>Small Grants Program</i> Pilot to provide community organisations the opportunity to apply for up to \$1,000 to be allocated over the year.		
We will enhance volunteering opportunities within Council to increase community participation.	Development of a framework for volunteering within Council.	✓
Comment: The <i>Glen Eira Volunteer Framework</i> was developed and endorsed at the 11 June 2019 Council Meeting.		

2018–19 COMMITMENT	PERFORMANCE MEASURE	RESULT
We will complete an ‘innovate’ <i>Reconciliation Action Plan</i> and implement key activities associated with the <i>Plan</i> .	A minimum of 90 per cent of 2018–19 actions implemented.	
Comment: Our <i>Reconciliation Action Plan</i> was endorsed by Reconciliation Australia and by Council in October 2018 and implementation has commenced. Ninety per cent of actions planned for the current financial year have been completed and other elements are in progress.		
We will deliver a community garden at Moorleigh Village.	Community garden established by June 2019. This is also a major initiative of the 2018–19 Annual Budget	
Comment: The community garden at Moorleigh Village in Bentleigh East was opened in May 2019 and has an active community group promoting participation.		
We will consult the community on the design for a Community Shed at Moorleigh Village.	Concept designs completed and project ‘shovel ready’ by June 2019. This is also a major initiative of the 2018–19 Annual Budget	
Comment: A concept design plan for a community shed at Moorleigh Village in Bentleigh East is complete and will be tendered in July 2019.		
We will consult with the community on plans for improvements to Bentleigh Library and Youth Hub.	Community consultation and design completed for improvements to Bentleigh Library and Youth Hub.	
Comment: Community consultation on the concept designs for the Bentleigh Library and Youth Services Hub integration and upgrade project has been undertaken. The initial design concept was well supported by the community. There was strong support for the proposed size increase, inclusion of youth services and a separation of quiet spaces from activity spaces.		

A smoking ceremony was held at the opening of our *Celebrating Culture: Contemporary Indigenous art exhibition*.



GLEN EIRA TOWN HALL, CAULFIELD
THURSDAY 2 MAY 2019.



CONCEPT DRAWINGS FOR THE NEW PLAYGROUND
AND SPORTS COURT AT HARLESTON PARK
IN ELSTERNWICK.

THEME FOUR

CLEAN AND SUSTAINABLE

Long-term community goal:

An attractive and sustainable environment for future generations.

We are committed to providing a City that 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.

In 2018–2019, we:

- continued to implement our *Open Space Strategy 2013–2026* priority actions, including:
 - construction of a new playground and sports court at Harleston Park in Elsternwick;
 - construction of a new playground at McKinnon Reserve, McKinnon;
 - construction of Glen Eira’s first dog agility park, Pawfield Park (formerly The Wedge), in Caulfield East; and
 - creation and construction of a new open space and multi-sports facility at Joyce Park, Ormond.
- upgraded more than 1,300 street lights on major Council roads with energy efficient LED technology; and
- installed additional solar generation panels at Glen Eira Sports and Aquatic Centre, Bentleigh East, King George Pavilion, Bentleigh East and Carnegie Early Learning Centre, Carnegie.

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.	<p>Improvements in recycling have been made at Council buildings, including the provision of recycling bins at all sporting facilities, early learning centres, libraries and leisure facilities.</p> <p>Recycling collection points have been installed at Bentleigh, Carnegie, Caulfield and Elsternwick Libraries for residents to drop off: mobile phones; small electrical appliances and their cords; light globes; batteries; DVDs; and x-rays.</p> <p>An audit of the garbage stream was undertaken in 2017 and 2018, which showed a 15 per cent improvement in the recovery of recycled material at Town Hall and a three per cent improvement at Glen Eira Sports and Aquatic Centre. Another audit will be conducted in 2019.</p>
There will be a reduction in greenhouse gas emissions from Council buildings and lighting through energy efficient retrofit works.	<p>Our 2018–19 carbon footprint decreased by 6.8 per cent to 9,287 tonnes CO₂ equivalent (CO₂e) compared to 9,961 tonnes on 2017–18. This decrease was due primarily to an 18 per cent increase in solar power generation, energy efficiency and lighting upgrades at a range of Council sites. Electricity use at our smaller buildings decreased by 25 per cent and by 37 per cent at our Works Depot. In July 2019 we completed an upgrade of street lights on major Council roads with energy efficient lighting, it is expected that this will lead to a 20 per cent decrease in emissions from street lights in 2019–20.</p> <p>Our 2017–18 carbon footprint decreased by eight per cent to 9,961 tonnes CO₂e 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 panel installations, energy efficiency upgrades and lighting upgrades at a range of Council sites.</p>
There will be an increase in open space in areas of the City identified in our <i>Open Space Strategy</i> as lacking green space.	<p>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 our major activity centres in Carnegie, Bentleigh and Elsternwick. A new open space area — the dog agility park — has been established in Caulfield East. A new open space and multi-sports facility has been created at Joyce Park, Ormond. The <i>Open Space Strategy</i> refresh has commenced.</p>

HOW WILL WE KNOW IF WE HAVE BEEN SUCCESSFUL? (continued)

STRATEGIC INDICATOR	RESULT
The level of satisfaction with open space in the <i>Community Satisfaction Survey</i> , will be consistent with, or better than, industry benchmarks.	In the 2019 <i>Local Government Community Satisfaction Survey</i> , Glen Eira residents rated their level of satisfaction with the appearance of public areas an index score of 81. Residents rated their level of satisfaction with recreational facilities an index score of 79. Additionally, residents were asked: 'What is the one best things about Glen Eira City Council?' The top mention was parks and gardens — 25 per cent and recreational/sporting facilities — 14 per cent.
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 our City Futures officers, Recycling and Waste officers, and Works Depot officers.
New generation garbage disposal facilities will be well progressed toward opening.	We have partnered with 14 councils in Melbourne's south-east region to collaborate with Metropolitan Waste and Resource Recovery Group to develop a South-east Advanced Waste Processing Business Case to assess options to manage waste disposal in the long-term.
New buildings and facilities will be recognised as leading examples of highly efficient and sustainable design.	All our major projects, including Murrumbeena Pavilion and Carnegie Swim Centre have five per cent of their budget allocated to sustainability initiatives. Concepts for future projects, such as the Carnegie food market, will be developed with a focus on sustainable design.

2018–19 COMMITMENT	PERFORMANCE MEASURE	RESULT
We will continue to implement our <i>Open Space Strategy</i> 2013–2026 priority actions, including design and construction of open space projects.	Landscape design completed for Spring Road Reserve — stage two, Caulfield South; Lirrewa Grove, Caulfield; and Hopetoun Gardens, Elsternwick.	✓
Comment: Landscape designs have been completed for Spring Road Reserve — stage two, Caulfield South; Lirrewa Grove, Caulfield; and Hopetoun Gardens, Elsternwick.		
	Construction of the sports court at Harleston Park, Elsternwick. Landscape enhancements at Moorleigh Community Village, Bentleigh East; and the dog agility park at The Wedge, Caulfield East. This is also a major initiative of the 2018–19 Annual Budget	✓
Comment: Construction works have been completed for the sports court at Harleston Park, Elsternwick and the Pawfield Park— dog agility park (formerly The Wedge), Caulfield East. Landscape enhancements have been undertaken at Moorleigh Community Village, Bentleigh East.		
	Commence implementation of the Masterplan at EE Gunn Reserve.	✓
Comment: Works have been completed as part of the <i>EE Gunn Reserve Masterplan</i> , including the installation of baseball soft netting and cricket nets and commencement of the Foch Street parking works.		
	Boyd Park, Murrumbeena Masterplan refreshed and endorsed by Council.	✓
Comment: The <i>Boyd Park Masterplan</i> was refreshed and endorsed at the 19 March 2019 Council Meeting.		
We will replace street lighting on major Council roads with energy efficient lighting.	Replace 1,000 street lights with energy efficient lighting. This is also a major initiative of the 2018–19 Annual Budget	✓
Comment: More than 1,300 street lights on our major roads have been upgraded to energy efficient LED technology.		

2018–19 COMMITMENT	PERFORMANCE MEASURE	RESULT
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 of Carnegie Swim Centre redevelopment budget allocated to sustainable initiatives and separately reflected in cost plans.	
Comment: Five per cent of Carnegie Swim Centre redevelopment budget has been allocated to sustainable initiatives and separately reflected in cost plans. These sustainable initiatives will include: a water efficient pool plant; solar panels to generate electricity; rainwater harvesting for toilet flushing and irrigation; and energy efficient building design.		
We will protect our valued trees within our City and consult on the establishment of a new Tree Protection Policy and Significant Tree Register (may change subject to Council resolution following consultation).	Complete the development of the Tree Protection Policy and Significant Tree Register (through a Local Law).	
Comment: A draft Tree Protection Local Law and draft Classified Tree Policy will be presented at the December 2019 Council Meeting prior to community consultation.		
We will expand on recent trials of place-based teams to improve amenity in our activity centres.	High level of satisfaction of traders and/or community with the presentation of our activity centres, measured through a survey.	
Comment: A <i>Have Your Say</i> survey was conducted with Traders' Associations and informal trader groups from 4 to 11 July 2018. The survey asked questions about the cleaning of shopping strips by Council's Care Crew team. Uptake of the survey was poor with only one Traders' Association participating. As a result, we could not form an opinion as to the 'level of satisfaction with the presentation of our activity centres'. Council continues with its program of cleaning Glen Eira's shopping strips to a high standard and will make further efforts to engage stakeholders in 2019–20.		

2018–19 COMMITMENT	PERFORMANCE MEASURE	RESULT
We will invest in solar energy generation on Council's larger buildings and support the community to implement initiatives that contribute to our sustainability objectives.	Additional solar generation installed at Glen Eira Sports and Aquatic Centre, Bentleigh East and Carnegie Library, Carnegie.	✓
Comment: Solar panels have been installed at Glen Eira Sports and Aquatic Centre, Bentleigh East, King George Pavilion, Bentleigh East and Carnegie Early Learning Centre, Carnegie. Solar panels were installed at Carnegie Library, Carnegie in previous years.		
	Two community programs delivered.	✓
Comment: We partnered with two community programs, <i>Positive Charge</i> and <i>Solar Savers</i> , to support residents to install solar panel systems.		

We consulted with community members on social and affordable housing in Glen Eira. The results of this consultation informed our draft *Strategy*.



COMMUNITY CONSULTATION, PARTY IN THE PARK
AND PET EXPO, PACKER PARK, CARNEGIE,
MARCH 2019.

THEME FIVE

INFORMED AND ENGAGED

Long-term community goal:

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

We are committed to retaining our reputation for good governance and ensuring the community feels 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.

In 2018–2019, we:

- continued to implement our *Community Engagement Strategy 2018–2021*, which included establishing a *We asked — You said — We did* online platform to report back to the community following all community engagement activities;
- commenced a review of our Local Law in consultation with the community; and
- launched our new website giving our customers greater access to online transactions including: online enquiries; building permit applications; hard rubbish requests; and illegally parked vehicle notifications.

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 2018–19, the average rates per assessment were \$1,393. Glen Eira City Council remains the second lowest rates per assessment of 21 inner metropolitan councils.
The level of satisfaction with the ‘advocacy’ score in the <i>Community Satisfaction Survey</i>, will be consistent with, or better than, industry benchmarks.	In the <i>2019 Local Government Community Satisfaction Survey</i> , we increased our advocacy (lobbying on behalf of our community) index score from 54 in 2018 to 57 in 2019. The state-wide average advocacy index score is 54.
Every major project will have a comprehensive community engagement process.	The <i>Community Engagement Strategy 2018–2021</i> endorsed by Council on 22 May 2018 requires all major projects to have an engagement plan. In 2018–19 we consulted on 54 projects receiving 11,120 responses.
The community will receive regular reporting on our performance.	<p>We report to the community quarterly via the <i>Quarterly Service Performance Report</i> (endorsed by Council and published on our website quarterly). <i>Quarterly Service Performance Reports</i> have been introduced to provide ongoing accountability and transparency to the community on our progress.</p> <p><i>Quarterly Service Performance Reports</i> were tabled at the following Ordinary Meetings of Council:</p> <p>4 September 2018 — quarter year ending June 2018;</p> <p>27 November 2018 — quarter year ending September 2018;</p> <p>26 February 2019 — quarter year ending December 2018; and</p> <p>21 May 2019 — quarter year ending March 2019.</p>


HOW WILL WE KNOW IF WE HAVE BEEN SUCCESSFUL? (continued)

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.	In the 2019 <i>Local Government Community Satisfaction Survey</i> , Council's performance in community consultation and engagement increased a significant five index score points from 55 in 2018 to 60 in 2019. The state-wide average community consultation index score is 56.
Staff engagement levels will be consistent with, or better than, industry benchmarks.	An independent staff engagement survey conducted in 2019 indicated that staff engagement at Council is 34 per cent above relevant industry benchmarks with 63 per cent overall engagement. Across Australia, the Local Government staff engagement average for this survey is 29 per cent.

2017–18 COMMITMENT	PERFORMANCE MEASURE	RESULT
We will implement our <i>Community Engagement Strategy 2018–2021</i> .	Develop an online live chat platform that will enhance community opportunities to ask questions and engage with Council. This is also a major initiative of the 2018–19 Annual Budget	✓
Comment: An online live chat with the Mayor was developed and undertaken in May 2019 for our proposed 2019–20 Annual Budget.		
	Establish a <i>We asked — You said — We did</i> online platform to report back to the community following all community engagement activities.	✓
Comment: <i>We asked — You said — We did</i> was launched on our website in December 2018.		
	Consult with Glen Eira Community Voice on at least six occasions.	✓
Comment: Community Voice is a panel of almost 550 volunteer community representatives that was consulted on six occasions throughout 2018–19 via four online surveys and two online polls.		
We will continue to provide greater online options for residents by ensuring that our top 20 transactions are available via Council's website.	New Council website implemented by June 2019. This is also a major initiative of the 2018–19 Annual Budget	✓
Comment: Our new website was launched on 27 May 2019 at www.gleneira.vic.gov.au The website will be further enhanced in 2019–20.		

2017–18 COMMITMENT	PERFORMANCE MEASURE	RESULT
We will continue to provide greater online options for residents by ensuring that our top 20 transactions are available via Council's website. (continued)	Top 20 most accessed community transactions will be available via Council's website.	
Comment: The top 40 transactions are now available on our new website. These include online enquiries, building permit applications, hard rubbish requests and illegally parked vehicle notifications.		
We will streamline and simplify processes for the community to engage with Council during key life events.	New residents will have access to a seamless online workflow that automatically connects them to Council services relevant to their needs by June 2019.	
Comment: New residents now have a seamless online workflow on our website through a <i>New residents' guide</i> . New residents are provided with information about getting to know the area, rates, rubbish and recycling, parking and events.		
	New businesses will have access to a seamless online workflow that automatically connects them to Council services relevant to their needs by June 2019.	
Comment: New businesses now have a seamless online workflow on Council's website through a <i>New business guide</i> . New businesses are provided with information about planning, permits, traders associations and small business support.		
	New parents will have access to a seamless online workflow that automatically connects them to Council services relevant to their needs by June 2019.	
Comment: New parents now have a seamless online workflow on Council's website through a <i>New parents' guide</i> . New parents are provided information about maternal and child health, new parent groups, immunisation, occasional and child care and parks and playgrounds.		
We will advocate with State and Federal Governments in-line with our endorsed <i>Advocacy Strategy 2018–2020</i> .	Election period advocacy campaign deployed for each State electorate.	
Comment: An advocacy campaign for each State electorate was developed, deployed and a community forum was held with local candidates. In-line with our <i>Glen Eira Advocacy Strategy 2018–2020</i> we successfully secured one-off State and Federal Government project funding of \$5.67 million across the year. See the Advocacy section in the Mayor and CEO Overview of this <i>Annual Report</i> page 12.		

2017–18 COMMITMENT	PERFORMANCE MEASURE	RESULT
We will demonstrate our commitment to transparency by increasing the amount of information that is available to the public via various communication modes.	Increased social media presence by posting a minimum of five messages per week that informs the community on a range of Council services and events via Council's <i>What's on in Glen Eira</i> Facebook and Instagram pages and an increase in the use of video.	✓
Comment: A total of 552 posts, including 48 videos have been streamed across Facebook and Instagram showcasing and informing the community of our services and events as well as relevant State Government initiatives. This is an increase of nine per cent compared to 2017–2018.		
	Improvement in the Community Satisfaction Rating with how Council has performed in making decisions in the interest of the community.	✓
Comment: Our performance in the 2019 <i>Local Government Community Satisfaction Survey</i> against the core measure of 'Making Community Decisions' has increased by 11 per cent compared to 2018. This is higher than the metropolitan and state-wide averages. Our overall performance has also significantly improved compared to results in 2018 and is higher than the metropolitan and state-wide averages.		
We will commence a review of our Local Law in consultation with the community.	Complete consultation with internal stakeholders and community stakeholders. Prepare draft Local Law for comment by 30 June, 2019	✓
Comment: Stage two of the project plan, which is to draft the proposed Local Laws, is complete. Consultation with internal and community stakeholders has been conducted and a draft Local Law was published for comment. Public submissions (Stage three) commenced on 12 June 2019 and are open until 19 July 2019. The project remains ahead of schedule.		
We will ensure that Council's governance processes and frameworks remain consistent with contemporary practice and <i>Local Government Act</i> requirements.	All requirements of the new <i>Local Government Act</i> will be complied with in accordance with implementation timelines set by the Minister for Local Government.	✓
Comment: The anticipated new <i>Local Government Act</i> was not enacted before the last election and the Local Government Bill 2018 which was before Parliament lapsed so no new legislative requirements arose before 30 June 2019. The State Government has announced that it intends to introduce the Local Government Bill 2019 in the latter half of 2019 and has sought feedback on the Bill by 17 July 2019.		

2017–18 COMMITMENT	PERFORMANCE MEASURE	RESULT
We will report quarterly to the community on our progress against all of our promises outlined in this <i>Plan</i> .	Quarterly reporting considered by Council in August, November, February and May annually.	
<p>Comment: We reported on our service performance in September, November and February. The fourth <i>Quarterly Service Performance Report</i> was considered by Council on 21 May 2019. These <i>Quarterly Service Performance Reports</i> are available in the <i>Downloadables</i> section of this online <i>Annual Report</i> and on our website at www.gleneira.vic.gov.au</p>		

A highlight of our capital works program was the installation of photovoltaic systems on Council assets to generate renewable energy.



GLEN EIRA SPORTS AND AQUATIC CENTRE,
BENTLEIGH EAST.

FINANCIAL SUSTAINABILITY

FINANCIAL OVERVIEW

Our financial position remains sound. We've included detailed information about our financial performance in the Financial Statements and Performance Statement sections of the *Financial Report*.

The value of rateable property at 1 January 2019 was \$74 billion. We're focused on generating funds to update community infrastructure and facilities. We also want to maintain essential services and, where possible, improve them, especially in terms of access, equity and environmental sustainability. Our long-term financial strategy confirms this approach.

See a summary of our performance below.

OPERATING POSITION

Our 2018–19 operating position was a \$25.42 million surplus, which is \$6.76 million higher than our 2018–19 budget. Factors that contributed to this include:

- higher-than-anticipated revenue from parking infringement income of \$4.44 million (offset by higher provision for parking infringement debtors of \$3.26 million);
- early receipt of the 2018–19 payment from the Victorian Grants Commission. We received \$1.95 million (50 per cent of the 2019–20 grants) for financial assistance and local roads funding during 2018–19; and
- unbudgeted capital grants of \$2.16 million for current and future projects.

For more information see note 1.1 starting on page 10 of the *Financial Report*.

See [Appendix A: Financial Report](#).

INCOME

Our total revenue for 2018–19 was \$189.93 million, \$7.61 million favourable to budget (4.2 per cent). The main factors that contributed to the favourable variance included:

- statutory fees and fines of \$3.78 million;
- operating grants of \$2.12 million; and
- capital grants of \$2.16 million.

Rates and charges revenue was in-line with the 2018–19 Annual Budget. Our rates and charges are still much lower than the average of all inner metropolitan councils (we are the second lowest for rates and charges revenue).

Statutory fees and fines were favourable to budget by \$3.78 million. This was mostly due to higher than anticipated revenue from parking infringements income of \$4.44 million. There was also lower than expected planning permit income (\$661,000).

Grants — operating were favourable to budget by \$2.12 million. This was because the Commonwealth Government announced it would prepay 50 per cent of our Victorian Grants Commission funding for 2019–20. We received \$1.95 million in advance for financial assistance and local roads funding during 2018–19.

Grants — capital were favourable to budget by \$2.16 million due to early receipt of income for future projects (\$920,000) and unbudgeted income for current projects (\$984,000).

Monetary contributions were lower than anticipated and unfavourable to the budget by \$1.15 million. Open space income is dependent on developer decisions and is outside of Council's control.

Refer to Figure 1.

EXPENSES

Our total 2018–19 expenditure was \$164.51 million (0.52 per cent unfavourable to budget).

Factors that contributed to the unfavourable variance include:

- materials and services of \$1.24 million;
- other expenses of \$3.31 million; and
- offset by savings in employee costs of \$2.96 million.

Refer to Figure 2.

FIGURE 1.
2018–19 SOURCES OF INCOME (%)

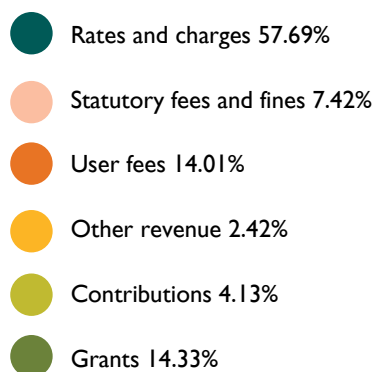
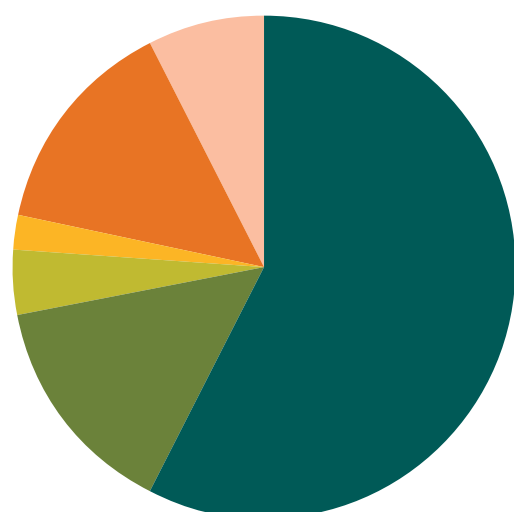
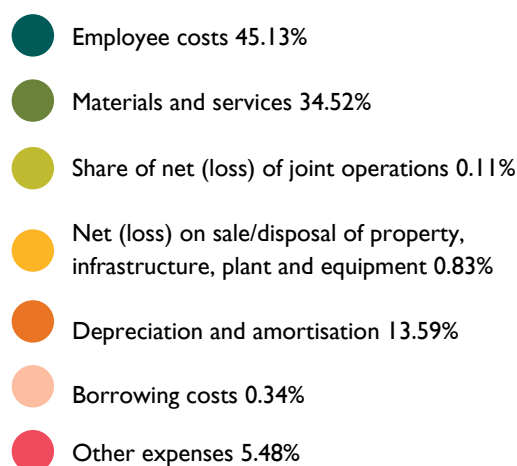
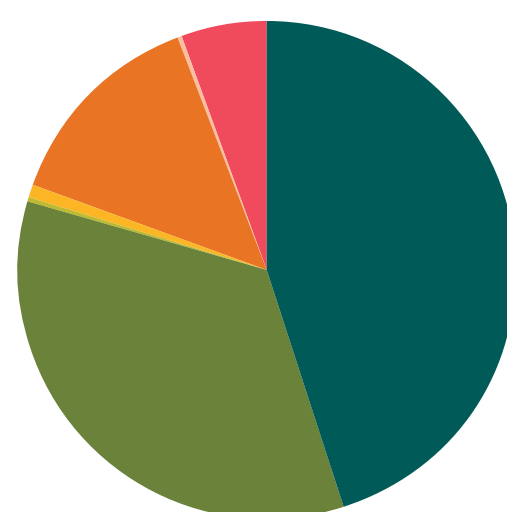


FIGURE 2.
2018–19 CATEGORIES OF EXPENDITURE (%)



CAPITAL INVESTMENT

During 2018–19, we expended \$43.2 million on capital. Variance to budget for total capital works was \$806,000 across the following activities:

Buildings — we underspent by \$2.12 million in 2018–19 due to works that were not complete at year end at Town Hall, Caulfield; and continued pavilion upgrade projects across various locations. These will be carried forward into 2019–20.

Plant, machinery and equipment — was under budget due to a delay in receipt of ordered vehicles and plant. These are due to be received in early 2019–20 and \$950,000 will be carried forward.

Streetscape works — relates to development and beautification of Council's streets and shopping precincts. These projects are under budget by \$1.13 million due

to works in progress for activity centre minor upgrades \$675,000 and the *Carnegie Structure Plan* implementation \$337,000. Funding for these projects will be carried forward to the 2019–20 year.

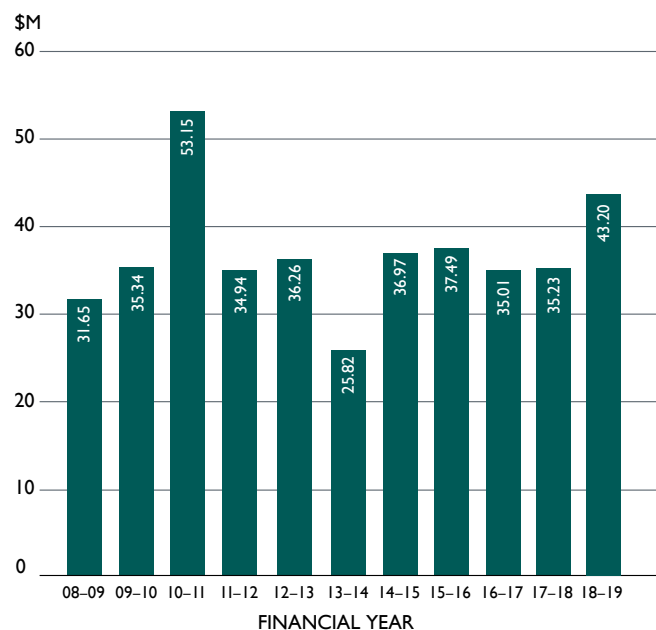
The above underspends were offset by:

Footpaths — additional spend to budget by \$982,000 due to future renewal works being undertaken during 2018–19; and

Carried forward expenditure from 2017–18 — over budget by \$2.42 million and relates to projects that were either incomplete or not commenced due to planning issues, weather delays, extended consultation etc. Council approved carried forward projects of \$8.66 million in July 2018 of which \$7.42 million was spent as at 30 June 2019.

Refer to Figure 3.

**FIGURE 3.
CAPITAL WORKS EXPENDITURE
2008–09 TO 2018–19**



ASSET EXPENDITURE CATEGORIES

The major asset expenditure categories of capital works were:

- buildings \$5.05 million;
- plant and equipment \$4.12 million;
- roads \$8.64 million;
- footpaths \$3.25 million;
- drainage \$4.33 million;
- open space and recreation \$9.06 million;
- car parks \$77,000;
- streetscape works \$1.24 million; and
- projects carried forward from 2017–18 \$7.42 million.

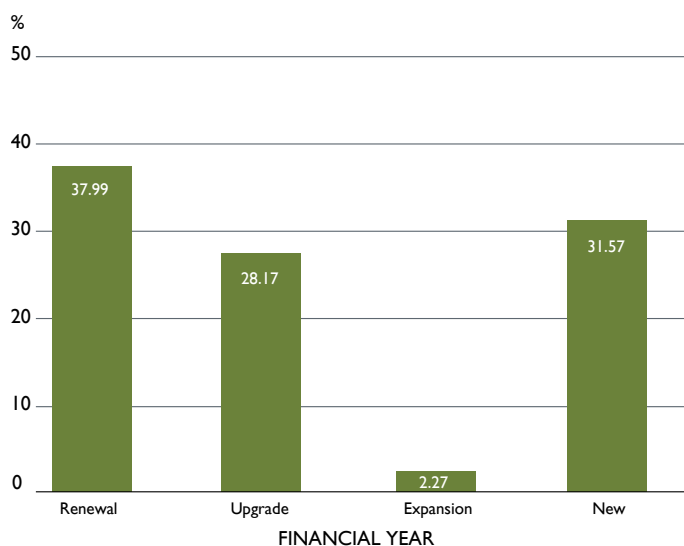
For more information, see note 1.2 starting on page 12 of the *Financial Report*.

The \$43.2 million comprised:

- renewal 37.99 per cent (\$16.41 million);
- upgrade 28.17 per cent (\$12.17 million);
- expansion 2.27 per cent (\$979,000); and
- new expenditure 31.57 per cent (\$13.64 million).

Refer to Figure 4.

**FIGURE 4.
2018–19 CAPITAL WORKS EXPENDITURE —
BY TYPE (%)**



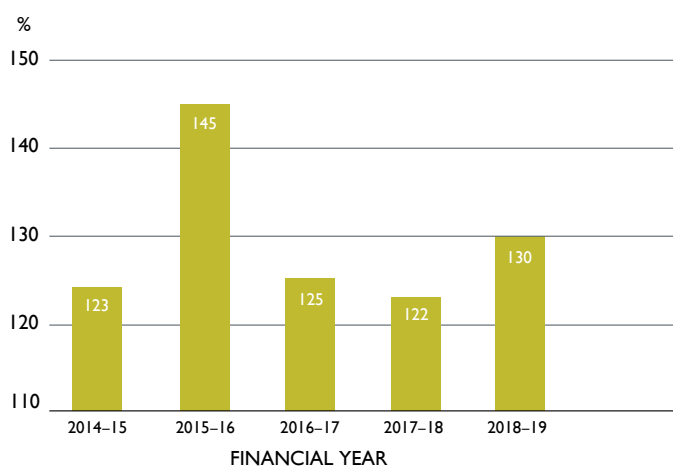
ASSET RENEWAL

To bridge the infrastructure gap, we invested \$29.56 million in renewing, upgrading and expanding assets in 2018–19. This was funded from operations.

Our asset renewal ratio, measured by comparing asset renewal and upgrade expenditure to depreciation, was 130 per cent. Renewal expenditure was \$16.41 million and upgrade expenditure was \$12.17 million.

Refer to Figure 5.

**FIGURE 5.
ASSET RENEWAL RATIO (INCLUDING
UPGRADE) 2014–15 TO 2018–19 (%)**



ASSETS

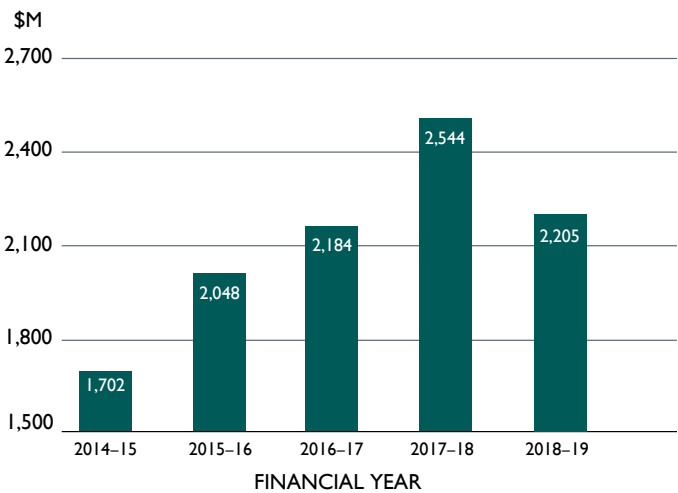
Our net asset base decreased from \$2,551 million to \$2,220 million. This was mostly due to a decrease in the value of our fixed assets from \$2,542 million to \$2,203 million.

The movement in our property, infrastructure, plant and equipment value is due to:

- the impact of our assets revaluation;
- the net result of the capital works program;
- asset depreciation; and
- the sale of property, plant and equipment.

Refer to Figure 6.

FIGURE 6.
PROPERTY, INFRASTRUCTURE, PLANT
AND EQUIPMENT AND INTANGIBLES
2014–15 TO 2018–19 (\$M)



LIQUIDITY

Working capital is the excess of current assets above current liabilities. This calculation recognises that although we have current assets, some are already committed to settling liabilities in the following 12 months. Therefore, they're not available for discretionary spending.

Cash and cash equivalents (including financial assets) was \$86.48 million as at 30 June 2019. This is enough to cover our short-term restricted liabilities, which include \$36.93 million in trust funds and aged care deposits; and \$18.58 million in Public Open Space Reserve funds.

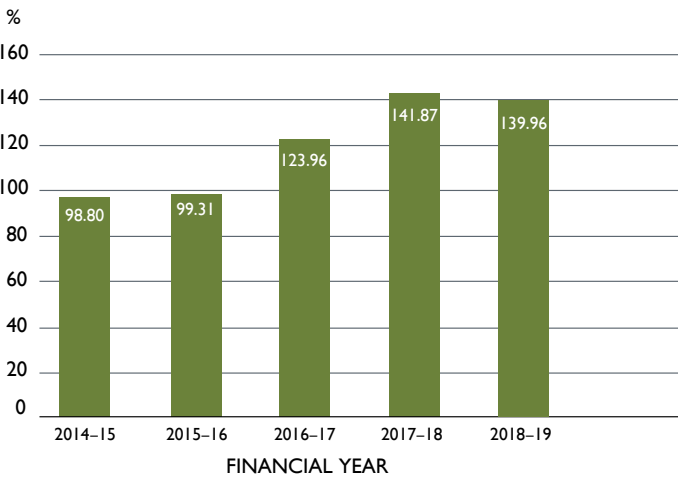
We must ensure we maintain working capital and that we have enough cash reserves to meet normal cash flow

requirements. We'll continue to have a large investment in capital works projects. The liquidity ratio expresses our level of current assets for meeting current liabilities.

We should hold enough cash to cover 'restricted assets', such as Residential Aged Care deposits; Public Open Space Reserve; contract deposits; and the Fire Services Property Levy.

Refer to Figure 7.

FIGURE 7.
LIQUIDITY RATIO (WORKING CAPITAL)
2014–15 TO 2018–19 (%)



PUBLIC OPEN SPACE STRATEGY

Contributions to the Public Open Space Reserve during the financial year relate to public open space levies were received under Section 18 of the *Subdivision Act 1988*.

We received contribution income of \$7.85 million during the 2018–19 year. This can be used to fund projects that meet the conditions of the *Open Space Strategy*, which is mainly focused on increasing open space in identified gap areas. We spent \$3.06 million on projects that met the conditions and the remainder will be held in the reserve for future years.

LOOKING AHEAD

We've prepared a *2019–20 Annual Budget*, which is aligned to the vision in the *Council and Community Plan 2017–2021*. It seeks to balance demand for services and infrastructure within revenue constraints. We aim to do this within the State Government-mandated rate increase. The strategy in the *2019–20 Budget* is to:

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

The *2019–20 Budget* is based on a rate increase of 2.5 per cent. This is in line with the *Fair Go Rates System* (FGRS), which caps Victorian council rate increases to forecast movements in the Consumer Price Index (CPI).

Our focus for 2019–20 is to continue delivering projects and services that make Glen Eira a great place to live and to respond to the challenges we currently face. These challenges include:

- top-up funding for local services we provide on behalf of the State and Federal Governments (such as school crossing supervision and Home and Community Care services). These funds have not increased in-line with real cost increases, leaving a gap;
- increasing investment in maintaining our ageing community and infrastructure assets;
- responding to growth and increasing diversity in our population; and
- responding to the general slow-down in economic activity that will impact income streams.

To support our \$2,220 million of community assets, we projected an investment of \$40.06 million in new capital expenditure for asset renewals, upgrades and expansions.

HIGHLIGHTS OF THE CAPITAL WORKS PROGRAM INCLUDED:

— **Strategic projects** — Activity centre streetscape works, *Integrated Transport Strategy* implementation and *Structure Plan* designs (Elsternwick, Bentleigh, Carnegie) and Carnegie Sports Precinct (\$4.34 million).

— **Great@GlenEira** — includes technological solutions to enable customers to better transact with Council. Customer focused projects include: a parking permit digital solution, single customer view and digital kiosks at key locations to make it easier for you to do business with us without needing to come to the Town Hall (\$1.11 million).

— **Recreation and Open Space** — this includes open space initiatives; parks; playing surfaces; and playground equipment (\$9.33 million).

— **Community facilities** — comprise buildings and building improvements, upgrades and renewal of community facilities; Municipal offices; sports facilities; and pavilions (\$3.5 million).

— **Sustainability** — installation of photovoltaic systems on Council assets to generate renewable energy; new waste and recycling bin enclosures at parks and reserves; and other building sustainability improvements (\$570,000).

— **Community safety** — this includes safety projects: intersection crossings, pedestrian and safer speed limits; school safety; shopping centres; sustainable transport; disabled parking upgrades and new footpaths (\$1.26 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 car parks. Other renewals include: building improvements and upgrade of community facilities; replacement of plant and machinery; furniture and equipment; information technology and telecommunications; and library collections (\$19.95 million).

Reading our Financial Report

Our staff prepared the Financial Statements to meet the requirements of the *Local Government Act 1989* and Australian Accounting Standards. We also use the Department of Environment, Land, Water and Planning's model accounts to help with standardised financial reporting.

Our *Financial Report* contains two statements — the Financial Statements and the Performance Statement. The Victorian Auditor-General's Office (VAGO) audits these statements and our Audit Committee reviews them, before recommending their adoption in-principle.

The Auditor-General's office then offers independent opinions on the *Financial Report* and Performance Statement. Once we get approval from the Auditor-General's office, we make our *Annual Reports* available to the public.

We are committed to accountability. We developed this section to help you understand and analyse the *Financial Report*.

Financial Statements

Our *Financial Report* has two main sections — the Financial Statements and the accompanying explanatory notes. The Financial Statements comprise five main statements:

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

Each Statement assists with the overall understanding of our financial position.

Comprehensive Income Statement

This Statement outlines our income sources for the financial year under headings such as general rates and garbage charges, and the day-to-day expenses incurred to run Council over the financial year. These expenses don't include capital expenditure, but they do include depreciation and amortisation of assets. Expenses may include labour costs, materials and supplies, and utility and insurance costs.

We prepare the Statement on an 'accrual' basis. This means we recognise all income and expenses for the financial year, even though we may not have received or paid them yet. An example of income not yet received is interest on investments. An example of expenditure not yet paid is an invoice for materials or services that we've already used.

The key figure in this Statement is the result for the reporting period, which is the best measure of our financial performance. This figure equals total income minus total expenses, which indicates whether we've operated at a surplus or a deficit (a figure inside brackets is a deficit).

Other comprehensive income comprises income and expense items (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 our financial position as at 30 June 2019. It outlines what we own (assets) and what we owe (liabilities). Our net worth (net assets or equity) equals total assets minus total liabilities — the larger the net equity, the stronger the financial position. Our financial position at 30 June 2019 is sound, reflecting our commitment to financial and infrastructure sustainability.

See the elements of the Balance Sheet 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 us. Net current assets are more commonly known as working capital. The figure equals current assets minus current liabilities and it determines whether we can meet our short-term commitments.

A non-current asset is not expected to be used or turned into cash in an operating cycle. These include items such as roads, drains, buildings, artwork, furniture, fixtures and fittings, vehicles and equipment.

Current and non-current liabilities

1. Trade and other payables are those to whom we owe money.
2. There are provisions for employee benefits, including annual leave, long-service leave and sick leave. There is also provision for environmental rehabilitation of the Clayton Regional Landfill.
3. Trust monies are funds that we hold in trust.
4. Interest-bearing liabilities include borrowings and leases.

Net assets

This is 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. It comprises the following:

- asset revaluation reserve, which is the difference between the previously recorded value of our assets and their latest valuations;
- transfers from the asset replacement reserve during the financial year, reflecting funding for eligible open space capital works projects; and
- accumulated surplus, which is the value of surpluses/profits accumulated over time.

Statement of Changes in Equity

The Statement of Changes in Equity summarises the change in our real worth throughout the financial year. It shows the changes for each of the amounts under the net assets section of the Balance Sheet. Our net worth can change due to a surplus or deficit as recorded in the Comprehensive Income Statement; or an increase in the net value of non-current assets resulting from their revaluation.

Statement of Cash Flows

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

We generate and use cash in three main areas of activity:

(1) Cash flows from operating activities — cash used or generated in our normal service delivery functions, and receipts of monies held in trust.

(2) Cash flows from investing activities — cash used or generated by enhancing or creating infrastructure and other assets. Activities also include the acquisition and sale of other assets, such as vehicles, property, equipment etc.

(3) Cash flows from financing activities — cash used or generated by financing our functions. This includes loans from financial institutions, advancing of repayable loans to other organisations, loan repayments, and leases.

Statement of Capital Works

This Statement sets out all capital expenditure related to non-current assets. It also shows how much capital works expenditure was for expanding, renewing or upgrading our asset base. This is important because each category has a different impact on our future costs. The distinction between expenditure on new assets, asset renewal, upgrade and expansion is as follows:

- **Asset renewal expenditure** — expenditure on an existing asset that returns the service potential or the asset's life up to which it had originally. It is required periodically and is relatively large in material value, compared with the value of the components or sub-components of the asset. Because it reinstates existing service potential, it has no impact on revenue. However, it may reduce future operating and maintenance expenditure if it's completed at the optimum time.
- **Asset upgrade expenditure** — expenditure that enhances an existing asset to provide higher service or expenditure, increasing the life of the asset beyond which it had originally. It is discretionary and often doesn't result in additional revenue unless direct user charges apply. It will increase operating and maintenance expenditure in the future because of the increase in our asset base.
- **Asset expansion expenditure** — expenditure that extends an existing asset to a new user group, at the same standard enjoyed by residents. It is discretionary expenditure that increases future operating and maintenance costs because it increases our asset base. It may be associated with additional revenue from the new user group.
- **Asset new expenditure** — this results in creating or acquiring a new asset.

Notes to the Financial Report

The notes to the *Financial Report* add meaning to the figures in the four main statements. You should read them in conjunction with the statements to get a clearer picture of our finances. The notes give the details behind the statements' summary line items, showing what each accumulated amount consist of.

The notes outline the rules and assumptions used to prepare the Financial Statements. They advise of any changes to the Australian Accounting Standards, policy or legislation that may affect the preparation of statements and disclose information that cannot be incorporated into the statements.

Notes are particularly useful if 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 us.

Performance Statement

We must prepare and include a Performance Statement within the *Annual Report*. The Statement includes results of the prescribed sustainable capacity, service performance and financial performance indicators and measures. It also describes the municipal district and explains the material variations in the results. The Statement meets the requirements of the *Local Government Act 1989* and Local Government (Planning and Reporting) Regulations 2014.

Certifications

Each statement is certified by two Councillors. The *Financial Report* and Performance Statement are also certified by our Chief Executive Officer and Principal Accounting Officer (in our case, the Chief Financial Officer). The Councillors and the Chief Executive Officer must make certifications stating, in their opinion, that the statements are fair, correct and not misleading. The Principal Accounting Officer must make a separate certification stating, in their opinion, whether the statements met all statutory and professional reporting requirements.

Auditor-General's reports

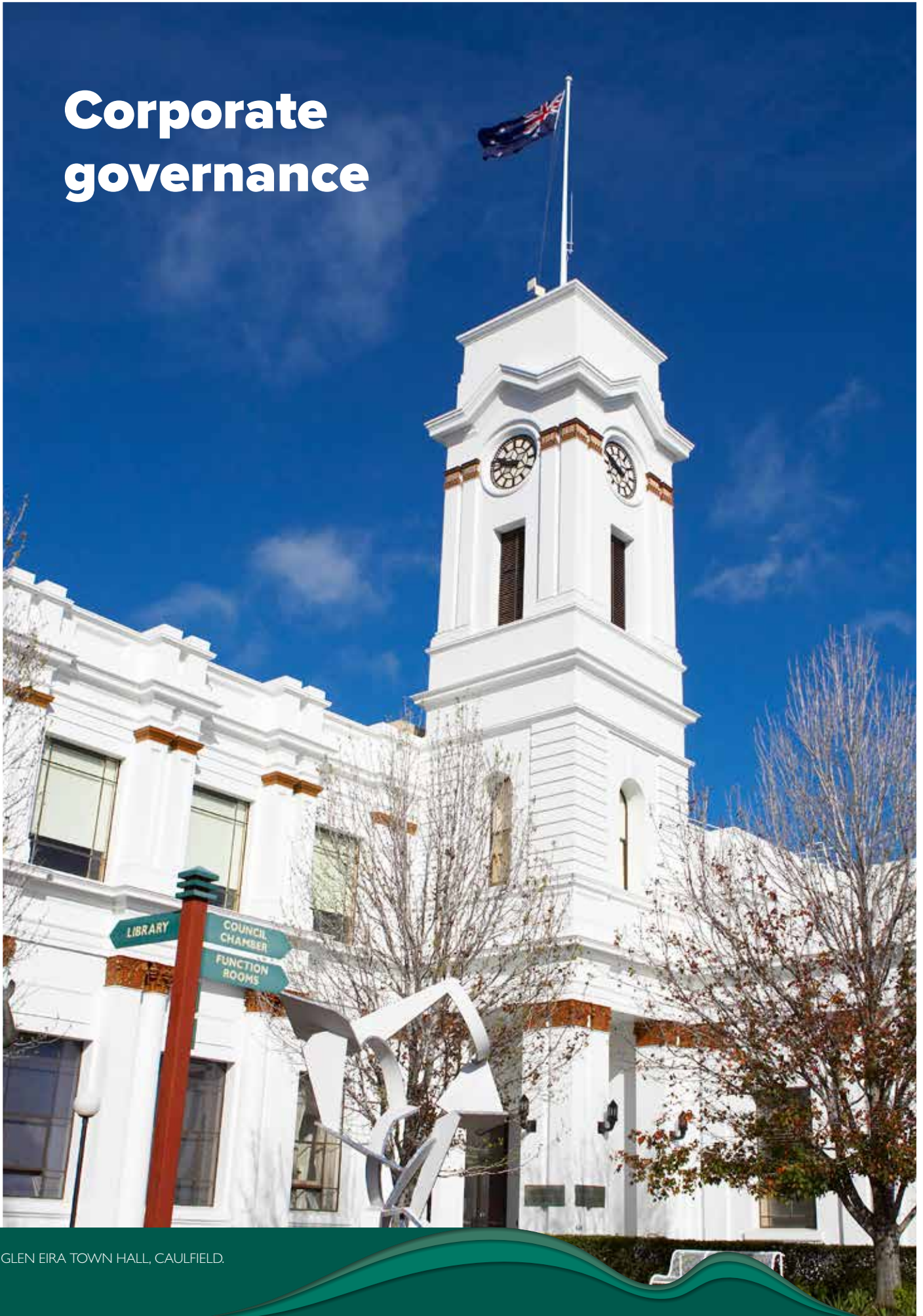
The Auditor-General's audit reports provide an external and independent opinion on the *Financial Report* and Performance Statement. They cover the statutory and professional requirements, and the fairness aspects of the statements. They also advise if there are any issues of concern. In this *Annual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

2018–19 Financial Report

Financial Statements and Performance Statement
for the year ended 30 June 2019

See Appendix one, page 159.

Corporate governance



GLEN EIRA TOWN HALL, CAULFIELD.

Our role

Our origins and service to the community date back to 1857 with the establishment of the Caulfield District Roads Board. We have a range of powers and obligations, which are set out in the *Local Government Act 1989* (the Act).

The *Constitution Act 1975* states that Local Government consists 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.

Under the Act, the primary objective of councils is to work to achieve the best outcomes for the community, having regard to the long-term effects of their decisions.

We govern for and on behalf of the community. Our role includes:

- being a representative government by considering the diverse needs of the community in decision-making;
- providing leadership by establishing strategic objectives and monitoring their achievement;
- maintaining our viability by managing resources responsibly and accountably;
- advocating local community interests to other communities and governments;
- acting as a responsible partner in government by considering the needs of other communities; and
- promoting community cohesion and encouraging active participation in civic life.

We're responsible for setting our strategic direction, establishing and guiding policies, setting service delivery standards and monitoring our performance.

Our nine Councillors are elected to represent all residents and ratepayers in the municipality.

Their roles and functions include:

- strategic planning for the municipality and a sustainable future;
- representing the local community in their decision-making;
- advocating on a range of issues;
- co-ordinating with government, the private sector and non-government and community sectors;
- stewardship of community assets; and
- facilitating community participation.

Delegations

Not all decisions are made at Council Meetings. Most operational decisions are delegated to the Chief Executive Officer (CEO) who, in turn, may delegate them to other staff. This ensures that we carry out our activities effectively and efficiently. The CEO has statutory responsibility for managing our day-to-day operations. Staff can only make decisions under delegation in accordance with our policies.

Democratic governance

Electoral representation

Glen Eira consists of three wards — Camden, Rosstown and Tucker — each of which has three Councillors. There are currently more than 34,000 voters in each ward.

The Victorian Electoral Commission must 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. The new boundary took effect for the 2012 Council elections.

The last general election was held on 22 October 2016. Victorian councils held general elections on that date for a four-year term.

We conducted our election with postal voting in accordance with our resolution on 2 February 2016. The Victorian Electoral Commission conducted the election.

Council's strategies, plans and policies 2018–2019

The aspirations of Councillors and community are for a City that is liveable, accessible, safe, sustainable and engaged. We develop strategies and plans through our engagement with community members and Council Committees to assist us in reaching these goals. Our *Action Plans* map out our work to be achieved through the endorsed strategies and plans.

The following are our endorsed strategies and plans, adopted *Action Plans* and approved policies and declarations throughout 2018–19.

Glen Eira Family Violence Prevention Action Plan 2018–2019 — adopted 24 July 2018

Family Violence Prevention in the Community Policy — adopted 24 July 2018

Statement of Commitment on Affordable Housing — endorsed 4 September 2018

Refugee Welcome Zone Declaration — signed 4 September 2018

Glen Eira Environmental Sustainability Action Plan 2018–19 — endorsed 26 September 2018

State and federal elections (Councillor Candidature) Policy — approved 26 September 2018

Glen Eira Reconciliation Action Plan (RAP) 2018–2020 Innovate — adopted 16 October 2018

Glen Eira Planning Scheme Review 2018 work plan — adopted 16 October 2018

Amended *Glen Eira Road Management Plan* — adopted 16 October 2018

Glen Eira Municipal Public Health and Wellbeing Plan Action Plan 2018–2020 — adopted 16 October 2018

Annual Report 2017–18 — adopted 16 October 2018

East Village Structure Plan 2018–2031 — adopted 23 October 2018

Cultural Precinct Plan — endorsed 27 November 2018

Glen Eira Tennis Strategy — adopted 27 November 2018

Revised *Elster Creek Catchment Action Plan 2018* — endorsed 27 November 2018

Revision to the *Bentleigh Structure Plan 2018–2031* — adopted 18 December 2018

Revision to the *Carnegie Structure Plan 2018–2031* — adopted 18 December 2018

Revision to the Quality Design Guidelines — Residential Areas — adopted 18 December 2018

Revision to the Quality Design Guidelines — Commercial and Mixed Use Areas — adopted 18 December 2018

Glen Eira Risk Management Framework and Risk Management Policy — approved 5 February 2019

Fees for Community Care Services Policy — approved 26 February 2019

Reviews for In Home Support Services Policy — approved 26 February 2019

Assessment for In Home Support Services Policy — approved 26 February 2019

Volunteer Recognition Policy — approved 26 February 2019

Community Grants Policy — approved 26 February 2019

Disability Support Policy — approved 26 February 2019

Senior Citizen Centres Policy — approved 26 February 2019

Reconciliation Policy — approved 26 February 2019

Glen Eira Outer Circle Railway Linear Park Management Plan — adopted 19 March 2019

Living Melbourne: Our Metropolitan Urban Forest Strategy — endorsed 2 May 2019 (meeting reconvened from 30 April 2019)

Glen Eira Rooming House Strategy — endorsed 21 May 2019

Victorian Local Government Women's Charter — endorsed 21 May 2019

Glen Eira Youth Strategy 2019–2023 — endorsed 11 June 2019

Glen Eira Youth Strategy Action Plan 2019–2020 — endorsed 11 June 2019

Glen Eira Volunteer Framework and Action Plan 2019–2022 — endorsed 11 June 2019

Procurement Policy — approved 11 June 2019

Lord Reserve and Koornang Park Masterplan — adopted 25 June 2019

Glen Eira City Council 2019–20 Budget — adopted 25 June 2019

Glen Eira Council and Community Plan Commitments 2019–20 — adopted 25 June 2019

Glen Eira City Council Strategic Resource Plan 2019–20 to 2028–29 — adopted 25 June 2019

For more information, visit the [Policies, strategies and plans page](#) on our website.

Our engagement with our community

We are committed to governing the City of Glen Eira in a democratic, open and responsible manner in the best interests of the community. We appreciate the only way to genuinely understand and address community issues is through meaningful consultation that allows for two-way feedback and positive discussion. The endorsement of our *Community Engagement Strategy 2018–2021* demonstrates how we actively engage the local community through best practice consultation methods. The *Strategy* is available online at www.gleneira.vic.gov.au

We perform engagement when there is:

- significant change to services and facilities, such as the redevelopment of a local park;
- changes to the existing amenity or characteristics of an area, such as safe cycling routes;
- a change in strategic direction, such as the *Council and Community Plan*;
- considerable budget implications, such as the redevelopment of a library;
- controversial or sensitive matters, such as an environmental issue; and
- key emerging issues, such as community gardening.

Tools we use to engage with the community and encourage participation include:

- *Community Voice*: an online consultation group made up of a representative sample of almost 550 residents who agree to be consulted about key projects, issues and topics on a regular basis. Throughout 2018–19, *Community Voice* members participated in four surveys and two quick polls.
- *Have Your Say*: A community online portal where community members can contribute ideas, provide feedback and exchange views with others on key decisions and priorities in Glen Eira. Each project page can contain key dates, questions, discussions, documents, photos and relevant project information.
- Community meetings, workshops, telephone and paper-based surveys, questionnaires, focus groups and one-one-one personal interviews.

Community engagement activities and how to provide feedback on them are advertised through our monthly newspaper *Glen Eira News*, newspaper advertisements, *Community Engagement* e-newsletters, other Council e-newsletters, our website, brochures, social media and letters.

We undertook the following 54 community engagement activities in 2018–19.

We had 11,120 responses to consultations and Community Voice surveys and polls.

Our 54 community engagements were around the following topics:

Draft Council Leasing and Licensing Policy 2019
Bentleigh Eat Street, Bentleigh shopping centre — design proposal
Bentleigh Plaza, Bentleigh — redesign proposal
Coatesville Primary School — Safe School Zone Pilot project
Elsternwick Urban Renewal South Masterplan — stage one consultation
Elsternwick Urban Renewal South Masterplan — stage two place analysis report
Glen Huntly Structure Plan — stage one
Leaf Lane, Carnegie — feedback competition
Public transport gap analysis and advocacy — reference document
Safe Cycling Corridor Pilot project
Brightening Bentleigh laneway
Community shed at Moorleigh Village, Bentleigh East
A Community Vision for Glen Eira — co-design engagement
Draft Glen Eira Rooming House Strategy
Reconciliation Action Plan
Social and Affordable Housing Strategy — stage one consultation
Together We Stand — declaration consultation
Draft Glen Eira Youth Strategy 2019–2023
Draft 2019–20 Annual Budget and Council and Community Plan Commitments
Glen Eira News format and design survey
Exploring Volunteerism in Glen Eira — stage one
Draft Glen Eira Volunteer Framework and Action Plan — stage two
Glen Eira Leisure annual members' survey
Glen Eira Leisure customer feedback submissions
Glen Eira Leisure cycle member survey
Glen Eira Leisure health and wellbeing member survey
Bentleigh Library and Youth Hub upgrade
Community Voice review
Composting and worm farming workshop feedback

Draft Nature Strip Planting Guidelines

How's Your Bin? — bin collection frequency survey

New footpath installation engagement

Aileen Avenue, Caulfield South — new park proposal

Caulfield Park, Caulfield North — *Masterplan* refresh

Lord Reserve and Koornang Park Masterplan

Outer Circle Railway Linear Park Management Plan — consultation

Rosanna Street Reserve, Carnegie — stage two design

Tennis Strategy

A'Beckett Street, St Kilda East — parking restrictions

Allison Road, Elsternwick — street sweeping parking conditions

Bent Street, Bentleigh — parking conditions

Carlyon Street, Ormond — parking conditions

Duke Street, Caulfield South — street sweeping parking condition

Glen Eira Road, Caulfield North — parking restrictions

Hawthorn Road, Caulfield North — parking conditions

Hopetoun Street, Elsternwick — parking conditions

Huntly Street, Glen Huntly — parking restrictions

Olive Street, Caulfield South — parking conditions

Payne Street, Caulfield North — street sweeping parking conditions

Leaburn Avenue; Dorgan Street; Kent Grove; and Testar Grove, Caulfield North — proposed turn prohibitions

Railway Parade, Murrumbeena — parking conditions

Seymour Road, Elsternwick — street sweeping parking conditions

Sinclair Street, Elsternwick — parking conditions

Vickery Street, Bentleigh — parking conditions

Community Voice online surveys and polls conducted in 2018–19.

Online survey conducted 22 August–5 September 2018

456 members

262 responses

Topics in questionnaire: neighbourhood connections and safety; affordable housing in Glen Eira; Council's health and wellbeing activities; recognising Glen Eira's volunteers; and following up on the implementation of the food waste recycling service.

Online quick poll conducted 25 October–8 November 2018

Members: 455

Respondents: 95

Topic: Creating a community for all-abilities. We polled Community Voice members on which three of the following project initiatives they wanted us to support. Here is how they ranked the projects:

1. supporting jobseekers with disabilities to find employment (56 votes);

2. supporting parents and carers (50 votes);
3. supporting people with disabilities with advocacy and understanding the NDIS (40 votes);
4. getting fit, active and joining local sports clubs (34 votes);
5. volunteering and being valued for giving back to the community (34 votes);
6. educating the community about disability awareness (28 votes);
7. improving access to businesses in our local community (26 votes); and
8. creating a strong support network (15 votes).

Online survey conducted 22 November–10 December 2018

472 members

171 responses

Topics in questionnaire: Council's Urban Planning service; Council's *Reconciliation Action Plan*; community buildings in Glen Eira; and supporting volunteers in Glen Eira.

Online survey conducted 21 February–11 March 2019

515 members

249 responses

Topics in questionnaire: ideas to refine Community Voice; trialling a pedestrian safe approach near schools; bin collection frequency consultation; Council's *Local Economy Action Plan* consultation; and Community Voice members' household demographics.

Online survey conducted 23 April–7 May 2019

529 members

257 responses

Topics in questionnaire: parks, reserves and open spaces in Glen Eira; meeting the needs of dog owners and non-dog owners in Glen Eira's parks; and Council's *Active Parks Program*.

Online quick poll conducted 24 June–8 July 2019

Members: 549

Respondents: 224

Topic: We polled Community Voice members on what they would like to access via a new My Council portal. The portal would be a secure way for individual residents to access information about Council services online, using one login and password. Respondents said that the information they would like to most see on such a portal would be: pet registration details; residential and parking permit information; newsletter subscriptions; and permit applications that have been made.

See [Giving a voice to the Glen Eira Community](#) page 40.

Glen Eira City Council

significant media coverage

2018–19

We regularly appear in local media and work closely with local media outlets to ensure residents are up-to-date with the latest Council news. During 2018–19, we sent out 91 media releases highlighting the diversity of Council services, including community grants, community consultations and initiatives. Below is a list of significant media coverage we received across local and mainstream media in 2018–19.

February 2019

Temporary closure of Victoria's largest recycling processor SKM, forces half of Victorian councils to send recycling to landfill.

Council considered the media coverage to be relatively comprehensive, taking into account a number of contributing and associated factors. Some reports lacked accuracy in terms of which councils continued to be affected, and the tone of some reports may have incorrectly provided the impression all Victorian councils were sending recycling to landfill.

As a result of the coverage Council provided ongoing communications that it is important for the community to continue recycling and avoid contaminating our recycling bins. Messages were communicated via Council's website, social media, and media releases. We had to contact some media outlets to ask that reports be updated to accurately reflect that Glen Eira is processing its kerbside recyclables with an alternative provider, Polytrade.

March 2019

Glen Eira City Council announced its intention to sell its residential aged care facilities — Rosstown in Carnegie; Spurway in Murrumbeena; and Warrawee in Bentleigh East.

Council considered that the media coverage was fair and balanced particularly as the sale of aged care facilities is a difficult issue for residents their families and staff.

As a result of the coverage Council increased the extent of its communication to continue to reassure stakeholders that Council was aware of the importance of selecting a quality provider to operate the services into the future.

May 2019

Victorian Ombudsman investigating review process for parking infringements issued by Victorian councils.

Council was one of a number of metropolitan councils named as subject to the Ombudsman's investigation. While the reporting failed to recognise the complex nuances of the legal context, it was reasonably balanced and only featured across a period of one to two weeks.

As a result of the coverage Council prepared a response that was published on our website and initiated some consistent messaging to use in response to individual enquiries arising from the coverage. The outcome of the investigation will not be known for some time, however Council will be aware of the findings before they are made public, providing the opportunity to develop a planned media response.

June 2019

Proposal to move the Caulfield Toy Library from its current location as part of the Lord Reserve and Koornang Park Masterplan.

The coverage began with a social media post and gained momentum in traditional media channels from there.

Council viewed the coverage as negative and damaging to its reputation and was concerned because it highlighted that we had neglected to consult with one of our stakeholders on a key issue.

As a result of the coverage Council officers and the Mayor met with the Toy Library Committee members to understand their concerns.

At the time of the articles in the media, no decision had yet been made by Council.

Subsequently the *Lord Reserve and Koornang Park Draft Masterplan* was amended to retain the existing Toy Library, which was endorsed by Council.

July 2019

Kiss and Go parking — concerns over enforcement and safety issues in these zones around schools.

Initially Council viewed these stories as one-sided but subsequent stories capturing the views of the schools provided better balance.

The coverage strengthened the important relationship between Council and school communities.

Council Meetings

Council Meetings are open and advertised to the public. Ordinary Council Meetings are generally held on Tuesday evenings, every three weeks.

We occasionally call Special Council Meetings to consider specific matters. Ordinary and Special Meetings are live streamed online to provide you with an opportunity to view the debate and decision-making process. Recordings are then archived so they can be watched at your convenience. For further information, visit our [Watch a meeting online page on our website](#).

Meetings must comply with the Meetings Procedure provisions of our Local Law 2009. Staff members independently prepare reports for the agenda, which include a recommendation.

Councillors must disclose any direct or indirect conflict of interest on any item discussed at a Council Meeting. If there's a conflict of interest, the Councillor cannot be present for the discussion or voting.

Time is available during Ordinary Meetings for you to address the meeting, under clause 230 of the Local Law, Public Participation. You can also submit questions, under clause 232 Public Questions to Council.

Councillor attendance at Council Meetings July 2018–June 2019

This table shows how many meetings each Councillor attended between July 2018– June 2019.

During this time, there were 16 Ordinary Meetings and six Special Meetings.

During the year, Cr Nina Taylor resigned from her position as Councillor effective 12 December 2018. Cr Anne-Marie Cade was declared elected on 10 January 2019 due to the extraordinary vacancy caused by Cr Nina Taylor.

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	13 (16)	5 (6)	1 July 2018–30 June 2019
Cr Anne-Marie Cade	7 (7)	4 (4)	10 January 2019–30 June 2019
Cr Clare Davey	15 (16)	6 (6)	1 July 2018–30 June 2019
Cr Mary Delahunty	14 (16)	5 (6)	1 July 2018–30 June 2019
Cr Margaret Esakoff	12 (16)	5 (6)	1 July 2018–30 June 2019
Cr Jamie Hyams	16 (16)	6 (6)	1 July 2018–30 June 2019
Cr Jim Magee	15 (16)	5 (6)	1 July 2018–30 June 2019
Cr Joel Silver	14 (16)	6 (6)	1 July 2018–30 June 2019
Cr Dan Sztrajt	12 (16)	6 (6)	1 July 2018–30 June 2019
Cr Nina Taylor	6 (8)	1 (2)	1 July 2018–12 December 2018

Election of Mayor and Deputy Mayor

We elect our Mayor and Deputy Mayor for one-year terms. On 31 October 2018, Tucker Ward Councillor Jamie Hyams was elected Mayor and Camden Ward Councillor Joel Silver was elected Deputy Mayor.

Even though the Mayor has no more authority than other Councillors, the position includes the duties of community leader and Council spokesperson. The Mayor performs an important leadership, social and ceremonial function, and chairs our Council Meetings.

Councillors' Code of Conduct

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

Its purpose is to help our Councillors meet their responsibilities. It sets a range of standards to ensure their conduct is legal, ethical and appropriate at all times.

The *Code of Conduct* states that the conduct of our elected representatives directly affects our performance and community wellbeing. Therefore, the community is entitled to expect that:

- we conduct business with efficiency, impartiality and integrity;
- our Councillors obey the spirit and letter of the law, in particular the provisions of relevant statutes, regulations, local laws and instruments; and
- responsibility to the community always takes absolute priority over Councillors' private interests.

Councillors sign a written agreement to obey the *Code of Conduct* when they take the Oath of Office at the start of their term and each time the *Code* is reviewed.

Councillors' remuneration and support

The Minister for Local Government reviews the Mayoral and Councillor allowances annually. Our allowances depend on a predetermined State Government category, which looks at criteria like our size and revenue. We became a 'Category 3' council in November 2008.

Our current allowances (effective from 1 December 2018) are \$30,827 plus 9.5 per cent superannuation for Councillors and \$98,465 plus 9.5 per cent superannuation for the Mayor. Allowances are fully taxable.

Our Mayor and Councillors get support from a secretariat, which processes community correspondence, co-ordinates meetings and supports Mayoral and civic functions.

Councillors are provided with a printer, a mobile phone, and a tablet or iPad. They can also use our facilities at Glen Eira Town Hall, including office equipment and a library. The Mayor gets an office, computer and phone at Town Hall. Our Civic Support and Expenses Policy governs the use of our facilities.

Councillor expenses

Under Section 75 of the *Local Government Act 1989*, we must reimburse Councillors for expenses they incur while performing their duties. We must also adopt and maintain a policy for reimbursing Councillor expenses. This provides guidance for the types of expenses we must reimburse and for the resources that allow the Mayor and Councillors to perform their duties.

We publish expense details in our *Annual Report*, including reimbursements we paid to Councillors and members of our committees.

The 2018–19 details are set out in the following table:

Schedule of Councillor allowances and expenses 1 July 2018–30 June 2019*

COUNCILLOR	COUNCILLOR ALLOWANCES	CONFERENCES, FUNCTIONS AND TRAINING	TRAVEL	COMMUNICATION	CHILD CARE AND CARER EXPENSES	TOTAL EXPENSES
Cr Tony Athanasopoulos Mayor 2018	\$57,683	\$2,3018	\$214	\$990	—	\$61,220
Cr Anne-Marie Cade	\$16,061	\$385	—	\$111	—	\$16,557
Cr Clare Davey	\$33,479	—	—	\$353	—	\$33,832
Cr Mary Delahunty	\$33,479	—	—	\$619	\$3,035	\$37,133
Cr Margaret Esakoff	\$33,479	\$195	—	\$2,839**	—	\$36,513
Cr Jamie Hyams Mayor 2019 Deputy Mayor 2018	\$82,734	\$1,525	\$39	\$2,472**	—	\$86,770
Cr Joel Silver Deputy Mayor 2019	\$33,479	—	—	\$1,569**	—	\$35,048
Cr Dan Sztrajt	\$33,479	—	—	\$359	\$279	\$34,117
Cr Jim Magee	\$33,479	\$1,295	\$126	\$410	—	\$35,310
Cr Nina Taylor	\$13,237	—	—	\$270	—	\$13,507
CATEGORY TOTAL	\$370,589	\$5,663	\$379	\$9,878	\$3,314	\$390,007

*No car mileage expenses were received

**Includes costs for provision of an iPhone or an iPad.

Expenses definitions

1. Conferences, functions and training

This category covers registration fees for local conferences, functions, seminars and one-off or short-term training courses. They are usually held by Local Government organisations and professional bodies or institutions, in areas that impact on the role of Councillors and the City. Any conference, seminar, function or training that is likely to cost more than \$750 must be approved by Council resolution.

2. Travel

This category covers Councillors' transport costs to attend meetings, functions and other commitments within and outside the municipality. This includes taxis, reimbursement for using private vehicles for Council business and car parking fees and permits, as described in the Councillor Civic Support and Expense Policy.

3. Communication

This category covers Councillors' communication costs, to ensure they're accessible and can contact residents, stakeholders, Councillors and Council officers while conducting Council business. This includes costs associated with use of mobile phones, tablets or iPads.

4. Child care and carers

We reimburse reasonable expenses for child care and carers so Councillors can carry out their duties. These include Council Meetings, assemblies of Councillors, meetings with community groups or organisations and property inspections.

Councillor membership of committees

We operate several committees that make decisions under our delegation (Special Committees) or offer advice and recommendations to Council on specific issues (Advisory Committees). We're also represented on external bodies that serve the community. We regularly review Councillor membership on committees.

Special Committees

We have no Special Committees at present.

Advisory Committees

The following Advisory Committees and representations are in place.

Arts and Culture Advisory Committee

(new membership as of 5 February 2019)

Role: to make recommendations for Arts and Culture programs.

Current composition: Cr Margaret Esakoff, Cr Mary Delahunty, Cr Jamie Hyams and Cr Anne-Marie Cade

Number of meetings held during 2018–19: 7

Audit and Risk Committee

(new membership as of 5 February 2019)

Role: to report to us and give advice and recommendations on issues that are relevant to our *Charter*. This will facilitate our decision-making and help us carry out our responsibilities.

Current composition: Cr Jim Magee, Cr Mary Delahunty with Cr Jamie Hyams and Cr Tony Athanasopoulos as substitutes

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

Number of meetings held during 2018–19: 4

Our Audit and Risk Committee comprises three independent representatives who receive the following remuneration:

Lisa Woolmer (Chair)	\$7,862
Dr Craig Nisbet	\$6,725
Craig Geddes	\$6,725

CEO Employment Matters Committee

(membership as of 5 February 2019)

Role: to make recommendations on contracts, appointments, remuneration, conditions or extensions of appointments relating to the CEO or acting CEO. The committee also conducts performance reviews of the CEO.

Current composition: All Councillors

Number of meetings held during 2018–19: 2

Citizen of the Year Advisory Committee

(new membership as of 5 February 2019)

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

Current Composition: Cr Clare Davey, Cr Jim Magee and Cr Anne-Marie Cade

Independent representatives (appointed by Council on 16 October 2018): Cherylyn Skewes and Ian Butcher

Number of meetings held during 2018–19: 1

Community Engagement Advisory Committee

(new membership as of 5 February 2019)

Role: to make recommendations about how we consult with residents, ratepayers and other stakeholders, ensuring maximum participation, communication and value to the community.

Current composition: Cr Anne-Marie Cade, Cr Mary Delahunty and Cr Jim Magee

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

Number of meetings held during 2018–19: 3

Community Grants Advisory Committee

(new membership as of 5 February 2019)

Role: to support and help not-for-profit community-based groups to meet community priorities and to strengthen our community. To also make recommendations about the suitability and distribution of community grant funding, with respect to applications and agreements.

Current composition: Cr Jim Magee, Cr Margaret Esakoff and Cr Joel Silver

Number of meetings held during 2018–19: 7

Elsternwick Cultural Precinct Advisory Committee

(established 26 February 2019)

Role: To ensure an integrated and collaborative approach to the design of the Elsternwick Cultural Precinct, Selwyn Street and the Memorial Structure for Holocaust Survivors.

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

Independent representatives: Jewish Holocaust Centre representative; Kadimah Jewish Cultural Centre and National Library representative; Jewish Museum of Australia representative; Sholem Aleichem College representative; Classic Cinema representative; The Community Security Group Victoria representative; an arts sector representative; Professor, Fine Arts, Monash University Callum Morton; Woolworths representative; 19 Selwyn Street representative; Elsternwick Traders Association representative.

Number of meetings held during 2018–19: 1

Local Laws Advisory Committee

(new membership as of 5 February 2019)

Role: to provide a forum for investigation and recommendations concerning current and potential Local Laws and associated issues.

Current composition: Cr Joel Silver, Cr Jim Magee, Cr Mary Delahunty and Cr Anne-Marie Cade

Number of meetings held during 2018–19: 2

Memorial Structure for Holocaust Survivors Project Working Group

(new membership as of 5 February 2019)

Role: to establish a project working group to develop a brief, detailing the memorial structure/public artwork and inviting suitably qualified artists to respond.

Composition: Cr Joel Silver, Cr Dan Sztrajt and Cr Jim Magee

Number of meetings held during 2018–19: 2

Advisory Committee disbanded 26 February 2019 and established as a working group as part of the new Elsternwick Cultural Precinct Advisory Committee.

Recreation and Leisure Advisory Committee

(new membership as of 5 February 2019)

Role: to provide advice and make recommendations about open space, recreation and leisure activities. This includes a review and consideration of current and future needs for recreation and leisure facilities, open space and unstructured recreation. The committee will respond to strategic opportunities and review the policy and strategy.

Current composition: Cr Joel Silver, Cr Mary Delahunty, Cr Jamie Hyams and Cr Tony Athanasopoulos

Number of meetings held during 2018–19: 4

Strategic Transport Advisory Committee

(new membership as of 5 February 2019)

Role: to provide advice and make recommendations about strategic transport planning. This includes the development of an *Integrated Transport Strategy*, knowledge of emerging transport initiatives, ideas for urban design initiatives, advice on significant State Government projects, and advice on our advocacy and recommendations on policy issues where appropriate.

Current composition: Cr Tony Athanasopoulos, Cr Clare Davey and Cr Anne-Marie Cade

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

Number of meetings held during 2018–19: 2

Sustainability Advisory Committee

(new membership as of 5 February 2019 — Councillors and 1 May 2018 — independent representatives)

Role: to make recommendations about environmental sustainability. This includes sustainability advocacy on behalf of the community, responding to strategic Council and/or sector issues and opportunities and policy development.

Current composition: Cr Clare Davey, Cr Dan Sztrajt and Cr Tony Athanasopoulos

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

Number of meetings held during 2018–19: 2

Other committees with Councillor representatives

Municipal Association of Victoria

Delegate: Cr Jim Magee

Substitute: Cr Margaret Esakoff

Metropolitan Transport Forum

Representative: Cr Jim Magee

Substitute: Cr Tony Athanasopoulos

Metropolitan Local Government Waste Forum

Delegate: Cr Mary Delahunty

Substitute: Cr Clare Davey

Compliance

Local Law

On 24 November 2009, after extensive consultation and review, we resolved to adopt the Glen Eira City Council Local Law 2009. It came into effect on 25 November 2009. The Local Law prohibits, regulates and controls certain activities, practices and behaviours, ensuring that we maintain neighbourhood amenity and protect Council and public assets. It also ensures that residents are protected from nuisance and that personal 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, adjournments and time limits, public participation and standards of behaviour.

Permits required — outlines activities that require a Council permit. This includes fires; temporary dwellings; industrial waste bins on public land; advertising signs; goods displays; proposed road works; and the keeping of certain animals.

Prohibited — lists what is prohibited outright. This includes excessive overhanging trees and shrubs; inappropriate behaviour on public land; animal litter; dangerous and unsightly land; fire hazards; incinerators on residential property; and properties without numbers.

Parking schemes — regulates residential parking schemes and permits, and ticketed parking areas. It also sets out how to apply for permits and our enforcement against breaches.

On 26 April 2016, we resolved to give notice of our intention to amend several clauses of the Local Law. We also gave notice of the proposed amendments and invited submissions by 1 July 2016. We considered the submissions and resolved to amend the Local Law on 19 July 2016.

You can download the [Local Law 2009](#) from our website and inspect or get copies at our Service Centre.

The Local Law expires on 24 November 2019. We have produced draft local laws and a full Community Impact Statement, which have been released to community for comment to enable the new Local Law to be passed before the expiry date.

Documents and other information available for public inspection

You can access a range of documents and publications on [our website](#). These include the *Council and Community Plan*, *Annual Reports*, annual budgets, the Local Law and Council-adopted policies and strategies.

You can also inspect certain documents and information in accordance with the *Local Government Act 1989* (the Act) and Local Government (General) Regulations 2015.

Documents available for public inspection include:

- Details of overseas or interstate travel (except interstate travel by land for less than three days) that Councillors or any of our staff members took in an official capacity in the last 12 months. This includes the names of Councillors or our staff members and the date, destination, purpose and total cost.
- A register of the interests of Councillors, members of special committees and nominated officers, consisting of the last three returns that they had to submit.

- Agendas for and minutes of Ordinary and Special Meetings held in the last 12 months kept under Section 93 of the Act. This does not include minutes relating to parts of meetings that were closed to the public under Section 89.
- A register of delegations kept under Sections 87(1) and 98(4) of the Act, including the date that the last review under Section 86(6) and 98(6) of the Act took place;
- Details of all leases involving land that we entered into as the lessor, including the lessee and the terms and value of the lease.
- A register of authorised officers appointed under Section 224(1A) of the Act.
- A list of donations and grants that we made in the last 12 months, including the names of persons or bodies that received donations or grants and the amount for each.
- Copies of election campaign donation returns.

We keep a statement setting out the types of documents we hold, what we do and how you can access information about us. [This statement is available on our website.](#)

Freedom of Information

If documents aren't available for public inspection or on our website, you can seek access to them under the *Freedom of Information Act 1982 (FOI Act)*. The *FOI Act* gives the public the right to seek access to all of our documents.

There are a number of exceptions and exemptions to this right, in order to protect public interests and the private and business affairs of community members.

Our documents may be available outside the Freedom of Information process.

If you have a question about access to documents, please speak to our Freedom of Information officer first.

Freedom of Information requests

You can request documents under the *FOI Act* online or in writing. Please send written requests via email to foi@gleneira.vic.gov.au (marked for the attention of our Freedom of Information officer), or via mail to:

Freedom of Information Officer
Glen Eira City Council
PO Box 42
Caulfield South Vic 3162

Your request must specify the document you need or, if you're unable to do so, give us enough detail to allow us to find the document. It should indicate what access you need (eg. view the original document under supervision or get copies) and include your name, address and phone number.

You must also include the prescribed fee with your application. Other charges may also apply under the Freedom of Information (Access Charges) Regulations 2014. Information about making an application is available on [our website](#).

Freedom of Information requests received 2014–15 to 2018–19

DETAILS	2014–15	2015–16	2016–17	2017–18	2018–19
Total number of new requests	41	28	27	51*	45
Requests determined not to be <i>Freedom of Information Act</i> requests	1	1	2	9	8
Access granted in full	0	0	5	11	10
Access granted in part	25	16	8	12	6
Other	5	1	1	7	11**
Access denied in full	0	3	7	4	1
Requests still under consideration***	7	5	2	4	5
Requests withdrawn	3	2	3	4	4
Number of decisions referred to the FOI Commission	2	2	4	6	1
Appeals lodged with VCAT	0	0	0	1	0

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

**The 'other' category includes: requests that did not proceed (7); requests that were transferred to other authorities (1); requests where documents did not exist (2); and requests that were determined to be a substantial and unreasonable diversion of Council resources (1).

***As at 30 June.

Protected Disclosure

The *Protected Disclosure Act 2012* (*PDA*) encourages and facilitates the disclosure of improper conduct by public officers, including our officers or Councillors. It protects people who disclose information and has a framework for investigation and rectifying action.

As required by the *PDA*, we adopted a policy and procedures for protected disclosures in August 2013. You can download a full copy of the policy and procedures from [our website](#) or get a copy from our Service Centre.

Our procedures outline how to disclose improper conduct or detrimental actions by us, our staff or our Councillors. You can make disclosures about us or our staff to our 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 go to IBAC or the Ombudsman. Councils, Councillors, our employees or the public can make disclosures.

We're committed to the *PDA*'s aims and objectives. Accordingly, we:

- do not tolerate improper or corrupt conduct by employees, officers or Councillors;
- support disclosures that reveal corrupt conduct, substantial mismanagement of public resources and 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 subject of the disclosure.

During 2018–19, we received no disclosures that we had to report to IBAC, pursuant to the provisions of the *PDA*.

IBAC report into alleged corrupt behaviour

In May 2019, IBAC released a report into alleged corrupt behaviour by a Glen Eira City Council employee. The matter was referred to IBAC in 2017. Unfortunately allegations relating to misuse of Council resources and equipment and failure to declare a conflict of interest were substantiated and have since resulted in disciplinary action. The Audit and Risk Committee was briefed and the matter is now closed.

Statutory reporting

Local Government Performance Reporting Framework

For the year ended 30 June 2019

All councils must comply with the *Local Government Performance Reporting Framework*, which sets out our reporting requirements across four areas:

- A Governance and Management Checklist of 24 items.
- A set of prescribed Service Performance Indicators, which measure our efficiency and effectiveness in a range of services.
- A set of four Sustainable Capacity Indicators, which assess our ability to meet agreed service and infrastructure needs.
- A set of 12 Financial Performance Indicators, which inform on the effectiveness of our financial management.

To compare our results against other Victorian councils, visit the [Know Your Council website](#).

LOCAL GOVERNMENT PERFORMANCE REPORTING FRAMEWORK

FOR THE YEAR ENDED 30 JUNE 2019

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 12 financial performance indicators, which aim to provide information on the effectiveness of financial management.

GOVERNANCE AND MANAGEMENT CHECKLIST		
Governance and management items	Assessment	Outcome
Community engagement policy (Policy outlining Council's commitment to engaging with the community on matters of public interest)	Policy	✓
	Date of operation of current policy	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 <i>Act</i> outlining the financial and non-financial resources required for at least the next four financial years)	Adopted in accordance with section 126 of the <i>Act</i>	✓
	Date of adoption	25/06/2019
Annual Budget (Plan under section 130 of the <i>Act</i> setting out the services to be provided and initiatives to be undertaken over the next 12 months and the funding and other resources required)	Adopted in accordance with section 130 of the <i>Act</i>	✓
	Date of adoption	25/06/2019

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: <ul style="list-style-type: none"> — <i>Asset Management Strategy</i> (25/11/2014); — <i>State of Community Assets Report</i> (17/3/2015); — <i>Roads and Laneways Asset Management Plan</i> (February 2016); — <i>Footpaths Asset Management Plan</i> (November 2014); — <i>Building Services Asset Management Plan</i> (March 2014); — <i>Stormwater Drainage Asset Management Plan</i> (November 2015); and — <i>Recreation Asset Management Plan</i> (May 2013).
Rating strategy (Strategy setting out the rating structure of Council to levy rates and charges)	Strategy	✓
	Date of operation of current <i>Strategy</i>	25/06/2019
Risk Policy (Policy outlining Council's commitment and approach to minimising the risks to Council's operations)	Policy	✓
	Date of operation of current policy	5/02/2019
Fraud Policy (Policy outlining Council's commitment and approach to minimising the risk of fraud)	Policy	✓
	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 <i>Emergency Management Act 1986</i>	✓
	Date of preparation	1/12/2018

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 purchases of goods, services and works)	Prepared and approved in accordance with section 186A of the <i>Local Government Act</i>	✓
	Date of approval	11/06/2019
Business Continuity Plan (Plan setting out the actions that will be taken to ensure key services continue to operate in the event of a disaster)	Plan	✓
	Date of operation of current Plan	30/04/2014
Disaster Recovery Plan (Plan setting out the actions that will be undertaken to recover and restore business capability in the event of a disaster)	Plan	✓
	Date of operation of current Plan	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	5/02/2019
Audit Committee (Advisory Committee of Council under section 139 of the Act whose role is to oversee the integrity of a Council's financial reporting, processes to manage risks to the Council's operations and for compliance with applicable legal, ethical, and regulatory requirements)	Established in accordance with section 139 of the Act	✓
	Date of establishment	1/03/2018
Internal audit (Independent accounting professionals engaged by the Council to provide analyses and recommendations aimed at improving Council's governance, risk and management controls)	Engaged	✓
	Date of engagement of current provider	21/09/2015
Performance Reporting Framework (A set of indicators measuring financial and non-financial performance, including the performance indicators referred to in section 131 of the Act)	Framework	✓
	Date of operation of current Framework	30/06/2019

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 the first six months of the financial year)	Report	✓
	Date of operation of current report	To Council every quarter: 4/09/2018; 27/11/2018; 26/02/2019 and 21/05/2019
Financial reporting (Quarterly statements to Council under section 138 of the <i>Act</i> comparing budgeted revenue and expenditure with actual revenue and expenditure)	Statements presented to Council in accordance with section 138(1) of the <i>Act</i>	✓
	Dates statements presented	Financial reporting to Council is performed monthly until year-end; Dates statements presented to Council: 4/09/2018; 16/10/2018; 7/11/2018; 27/11/2018; 18/12/2018; 5/02/2019; 26/02/2019; 9/04/2019; 21/05/2019 and 11/06/2019.
Risk reporting (Six-monthly reports of strategic risks to Council's operations, their likelihood and consequences of occurring and risk minimisation strategies)	Reports	✓
	Date of reports	To Audit Committee every quarter: 17/08/2018; 23/11/2018; 1/03/2019 and 24/05/2019.
Performance reporting (Six-monthly reports of indicators measuring the results against financial and non-financial performance, including performance indicators referred to in section 131 of the <i>Act</i>)	Reports	✓
	Date of report	Financial Reporting to Council on a monthly basis and non-financial reporting provided to Council on a quarterly basis. Dates statements/reports presented: 4/09/2018; 16/10/2018; 7/11/2018; 27/11/2018; 18/12/2018; 05/02/2019; 26/02/2019; 9/04/2019; 21/05/2019 and 11/06/2019. <i>Local Government Performance Reporting Framework</i> Indicators to Council on: 16/10/2018 and 9/04/2019 Audit Committee received reports covering the <i>Local Government Performance Reporting Framework</i> on 23/11/2018 and 24/05/2019.

GOVERNANCE AND MANAGEMENT CHECKLIST (CONTINUED)

Governance and management items	Assessment	Outcome
Annual Report <i>(Annual Report under sections 131, 132 and 133 of the Act to the community containing a report of operations and audited financial performance statements)</i>	Considered at a Council Meeting in accordance with section 134 of the Act	✓
	Date of consideration	16/10/2018
Councillor Code of Conduct <i>(Code under section 76C of the Act setting out the conduct principles and the dispute resolution processes to be followed by Councillors)</i>	Reviewed in accordance with section 76C of the Act	✓
	Date reviewed	14/02/2017
Delegations <i>(A document setting out the powers, duties and functions of Council and the Chief Executive Officer that have been delegated to members of staff)</i>	Reviewed in accordance with section 98(6) of the Act	✓
	Dates reviewed	5/09/2017; 16/01/2018; 12/06/2018; 15/06/2018; 19/12/2018; 28/12/2018 and 5/03/2019.
Meeting procedures <i>(A local law governing the conduct of meetings of Council and special committees)</i>	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: 23 August 2019



Councillor Jamie Hyams
MAYOR

Dated: 23 August 2019

STATE GOVERNMENT SERVICE PERFORMANCE INDICATORS

FOR THE YEAR ENDED 30 JUNE 2019

SERVICE / Indicator / Measure	Results 2016	Results 2017	Results 2018	Results 2019	Material variations
AQUATIC FACILITIES					
Satisfaction					
User satisfaction with aquatic facilities (optional) [User satisfaction with how Council has performed on provision of aquatic facilities]	0.00	0.00	0.00	0.00	This is an optional measure as there is currently no standard survey instrument for measuring user satisfaction that allows for accurate comparisons.
Service standard					
Health inspections of aquatic facilities [Number of authorised officer inspections of Council aquatic facilities/number of Council aquatic facilities]	4.00	5.50	5.50	4.50	Public aquatic facilities are important for maintaining and promoting active lifestyles. Council inspects and tests aquatic facilities to ensure water quality is maintained to reduce risks to public health.
Heath and safety					
Reportable safety incidents at aquatic facilities [Number of WorkSafe reportable aquatic facility safety incidents]	12.00	9.00	12.00	6.00	A pleasing result reflecting the importance placed on safety and improved risk mitigation.
Service cost					
Cost of indoor aquatic facilities [Direct cost of indoor aquatic facilities less income received/number of visits to indoor aquatic facilities]	-\$2.61	-\$1.93	-\$1.72	-\$1.48	The addition of solar panels has reduced utility costs, which in conjunction with management efficiencies, continues to reflect operating surpluses at Glen Eira Sports and Aquatics Centre.
Cost of outdoor aquatic facilities [Direct cost of outdoor aquatic facilities less income received/number of visits to outdoor aquatic facilities]	\$4.97	\$4.42	\$5.26	\$2.38	Operational efficiencies has led to a cost saving of approximately \$220,000 compared with the previous year.
Utilisation					
Utilisation of aquatic facilities [Number of visits to aquatic facilities /municipal population]	8.16	10.39	10.76	10.85	No material variations.

STATE GOVERNMENT SERVICE PERFORMANCE INDICATORS

FOR THE YEAR ENDED 30 JUNE 2019

SERVICE / Indicator / Measure	Results 2016	Results 2017	Results 2018	Results 2019	Material variations
ANIMAL MANAGEMENT					
Timeliness					
Time taken to action animal management requests [Number of days between receipt and first response action for all animal management requests/number of animal management requests]	1.42	1.31	1.45	1.17	Council's continued dedication to improving customer experience has seen a significant improvement in response times. This can be attributed to the continued reviewing and streamlining of processes across our Civic Compliance Unit.
Service standard					
Animals reclaimed [Number of animals reclaimed/number of animals collected] x100	67.19%	63.33%	61.31%	64.67%	No material variations.
Service cost					
Cost of animal management service [Direct cost of the animal management service/number of registered animals]	\$43.71	\$38.63	\$42.89	\$42.62	No material variations.
Health and safety					
Animal management prosecutions [Number of successful animal management prosecutions]	13.00	4.00	11.00	14.00	Figures will vary from year-to-year dependent on whether prosecution results fall within the same financial year as the investigation commenced. Council maintains its target of 100 per cent of successful prosecutions.

STATE GOVERNMENT SERVICE PERFORMANCE INDICATORS

FOR THE YEAR ENDED 30 JUNE 2019

SERVICE / Indicator / Measure	Results 2016	Results 2017	Results 2018	Results 2019	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]	1.64	2.00	1.49	1.69	Council has established highly effective and efficient operating procedures in relation to actioning food safety complaints in a timely manner.
Service standard					
Food safety assessments [Number of registered class 1 food premises and class 2 food premises that receive an annual food safety assessment in accordance with the <i>Food Act 1984</i> / number of registered class 1 food premises and class 2 food premises that require an annual food safety assessment in accordance with the <i>Food Act 1984</i>] x100	102.86%	103.21%	104.03%	100.00%	Council inspects every registered food premises at least once a year. Additional assessments are conducted for premises that have transferred ownership during the registration period.
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>]	\$638.83	\$606.38	\$640.40	\$747.12	Council has adopted a new data model which more accuratley reflects the cost of delivering the service. We expect this data to remain consistent in the future.
Health and safety					
Critical and major non-compliance outcome notifications [Number of critical non-compliance outcome notifications and major non-compliance notifications about a food premises followed up/number of critical non-compliance outcome notifications and major non-compliance notifications about a food premises] x100	100.00%	98.52%	100.00%	96.52%	Critical and major non-compliance outcome notifications are reported by calendar year. Previously this indicator was reported by financial year. This has been implemented to better align reporting with the Department of Health and Human Services. This may result in some variances year-on-year.

STATE GOVERNMENT SERVICE PERFORMANCE INDICATORS

FOR THE YEAR ENDED 30 JUNE 2019

SERVICE / Indicator / Measure	Results 2016	Results 2017	Results 2018	Results 2019	Material variations
GOVERNANCE					
Transparency					
Council decisions made at meetings closed to the public	15.53%	5.86%	9.35%	9.86%	No material variations.
[Number of Council resolutions made at Ordinary or Special Meetings of Council, or at meetings of a special committee consisting only of Councillors, closed to the public/number of Council resolutions made at Ordinary or Special Meetings of Council or at meetings of a special committee consisting only of Councillors] x100					
Consultation and engagement					
Satisfaction with community consultation and engagement	51.00	54.00	55.00	60.00	A pleasing result reflecting increased level of community consultation on key initiatives informing Council's decision-making.
[Community satisfaction rating out of 100 with how Council has performed on community consultation and engagement]					
Attendance					
Councillor attendance at Council Meetings	91.79%	93.89%	88.36%	87.37%	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) x (number of Councillors elected at the last Council general election)] x100					
Service cost					
Cost of governance	\$43,075.00	\$40,379.33	\$43,244.78	\$43,359.11	No material variations.
[Direct cost of the governance service/number of Councillors elected at the last Council general election]					
Satisfaction					
Satisfaction with Council decisions	54.00	55.00	55.00	61.00	A pleasing result reflecting increased level of community consultation on key initiatives informing Council's decision-making.
[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

FOR THE YEAR ENDED 30 JUNE 2019

SERVICE / Indicator / Measure	Results 2016	Results 2017	Results 2018	Results 2019	Material variations
HOME AND COMMUNITY CARE (HACC)					
Timeliness					
Time taken to commence the HACC service [Number of days between the referral of a new client and the commencement of HACC service/Number of new clients who have received a HACC service]	13.00	Reporting ceased 1 July 2016	Reporting ceased 1 July 2016	Reporting ceased 1 July 2016	Reporting on Home and Community Services ceased on 1 July 2016 due to the introduction of the Commonwealth Government's National Disability Insurance Scheme and Commonwealth Home Support Program programs.
Service standard					
Compliance with Community Care Common Standards [Number of Community Care Common Standards expected outcomes met/Number of expected outcomes under the Community Care Common Standards] x100	83.33%	Reporting ceased 1 July 2016	Reporting ceased 1 July 2016	Reporting ceased 1 July 2016	Reporting on Home and Community Services ceased on 1 July 2016 due to the introduction of the Commonwealth Government's National Disability Insurance Scheme and Commonwealth Home Support Program programs.
Service cost					
Cost of domestic care service [Cost of the domestic care service/hours of domestic care service provided]	\$43.24	Reporting ceased 1 July 2016	Reporting ceased 1 July 2016	Reporting ceased 1 July 2016	Reporting on Home and Community Services ceased on 1 July 2016 due to the introduction of the Commonwealth Government's National Disability Insurance Scheme and Commonwealth Home Support Program programs.
Cost of personal care service [Cost of the personal care service/hours of personal care service provided]	\$42.98	Reporting ceased 1 July 2016	Reporting ceased 1 July 2016	Reporting ceased 1 July 2016	Reporting on Home and Community Services ceased on 1 July 2016 due to the introduction of the Commonwealth Government's National Disability Insurance Scheme and Commonwealth Home Support Program programs.
Cost of respite care service [Cost of the respite care service/hours of respite care service provided]	\$53.37	Reporting ceased 1 July 2016	Reporting ceased 1 July 2016	Reporting ceased 1 July 2016	Reporting on Home and Community Services ceased on 1 July 2016 due to the introduction of the Commonwealth Government's National Disability Insurance Scheme and Commonwealth Home Support Program programs.
Participation					
Participation in HACC service [Number of people that received a HACC service/ municipal target population for HACC services] x100	24.49%	Reporting ceased 1 July 2016	Reporting ceased 1 July 2016	Reporting ceased 1 July 2016	Reporting on Home and Community Services ceased on 1 July 2016 due to the introduction of the Commonwealth Government's National Disability Insurance Scheme and Commonwealth Home Support Program programs.

STATE GOVERNMENT SERVICE PERFORMANCE INDICATORS

FOR THE YEAR ENDED 30 JUNE 2019

SERVICE / Indicator / Measure	Results 2016	Results 2017	Results 2018	Results 2019	Material variations
HOME AND COMMUNITY CARE (HACC) (CONTINUED)					
Participation in HACC service by culturally and linguistically diverse (CALD) people	20.00%	Reporting ceased 1 July 2016	Reporting ceased 1 July 2016	Reporting ceased 1 July 2016	Reporting on Home and Community Services ceased on 1 July 2016 due to the introduction of the Commonwealth Government's National Disability Insurance Scheme and Commonwealth Home Support Program programs.
[Number of CALD people who receive a HACC service/municipal target population in relation to CALD people for HACC services] x100					
LIBRARIES					
Utilisation					
Library collection usage	8.31	8.21	8.01	7.95	Library loans remain steady with growth in loans of digital items including eBooks and eAudio books.
[Number of library collection item loans/number of library collection items]					
Resource standard					
Standard of library collection	70.75%	73.17%	72.21%	71.96%	No material variations.
[Number of library collection items purchased in the last five years/number of library collection items] x100					
Service cost					
Cost of library service	\$5.83	\$5.54	\$6.39	\$6.37	No material variations.
[Direct cost to Council of the library service/number of visits]					
Participation					
Active library members	17.18%	16.88%	16.50%	16.54%	Library membership continues to be important to the Glen Eira community with active membership increasing slightly compared to last year.
[Number of active library members/municipal population] x100					

STATE GOVERNMENT SERVICE PERFORMANCE INDICATORS

FOR THE YEAR ENDED 30 JUNE 2019

SERVICE / Indicator / Measure	Results 2016	Results 2017	Results 2018	Results 2019	Material variations
MATERNAL AND CHILD HEALTH (MCH)					
Satisfaction					
Participation in first MCH home visit	103.57%	104.13%	102.30%	98.89%	No material variations.
[Number of first MCH home visits/number of birth notifications received] x100					
Service standard					
Infant enrolments in the MCH Service	99.19%	100.00%	97.27%	100.93%	No material variations.
[Number of infants enrolled in the MCH Service (from birth notifications received)/number of birth notifications received] x100					
Service cost					
Cost of MCH Service	\$81.68	\$75.16	\$77.47	\$77.55	No material variations.
[Cost to Council of the MCH Service hours worked by MCH nurses]					
Participation					
Participation in the MCH Service	87.51%	87.37%	87.11%	81.49%	No material variations.
[Number of children who attend the MCH Service at least once (in the year)/number of children enrolled in the MCH Service] x100					
Participation in the MCH Service by Aboriginal children	92.86%	87.50%	92.86%	95.24%	Please note: the 2016–17 Participation in the MCH Service by Aboriginal children figure has been restated to reflect the correct result of 87.5%. Last years error was caused by transposing the numerator and denominator.
[Number of Aboriginal children who attend the MCH Service at least once (in the year)/number of Aboriginal children enrolled in the MCH Service] x100					
ROADS					
Satisfaction of use					
Sealed local road requests	56.74	66.20	69.62	63.45	These requests are primarily to repair pot holes. The incidence of pot holes tends to reflect seasonal variation in weather rather than overall road condition.
[Number of sealed local road requests/kilometres of sealed local roads] x100					

STATE GOVERNMENT SERVICE PERFORMANCE INDICATORS

FOR THE YEAR ENDED 30 JUNE 2019

SERVICE / Indicator / Measure	Results 2016	Results 2017	Results 2018	Results 2019	Material variations
ROADS (CONTINUED)					
Condition					
Sealed local roads maintained to condition standards [Number of kilometres of sealed local roads below the renewal intervention level set by Council/kilometres of sealed local roads] x100	95.37%	96.58%	94.16%	92.17%	Council's aim is to maintain the road network condition with no loss in the current level of service to the community over the long-term.
Service cost					
Cost of sealed local road reconstruction [Direct cost of sealed local road reconstruction/square metres of sealed local roads reconstructed]	\$125.56	\$126.16	\$135.11	\$137.86	This is a fully contracted service. These rates are therefore set by the market and availability of contractors.
Cost of sealed local road resealing [Direct cost of sealed local road resealing/square metres of sealed local roads resealed]	\$17.65	\$17.61	\$19.39	\$20.58	This is a fully contracted service. Costs are based on annual supply contract rates and are therefore set by the market and not a reflection of Council's performance.
Satisfaction					
Satisfaction with sealed local roads [Community satisfaction rating out of 100 with how Council has performed on the condition of sealed local roads]	69.00	67.00	70.00	70.00	No material variations.
STATUTORY PLANNING					
Timeliness					
Time taken to decide planning applications [The median number of days between receipt of a planning application and a decision on the application]	90.00	103.00	89.00	66.00	The Statutory Planning Department has undertaken a whole of service transformation and as a result, there has been an improvement in timeframes for determining applications. Key aspects of the transformation that have assisted reducing timeframes, include digitising the service and setting ambitious KPIs for staff while focussing on achieving great outcomes for customers. Glen Eira's leading role in the State Government's <i>Better Approval Project</i> has also contributed to the service's improved performance.
Service standard					
Planning applications decided within required time frames [(Number of regular planning application decisions made within 60 days) + (Number of VicSmart planning application decisions made within 10 days)/number of planning application decisions made] x100	61.98%	57.81%	57.48%	70.39%	The Statutory Planning Department has undertaken a whole of service transformation and as a result, there has been an improvement in the percentage of applications determined within statutory timeframes.

STATE GOVERNMENT SERVICE PERFORMANCE INDICATORS

FOR THE YEAR ENDED 30 JUNE 2019

Indicator / Measure	Results 2016	Results 2017	Results 2018	Results 2019	Material variations
STATUTORY PLANNING (CONTINUED)					
Service cost					
Cost of statutory planning service [Direct cost of the statutory planning service/number of planning applications received]	\$2,211.86	\$2,287.66	\$2,376.77	\$2,695.71	The overall cost of running the Statutory Planning Department has reduced by \$211,936 compared to the previous financial year; however due to the downturn in the property market and less planning permit applications being received, the cost per application has increased. As a result, additional resources within the Statutory Planning Department have been used to support the transformation of the business and to assist with projects throughout other areas within Council.
Decision-making					
Council planning decisions upheld at VCAT [Number of VCAT decisions that did not set aside Council's decision in relation to a planning application/number of VCAT decisions in relation to planning applications] x100	56.86%	41.80%	57.33%	72.41%	As part of the transformation of the Urban Planning Department, a key focus has been on good decision-making and enabling staff to negotiate with all parties in the planning process to achieve an outcome. As a result, there have been less applications refused by the department and a consequential reduction in the number of VCAT appeals. The department has also reflected on key themes in the tribunal's decision-making that has led to improved alignment in the way Council interprets policy.
WASTE COLLECTION					
Satisfaction					
Kerbside bin collection requests [Number of kerbside garbage and recycling bin collection requests/number of kerbside bin collection households] x1,000	122.64	116.90	96.12	94.14	No material variations.
Service standard					
Kerbside collection bins missed [Number of kerbside garbage and recycling collection bins missed/Number of scheduled kerbside garbage and recycling collection bin lifts] x10,000	1.20	1.18	1.21	0.93	This result continues to reflect Council's high quality kerbside bin collection service, with further improvements in 2018–2019 demonstrating Council's strong customer service commitment.

STATE GOVERNMENT SERVICE PERFORMANCE INDICATORS

FOR THE YEAR ENDED 30 JUNE 2019

Indicator / Measure	Results 2016	Results 2017	Results 2018	Results 2019	Material variations
WASTE COLLECTION (CONTINUED)					
Service cost					
Cost of kerbside garbage bin collection service	\$114.61	\$115.29	\$109.60	\$105.87	No material variations.
[Direct cost of the kerbside garbage bin collection service/number of kerbside garbage collection bins]					
Cost of kerbside recyclables collection service	\$10.08	\$10.80	\$19.25	\$37.63	The cost of processing recyclables has increased due to changes in the global recycling market. In the past, Council received income from recycling, but now pays for processing. Council changed processing providers during 2018–2019 to fulfil our commitment to divert waste from landfill. This was to ensure Glen Eira's kerbside recycling continued to be recycled after Council's previous processor stopped operating in February 2019.
[Direct cost of the kerbside recyclables bin collection service/number of kerbside recyclables collection bins]					
Waste diversion					
Kerbside collection waste diverted from landfill	44.18%	45.28%	44.51%	46.02%	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					
SPORTS GROUNDS (OPTIONAL)					
Utilisation					
Structured activities on sports fields	0.00	0.00	0.00	0.13	No material variations.
[Number of structured activities/total number of sports fields]					
Condition					
Condition of sports fields	0.00	0.00	0.00	0.00	
[Number of days sports fields are unavailable for structured activities due to condition excluding maintenance and reconstruction/redevelopment/total number of sports fields]					

SERVICE PERFORMANCE INDICATORS

FOR THE YEAR ENDED 30 JUNE 2019

Indicator / Measure	Results 2016	Results 2017	Results 2018	Results 2019	Material variations
SPORTS GROUNDS (OPTIONAL) (CONTINUED)					
Service cost					
Cost of sportsgrounds	0.00	0.00	0.00	\$51,191.07	No material variations.
[Direct cost of sportsgrounds/total number of sports fields]					
Availability					
Population per sports field	0.00	0.00	0.00	3,419.07	No material variations.
[Municipal population/total number of sports fields]					

SUSTAINABLE CAPACITY INDICATORS

FOR THE YEAR ENDED 30 JUNE 2019

Indicator / Measure	Results 2016	Results 2017	Results 2018	Results 2019	Material variations
Population					
Expenses per head of municipal population	\$1,023.01	\$970.70	\$1,018.43	\$1,069.21	No material variations.
[Total expenses/municipal population]					
Infrastructure per head of municipal population	\$3,218.36	\$3,209.91	\$3,402.84	\$3,462.69	No material variations.
[Value of infrastructure/municipal population]					
Population density per length of road	294.37	299.49	305.32	308.95	No material variations.
[Municipal population/kilometres of local roads]					
Own-source revenue					
Own-source revenue per head of municipal population	\$910.61	\$935.63	\$960.40	\$1,006.57	No material variations.
[Own-source revenue/municipal population]					
Recurrent grants					
Recurrent grants per head of municipal population	\$147.13	\$170.20	\$157.73	\$156.12	No material variations.
[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 2019

DIMENSIONS / Indicator / Measure									Material variations
	2016	2017	2018	2019	2020	2021	2022	2023	
OBLIGATIONS									
Asset renewal									
Asset renewal compared to depreciation	82.14%	69.79%	74.85%	74.39%	80.15%	82.49%	84.61%	88.17%	No material variations.
[Asset renewal expenses/asset depreciation] x100									
Loans and borrowings									
Loans and borrowings compared to rates	25.68%	21.38%	17.56%	13.56%	9.88%	6.47%	2.97%	15.21%	Borrowings restructured in June 2016 which resulted in a net financial benefit to Council. Reflects repayment of loan borrowings according to schedule. The principal loan was to build GESAC.
[Interest bearing loans and borrowings/rate revenue] x100									
Loans and borrowings repayments compared to rates	3.11%	3.94%	3.83%	3.63%	3.51%	3.40%	3.45%	4.36%	No material variations.
[Interest and principal repayments on interest bearing loans and borrowings/rate revenue] x100									
Indebtedness									
Non-current liabilities compared to own source revenue	19.44%	15.91%	13.06%	9.84%	7.62%	5.03%	2.56%	13.21%	Reflects repayment of loan borrowings according to schedule.
[Non-current liabilities/own source revenue] x100									
OPERATING POSITION									
Adjusted underlying result									
Adjusted underlying surplus (or deficit)	6.90%	16.20%	14.15%	11.91%	8.36%	9.18%	9.78%	9.90%	Adjusted underlying result decrease in 2018–19 relates to reduced income from open space contributions as well as increased expenditure, in-line with the <i>Strategic Resource Plan</i> .
[Adjusted underlying surplus (deficit)/adjusted underlying revenue] x100									

FOR THE YEAR ENDED 30 JUNE 2019

DIMENSIONS / Indicator / Measure									Material variations
	2016	2017	2018	2019	2020	2021	2022	2023	
STABILITY									
Rates concentration									
Rates compared to adjusted underlying revenue	61.12%	58.73%	57.90%	58.67%	61.72%	61.33%	61.63%	61.96%	No material variations.
[Rate revenue/adjusted underlying revenue] ×100									
Rates effort									
Rates compared to property values	0.20%	0.17%	0.17%	0.15%	0.17%	0.16%	0.16%	0.16%	The percentage of rates income over residential property values is less in 2018–19 due to the increase in property values after the 2018 property valuation.
[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

We operate three Early Learning Centres across Glen Eira in Caulfield, Carnegie and Murrumbeena.



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 our organisational culture and evident in all of our services. The *Best Value* principles are applied universally in strategic and service planning and service reviews. The principles are:

1. Best quality and value-for-money.
2. Responsiveness to community needs.
3. Accessibility of services to those who need them.
4. Continuous improvement of 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 2018–19 some of the benefits achieved include:

- The time to receive a Footpath Trading Permit has reduced from 126 days to 11 days.
- The time taken to receive a planning determination is 66 days compared to 89 days in 2017–18.
- Online planning applications have resulted in a paper reduction of 22,558 sheets.
- The average customer service queue wait time is 23 seconds compared to 38 seconds in 2017–18.
- The number of missed bins from the kerbside collections reduced 22.62 per cent from 2017–18.
- 89 per cent of Asset Protection Permits were emailed automatically where previously they were mailed.
- Asset Bond payments were automated reducing their processing time and making payments available 24/7 online.
- 15,000 households have kitchen caddies for food waste recycling helping to divert 2,000 tonnes of waste from landfill.
- More than 1,300 major road streetlights have been upgraded with energy efficient LED technology.

Significant achievements for this year include:

- We launched a new website providing greater online options for our community now and into the future. The new website is based on user-centric design, providing flexibility, exceptional accessibility and a better user experience.
- Three customer journeys were mapped and included on our new website to provide seamless online workflows. These guides are:
 - the *New residents' guide* provides information on getting to know the area, rates, rubbish and recycling, parking and events;
 - the *New business guide* provides information on planning, permits, traders associations and small business support; and
 - the *New parents' guide* provides information on maternal and child health, new parent groups, immunisation, child care and parks and playgrounds.
- A digital map has been included on the new website that plots nearby services including: advertised planning applications; planning zones; local activities; and dog off-leash parks.
- We asked — You said — We did was launched on Council's website in December 2018 to report back to the community following all community engagement activities.
- We held an online Q&A chat via Facebook with the Mayor to discuss Council's proposed 2019–20 Annual Budget with 1,000 views.
- A review of the *Community Grants Program* to include two new grant streams; Community Strengthening and Partnership and Event grants as well as a small grants program pilot to provide community organisations the opportunity to apply for up to \$1,000 to be allocated over the year.

New initiatives for next year include:

- A new community dashboard to provide transparent and timely reporting on Council's performance.
- A customer strategy to find new ways to engage and serve the community.
- A greater digital presence in the community by locating digital kiosks in activity centres to allow customers to complete transactions and find information about our services.
- The introduction of business intelligence strategies and technology so we can make more informed decisions and better understand and serve our community.
- The introduction of Smart City technology to improve liveability now and into the future.

Reporting to the community

Further information on Council's service improvements is available in Council's 2018–19 [Best Value Report](#).

Regular, transparent reporting on Council's performance can be found in the [Quarterly Service Performance Report](#) and further performance and benchmarking information is available on Local Government Victoria's website [Know Your Council](#).

Discrimination and Equal Employment Opportunity Program

We value diversity and do not tolerate any discrimination in the workplace. We have a number of equal opportunity policies and procedures, including anti-discrimination, which we communicate to all employees.

Our *Equal Employment Opportunity Program* includes online and face-to-face training, and a contact officer network. The *Program* aims to protect existing and prospective staff from experiencing workplace discrimination. It also ensures we promote equal employment opportunities and comply with federal and state laws, 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 ensure that employees get information and online or face-to-face equal opportunity training, at their induction and during their time with us. Training relates to the avoidance and notification of harassment, discrimination, vilification, bullying and occupational violence.

We also appoint contact officers to confidentially help and support staff members who believe they've experienced workplace discrimination or harassment. If a complaint arises, we deal with the issues quickly and confidentially through an internal investigation process.

In 2018–19, our staff raised no discrimination matters with external bodies.

Workplace Diversity Strategy update

In September 2017, we launched a *Workplace Diversity Strategy* to promote awareness of diversity issues, address employment gaps and create a safe and inclusive work environment. The *Strategy* aims to recognise, encourage and value the diverse abilities, skills, languages, cultures and backgrounds of our employees. By taking a proactive approach, we're working to stand out as a leading employer and create an environment that aligns with our five organisational values: Collaboration; Respect; Service Excellence; Integrity; and Innovation.

In 2018–19, we:

- entered into a partnership with JobAccess Australia to develop a tailored strategy for increasing disability employment;
- introduced a training program to our employees that helps meet our diversity and inclusion goals; and
- conducted our first diversity census to ensure that we understand our diversity profile as an organisation. The census provides us with baseline information that supports our efforts to advance comprehensive long-term diversity and inclusion strategies and to measure outcomes over time.

Our workforce tables

Effective full-time workforce by contract, gender and division 2018–19

	CASUAL FEMALE		PERMANENT PART-TIME FEMALE		PERMANENT FULL-TIME FEMALE		CASUAL MALE		PERMANENT PART-TIME MALE		PERMANENT FULL-TIME MALE		TOTAL	
Division	Count	E.F.T.	Count	E.F.T.	Count	E.F.T.	Count	E.F.T.	Count	E.F.T.	Count	E.F.T.	Count	E.F.T.
City Management	–	–	5	3.37	15	15.00	–	–	2	1.60	6	6.00	28	25.97
Community Wellbeing	337	59.81	326	192.60	101	99.89	178	32.10	46	25.37	29	28.68	1,017	346.99
Corporate Services	6	3.01	20	14.50	33	33.00	11	5.62	4	3.07	39	39.00	113	89.57
Environment and Infrastructure	–	–	7	5.02	26	26.00	1	.22	4	2.84	113	113.00	151	146.86
Planning and Place	22	2.68	28	11.82	34	34.00	41	4.27	19	3.59	41	41.00	185	90.41
TOTAL	365	65.50	386	227.31	209	207.89	231	42.20	75	36.48	228	227.68	1,494	803.33

Workforce by age, gender and contract 2018–19*

	PERMANENT FULL-TIME		PERMANENT PART-TIME		CASUAL		TOTAL
Age	Female	Male	Female	Male	Female	Male	
< 30	32	28	15	4	178	137	394
30–50	97	108	163	25	110	39	542
>50	80	92	208	46	77	55	558
TOTAL	209	228	386	75	365	231	1,494

*Data on temporary staff unavailable.

Net cost of services we delivered 2018–2019

This table indicates the services we provided to the community in 2018–19 and how they performed against our budget.

The table describes each activity, including the people or sections of the community who received the services. A range of factors influences the net cost of services, including community demand, government policy, expected grant income and other factors that we can't always regulate.

SERVICES WE DELIVERED AND WHAT THEY COST		
BUSINESS AREA	DESCRIPTION OF SERVICES	Net cost \$'000 Actual Budget Variance
Roads, drains and building maintenance	This service maintains and develops a range of infrastructure, such as: roads; footpaths; drainage; kerbs; gutters; and buildings. It manages properties; facilities; projects and assets. It also includes: street lighting; street furniture; engineering design and construction; line marking; emergency services; and road rehabilitation.	12,365
		13,913
		(1,548)
Environmental strategy and services	This service looks after household waste, green waste and hard rubbish and co-ordinates environmental sustainability initiatives. It includes: recycling for paper; plastic; glass and cans; and cleaning activities like street sweeping and weed control. Waste collection includes: hard rubbish; green waste; bundled branches; refuse; rubbish bins; and mixed recyclables. It also oversees waste management education and enforcement.	(366)
		63
		(429)
Planning and community safety	This service oversees regulations for urban planning, buildings, traffic engineering and Local Laws. It includes: traffic and parking; school crossing safety; and building and animal control.	(1,175)
		(271)
		(904)
Park services	This service manages and maintains our open recreational space, such as: sporting ovals; playgrounds; barbecues; garden beds; park lighting; public toilets; lawn areas; and irrigation systems. This includes parks and gardens and all trees in streets, parks, reserves and on nature strips.	11,218
		11,749
		(531)
Recreation	This service includes strategic planning for our recreation activities, facilities and reserves. It manages sportsgrounds, recreation facility contracts, pavilions, public halls and Moorleigh Community Village. It also co-ordinates capital works in parks and reserves, as well as sports administration.	857
		1,383
		(526)

SERVICES	DESCRIPTION OF SERVICES	Net cost \$'000 Actual Budget Variance
Libraries and Learning Centres	This service gives you access to reference materials, books, DVDs, magazines, games, e-books and e-magazines. You can access these at Caulfield, Elsternwick, Carnegie and Bentleigh. It includes school holiday programs, book-reading sessions and access to computers and community rooms.	3,185
		3,101
		84
Community care	This provides home and community-based services for elderly residents and residents with disabilities, allowing them to live as independently as possible. Services include: personal care; community transport; in-home support; home maintenance; disability and respite care; independent living units; property maintenance; meal delivery; and an adult day-activity centre. The service also co-ordinates a range of social and recreational programs for older residents and those with a disability. These include the older adults' program and social support networks.	(248)
		190
		(438)
Family and community wellbeing	This provides a range of high-quality services for families with children from birth to six years. These include: maternal and child health; family day care; kindergartens' central enrolment; early learning services; occasional care; children and youth support services; immunisation; and public health. We also developed a three-year <i>Municipal Early Years Plan (MEYP)</i> in consultation with the community. This aims to improve programs and services, and ensure the health and wellbeing of children and families.	5,884
		5,803
		81
Cultural services	This service provides a comprehensive art and cultural program with exhibitions, events, concerts and festivals to entertain and educate you.	1,496
		1,455
		41

SERVICES WE DELIVERED AND WHAT THEY COST (continued)

SERVICES	DESCRIPTION OF SERVICES	Net cost \$'000 Actual Budget Variance
Residential aged care facilities	This service provides low and high-level care to eligible residents and older people with ties to our City. The Commonwealth Aged Care Assessment Service decides on your eligibility. Our residential facilities are Warrawee, Spurway and Rosstown.	3,059
		879
		2,180
Customer service and Council governance	This service allows our Councillors to carry out their governance and constituency responsibilities. It includes the Mayor and Councillors, our Service Centre, Councillor support, corporate policy and planning, and People and Culture.	8,427
		8,448
		(21)
Media and communications	This business unit informs you about our activities. It does this through developing publications, liaising with the media and co-ordinating events, advertising and marketing. It also includes publication of <i>Glen Eira News</i> .	1,119
		1,125
		(6)
Corporate Counsel	This service ensures integrity in our tendering conduct, protects our legal relations with other entities, documents contracts and offers internal legal advice. It has a range of services and tools to protect us, including sound risk management, relevant insurance policies, a risk register and a liability claim process. It also manages internal risk, insurance advice and elections.	2,136
		1,858
		278
City futures	This business area implements our <i>Glen Eira Planning Scheme Review</i> work plan, which includes an <i>Activity Centre Strategy</i> and <i>Structure Plans</i> across major activity centres. It takes a strategic 'whole of place' view to transport and urban design, which aims for integrated land use planning and sustainable transport. It promotes a vibrant local economy and place-making across shopping strips and business programs, creating strong local networks.	2,868
		3,525
		(657)
Financial services	This service provides strategic and operational financial assistance to us and our business units. It's also responsible for the day-to-day management of our financial assets. It includes: accounting services; information technology and systems; records; internal and external auditing rating and property procurement; and fleet management.	5,195
		7,424
		(2,230)

SERVICES	DESCRIPTION OF SERVICES	Net cost \$'000 Actual Budget Variance
Glen Eira Leisure	<p>Glen Eira Leisure manages our three recreational facilities: Glen Eira Sports and Aquatic Centre (GESAC), Carnegie Swim Centre and Caulfield Recreation Centre.</p> <p>GESAC provides leisure, sport, recreation and health and wellbeing opportunities for the community. Its various activities and programs focus on building and promoting health and community wellness. These include: hydrotherapy; learn-to-swim classes; swimming training; gentle exercise; basketball; netball; gym; fitness classes; body therapy; massage; and beauty therapy.</p> <p>Carnegie Swim Centre is an outdoor swimming facility with four heated pools, a kiosk, electric barbecues and a beach volleyball court. It offers learn-to-swim classes.</p> <p>Caulfield Recreation Centre has a variety of activities and programs to suit all fitness levels and ages, from toddlers to older adults.</p>	(1,587)
		(1,042)
		(545)

Privacy Policy and disclosure

Privacy

We value your right to privacy and we're strongly committed to protecting your rights. We must adhere to privacy laws when collecting and handling your personal information, and dealing with things like complaints and submissions.

We comply with our obligations under the *Privacy and Data Protection Act 2014* (Act) and the Information Privacy Principles (IPPs) in relation to all personal information we collect. For further information, download our [Privacy Policy](#).

Privacy breach and corrective action taken

On 14 November 2018, Council identified a data breach involving its email system. Council immediately responded to the breach in-line with its *Data and Privacy Breach Response Procedure*. All of the recipients of the email, containing personal information of third parties, were contacted and requested to delete the email. Council took steps to notify those impacted by the data breach as well as the Office of the Victorian Information Commissioner (OVIC). The prompt response to the incident by Council and communication with those affected resulted in no complaints being received by Council or OVIC regarding the data breach. We have taken further actions to reduce the possibility of further breaches by implementing additional controls on the use of emails and staff training.

Our obligations under the Act and Information Privacy Principles

We will:

- Only collect personal information that is necessary for Council's functions and activities, and generally with your knowledge. There are circumstances where we may receive personal information from a third party. For example:
 - If you visit a Maternal and Child Health Centre you may provide us with information about your child or other family members.
 - We may receive information about someone from their neighbour if a complaint about noise is made to Council.
- Only use personal information for the primary purpose for which we collected it and related secondary purposes that would be reasonably expected (sensitive information must be directly related).
- Take reasonable steps to protect personal information from unauthorised access, improper use, disclosure or alteration and unlawful or accidental destruction or loss. We maintain secure systems for storing personal information and have security procedures to ensure we protect personal information.
- Only disclose personal information to a third party (including contractors, government organisations and authorities) in accordance with our Privacy Policy, legislation requiring or permitting us to do so or with prior consent.
- Not keep personal information on our systems for longer than is necessary (subject to the requirements of the *Public Records Act 1973* or other legal requirements).

Health records

In respect of health information we collect, we comply with our obligations under the *Health Records Act 2001* and the Health Privacy Principles set out in that Act. These obligations are similar to those contained in the *Privacy and Data Protection Act 2014*.

For more information, download our [Health Records Policy](#).

Our website

If you use our website, we collect certain automatically recorded information, including:

- server address;
- domain name;
- date and time of visit;
- pages accessed;
- documents downloaded;
- previous site visited (where you visited our website via an external link);
- user demographics; and
- type of browser used.

We do:

- analyse user data to gain insights about how to improve the functionality and experience of the website. For example, we can look at aggregate patterns, such as the average number of service searches that users perform.
- use cookies (small blocks of data that can be used to identify a user) to remember you and your preferences from last time you visited our website. We don't store any personal information in cookies.

We do not:

- have access to credit card details used to make online payments. Our banking provider handles all online payments and we don't manage or maintain its website. Our agreement with our banking provider, in common with our other contractors, imposes obligations in relation to confidentiality and privacy.
- take responsibility for protecting users' privacy rights in relation to external websites accessed via links on our website (note: where we outsource one of our functions to a contractor, it is obligated to comply with privacy law and our Privacy Policy).
- have a website with the facility to allow for the secure transmission of information. You should be aware of the potential risks of sending personal or sensitive information via the internet.

If you make a submission to a Council Meeting

Submissions are not confidential and will be incorporated into the agenda and minutes of the Council Meeting at which they are considered. Council redacts name and contact information where appropriate. Submissions will be available on our website as part of the relevant agenda and minutes of that meeting. We make submissions available for public inspection in accordance with applicable statutory requirements, including those prescribed by the *Local Government Act 1989* and the *Local Government (General) Regulations 2015*.

If you object to a planning application

Under the *Planning and Environment Act 1987*, we must make available, on request, a copy of any objection to a planning application (in full) for inspection by any person during business hours. Accordingly, any personal information contained in an objection may be disclosed to a third party for the purpose of complying with that Act.

Submissions to Planning Scheme Amendments

Under the *Planning and Environment Act 1987*, we must make available a copy of every submission to a Planning Scheme

Amendment for inspection by any person during business hours, until the end of two months after the amendment comes into operation or lapses.

Name and contact details of submitters are required for Council to consider submissions and to notify submitters of the opportunity to attend Council Meetings and any public hearing held to consider submissions. Accordingly, any personal information contained in a submission may be disclosed to a third party for the purpose of complying with the *Planning and Environment Act 1987*.

Do you have a complaint?

Please contact our privacy officer in the first instance if you have a concern or complaint about our management of personal or health information.

You can also complain to the Information Commissioner in relation to personal information or the Health Complaints Commissioner, in relation to health information, but they may decline to hear the complaint if you didn't make it to us first.

Further information

For further information about privacy at Glen Eira City Council, including the right to seek access to, or amend your personal information, contact our privacy officer on 9524 3333 or email privacy@gleneira.vic.gov.au

Requirements under Carers Recognition Act 2012

We've taken a range of measures to comply with our responsibilities under the *Carers Recognition Act 2012* (Act).

Externally, we promoted the principles of the Act to people in care relationships and the wider community. We did this by displaying printed material, distributing posters at our venues and linking from our website to the My Aged Care website.

Internally, we promoted the principles of the Act to our staff, agents and volunteers through induction and training programs. These programs applied to staff working in Home and Community Care, and volunteers working directly with the community.

We've reviewed and modified our policies, procedures and support systems to recognise carers and provided extra activities and resources to recognise the importance of the care relationship.

Disability Act 2006

We adopted our *Disability Action Plan 2017–21* in February 2017. In 2018–19, we achieved 82 per cent of the 68 actions outlined in the *Plan*.

In 2018–19, we delivered:

- partnerships with local organisations to deliver inclusive programs and social enterprises for people with a disability;
- an accessible events checklist for staff and the community;
- *National Disability Insurance Scheme (NDIS)* information sessions to 36 people across three sessions;
- a review of access to our facilities and services;
- an updated disability directory on Council's website;
- an accessibility audit of the activity centre in Centre Road, Bentleigh;
- support for increased work experience and employment opportunities at Council;
- monthly Auslan *StoryTime* sessions at Bentleigh Library;

- consultation with our Disability Reference Committee;
- social support to more than 400 of our clients;
- disability respite services to 49 clients;
- disability awareness sessions to five local primary and secondary schools with more than 500 students participating;
- an expanded disability awareness in schools program that now includes secondary schools for the first time;
- 14 *Chat n Chuckle* sessions, which connect community members with acquired brain injuries;
- three sensory-friendly movie sessions attended by more than 150 people;
- a *Come and Try* inclusive sports day at Glen Eira Sports and Aquatic Centre (GESAC) for *International Day of People with a Disability*;
- additional transition support for five individual clients entering into the NDIS;
- an online disability awareness training program, *YouMeUs*, in collaboration with neighbouring councils; and
- specialised disability awareness training sessions for our staff and communications training for GESAC staff.

For more information, visit our [Disability and accessibility](#) website page.

Food Act 1984

During 2018–2019, we received no ministerial directions under the provisions of Section 7e of the *Food Act 1984*.

Road Management Act 2004

During 2018–2019, we received no ministerial directions under the provisions of the *Road Management Act 2004*.

Contracts

During 2018–19, Council did not enter into any contracts valued at \$150,000 or more for services or \$200,000 or more for works or more of a kind specified in section 186(5)(a) and (c) of the *Local Government Act 1989*. We also did not enter into any other contracts valued at \$150,000 or more for goods or services or \$200,000 or more for works without engaging in a competitive process.

Domestic Animals Act 1994

Under the *Domestic Animals Act 1994*, we must prepare a *Domestic Animal Management (DAM) Plan* every four years and evaluate its implementation in the *Annual Report*.

Performance indicators

We continued implementing our *Domestic Animal Management (DAM) Plan 2017–21*. The *DAM Plan* addresses issues such as dogs at large, stray cat overpopulation, nuisance pets and registration and identification.

We met or exceeded our targets in all but one of the nine performance indicators in 2018–19.

We didn't meet the cat registration target, which was marginally down on the previous year with 78 fewer cats registered. We do expect registration numbers to increase as Council continues to follow up owners who are yet to renew their cat's registration.

The ratio of infringements to official warning targets was met for the first time in two years. This is a pleasing result and can be credited to positive outcomes from Council's education and enforcement strategy.

Once again our industry-leading cat reclaim/return rate continues to be well above our target and continues to increase. This remains a strong focus for our animal management team over the past few years and is a positive outcome. However, these figures also include cats that were sold or adopted. We acknowledge the exceptional work our pound provider (RSPCA) does in conjunction with our Animal Management team in reducing euthanasia rates, which halved this year, by selling or adopting a large number of cats.

The following table provides an assessment of the year ending 30 June 2019:

Domestic Animal Management (DAM) Plan performance indicators 2018–19

INDICATOR	TARGET (%)	2014–15 (%)	2015–16 (%)	2016–17 (%)	2017–18 (%)	2018–19 (%)	2018–19 FIGURES
1 Dog registration rate: (per cent dogs registered/estimated dog population)	85	88	88.1	92	89	91	12,382/13,558
2 Cat registration rate: (per cent cats registered/estimated cat population)	85	83	83.8	86	80	78.5	4,788/6,102
3 Enforcement success rate: (percent successful prosecutions/total prosecutions)	100	100	100	100	100	100	14/14
4 Dog return/reclaim rate: (per cent total dogs reclaimed-returned/ total dogs impounded) (includes adopted/sold dogs)	90	96	95.1	93	94.1	98	259/262
5 Cat reclaim/return rate: (per cent total cats reclaimed/total cats impounded) (includes adopted/sold cats)	20	75	65.41	71	73.9	83	157/188
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	77	78.2	79	80	81	10,019/12,382
8 Cat desexing rate (per cent cats desexed/ actual registered)	80	92	92.7	93	94	94.4	4,521/4,788
9 Infringements versus official warnings rates (per cent of infringements/warnings)	<40	39	38.1	43.5	43	39.4	177/449

Contact us and feedback

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

Email: mail@gleneira.vic.gov.au

Websites: www.gleneira.vic.gov.au

<https://library.gleneira.vic.gov.au>

www.geleisure.com.au

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

National Relay Service

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

Teletypewriter (TTY): 13 36 77

Speak and Listen: 1300 555 727

Feedback

We welcome your feedback about the Annual Report 2018–2019. We regard feedback as an important way to improve our service.

You can give your feedback (compliments or suggestions) by calling our Service Centre on 9524 3333.

Social media

Facebook

[Glen Eira City Council](#)

[Glen Eira Arts and Culture](#)

[Glen Eira Libraries](#)

[Glen Eira Maternal and Child Health](#)

[Glen Eira Sports and Aquatic Centre \(GESAC\)](#)

[Sustainable living in Glen Eira](#)

[Glen Eira Youth Services](#)

Twitter

[Glen Eira Sports and Aquatic Centre \(GESAC\)](#)

Instagram

[City of Glen Eira](#)

[Glen Eira Libraries](#)

[Glen Eira Youth Services](#)

Disclaimer

While we have taken care in preparing our website and its pages, we take no responsibility for the accuracy of the information.

The information on our website is of a general nature. You should make your own direct enquiries rather than rely on its contents. We accept no responsibility for loss arising from your reliance on the contents of our website. Similarly, we accept no liability for any statements, opinions, errors or omissions.

Accessibility

We have developed our *Annual Report 2018–2019* to ensure content is available to the widest possible audience, including readers using assistive technology or accessibility features. By adhering to web accessibility guidelines, we acknowledge the community's diverse communication methods, abilities and available technologies.

We strive to comply with W3C's *Web Content Accessibility Guidelines* (WCAG).

If you need help with any pages or content on our *Annual Report 2018–2019* website, please email Annual_Report@gleneira.vic.gov.au.

Do you need language translation?

If you would like part of this document translated into your preferred language, please call our Media and communications unit on 9524 3333.

Privacy

The personal information collected here is required primarily to facilitate communication with you about your feedback and will only be shared with those directly responsible for providing the service or managing the issue to which your feedback relates. If you would like to know more about privacy at Glen Eira City Council, including your right to seek access to any information collected on this form, please contact Council's privacy officer on 9524 3333. You can [download our Privacy Policy here](#).

Copyright

This website and its content, including all text, graphics, images, designs, programs, reports, documents, logos and icons, are subject to copyright and are the property of Glen Eira City Council (unless otherwise noted). Apart from fair dealing for private study, research, criticism or review, as permitted under copyright law, no part of this website may be reproduced, reused, copied, stored or transmitted in any form, without our written permission. To apply for permission, write to our manager of customer and communications, Glen Eira City Council, PO Box 42, Caulfield South 3162.

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[Chief Executive Officer \(PI1\)](#)

[Committee member remuneration \(PI10\)](#)

[Contracts \(PI49\)](#)

[Councillor membership of committees \(PI10\)](#)

[Council's contact details \(PI56\)](#)

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[Councillors \(PI6\)](#)

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[Freedom of Information \(PI14\)](#)

[Information privacy and Privacy Policy \(PI46\)](#)

[Local Government Performance Reporting Framework \(PI16\)](#)

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Further links

[Council's strategies, plans and policies 2018–19 \(P98\)](#)

[Glen Eira City Council significant media coverage 2018–19 \(PI04\)](#)

[Key projects and activities \(P34\)](#)

[Our engagement with our community \(PI00\)](#)

Glossary — terms and acronyms (2018–19)

AAS — Australian Accounting Standards.

AASB — Australian Accounting Standards Board.

ABC — Australian Broadcasting Commission.

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 C120 — 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.

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 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.

CIV — Capital Improved Value. The market value of the property at the date of valuation, including the value of the land and all improvements built on the land.

Clayton Regional Landfill — a now closed landfill and waste and recycling transfer station located at Ryans Road, Clayton South owned and jointly managed by five councils — Glen Eira, Boroondara, Stonnington, Whitehorse and Monash.

Community grants — Council funding to assist local not-for-profit community groups to implement projects and activities that meet identified community priorities and which benefit Glen Eira residents.

Community Voice — an online consultation group made up of a representative sample of community members who agree to be consulted about key projects, issues and topics on a regular basis.

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.

IBAC — Independent Broad-based Anticorruption 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, and Ngurai-illam 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 19th 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.

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 (DTPLI) on behalf of Victorian councils. In 2012, the Department of Planning and Community Development (the name of the department at the time), appointed independent research company 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.

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.

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 is 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 — public open space in Glen Eira.

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.

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).

Reconciliation Action Plan (RAP) — Our RAP was adopted on 16 October 2018 and celebrates Aboriginal and Torres Strait Islander peoples culture and history, and promotes a more inclusive and engaged community through involvement in new activities and initiatives, to employment and inclusion strategies.

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 19th 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 power generation — a system that uses solar photovoltaic (PV) systems via 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 our *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.

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.

A black and white photograph of a skateboard ramp, showing the concrete surface and the curved edge. The ramp is the background for the top half of the page.

Appendix A

FINANCIAL REPORT

FINANCIAL STATEMENTS AND
PERFORMANCE STATEMENT
FOR THE YEAR ENDED 30 JUNE 2019

GLEN EIRA CITY COUNCIL
ANNUAL REPORT
2018–2019

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



GLEN EIRA
CITY COUNCIL

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In my opinion the accompanying financial statements have been prepared in accordance with the *Local Government Act 1989*, the *Local Government (Planning and Reporting) Regulations 2014*, Australian Accounting Standards and other mandatory professional reporting requirements.



John Vastianos (B.Com., FCPA, GAICD)

Principal Accounting Officer

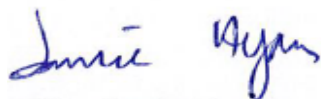
Dated: 3 September 2019

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

In our opinion the accompanying Financial Statements present fairly the financial transactions of Glen Eira City Council for the year ended 30 June 2019 and the financial position of Council as at that date.

As at the date of signing, we are not aware of any circumstances that would render any particulars in the Financial Statements to be misleading or inaccurate.

We have been authorised by Council and by the *Local Government (Planning and Reporting) Regulations 2014* to certify the Financial Statements in their final form.



Councillor Jamie Hyams

Mayor

Dated: 3 September 2019

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



Councillor Joel Silver

Deputy Mayor

Dated: 3 September 2019

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



Rebecca McKenzie

Chief Executive Officer

Dated: 3 September 2019

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




Independent Auditor's Report

To the Councillors of Glen Eira City Council

Opinion	<p>I have audited the financial report of Glen Eira City Council (the council) which comprises the:</p> <ul style="list-style-type: none"> • balance sheet as at 30 June 2019 • comprehensive income statement for the year then ended • statement of changes in equity for the year then ended • statement of cash flows for the year then ended • statement of capital works for the year then ended • notes to the financial statements, including significant accounting policies • certification of the financial report. <p>In my opinion the financial report presents fairly, in all material respects, the financial position of the council as at 30 June 2019 and its financial performance and cash flows for the year then ended in accordance with the financial reporting requirements of Part 6 of the <i>Local Government Act 1989</i> and applicable Australian Accounting Standards.</p>
Basis for Opinion	<p>I have conducted my audit in accordance with the <i>Audit Act 1994</i> which incorporates the Australian Auditing Standards. I further describe my responsibilities under that Act and those standards in the <i>Auditor's Responsibilities for the Audit of the Financial Report</i> section of my report.</p> <p>My independence is established by the <i>Constitution Act 1975</i>. 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 <i>Code of Ethics for Professional Accountants</i> (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.</p> <p>I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.</p>
Councillors' responsibilities for the financial report	<p>The Councillors of the council are responsible for the preparation and fair presentation of the financial report in accordance with Australian Accounting Standards and the <i>Local Government Act 1989</i>, and for such internal control as the Councillors determine is necessary to enable the preparation and fair presentation of a financial report that is free from material misstatement, whether due to fraud or error.</p> <p>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.</p>

Auditor's responsibilities for the audit of the financial report	<p>As required by the <i>Audit Act 1994</i>, 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.</p> <p>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:</p> <ul style="list-style-type: none"> • 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. <p>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.</p>
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MELBOURNE
6 September 2019


Jonathan Kyvelidis
as delegate for the Auditor-General of Victoria

Comprehensive Income Statement
for the year ended 30 June 2019

Page 4

	Notes	2019 \$ '000	2018 \$ '000
Income			
Rates and charges	3.1	109,565	104,227
Statutory fees and fines	3.2	14,098	11,177
User fees	3.3	26,605	25,933
Grants — operating	3.4	23,735	23,359
Grants — capital	3.4	3,471	1,632
Other income	3.5	4,601	4,400
Contributions — monetary	3.6	7,851	10,348
Contributions — non monetary	3.6	-	5,230
Total income		189,926	186,306
Expenses			
Employee costs	4.1	74,251	71,446
Materials and services	4.2	56,781	53,009
Depreciation and amortisation	4.3	22,355	22,002
Net loss on sale/disposal of property, infrastructure, plant and equipment	4.4	1,362	1,153
Borrowing costs	4.5	555	661
Other expenses	4.6	9,019	5,737
Share of net loss of joint operations	6.1	183	535
Total expenses		164,506	154,543
Surplus for the year		25,420	31,763
Other comprehensive income			
Items that will not be reclassified to surplus or deficit in future periods			
Net asset revaluation increment	9.1 (a)	(357,044)	341,558
Total comprehensive result		(331,624)	373,321

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

	Notes	2019 \$ '000	2018 \$ '000
Assets			
Current assets			
Cash and cash equivalents	5.1 (a)	33,331	28,864
Other financial assets	5.1 (b)	53,153	45,343
Trade and other receivables	5.1 (d)	14,088	13,815
Other assets	5.2 (a)	1,878	1,625
Total current assets		102,450	89,647
Non-current assets			
Other financial assets	5.1 (b)	5	5
Investments in joint operations	6.1 (a)	1,045	1,457
Property, infrastructure, plant and equipment	6.2	2,202,904	2,541,984
Intangible assets	5.2 (b)	1,845	563
Total non-current assets		2,205,799	2,544,009
Total assets		2,308,249	2,633,656
Liabilities			
Current liabilities			
Trade and other payables	5.3 (a)	18,431	13,926
Trust funds and deposits	5.3 (b)	36,934	32,353
Provisions	5.5	14,283	13,468
Interest-bearing liabilities	5.4	3,553	3,444
Total current liabilities		73,201	63,191
Non-current liabilities			
Provisions	5.5	1,351	1,360
Interest-bearing liabilities	5.4	11,304	14,858
Investments in joint operations	6.1 (b)	2,590	2,820
Total non-current liabilities		15,245	19,038
Total liabilities		88,446	82,229
Net assets		2,219,803	2,551,427
Equity			
Accumulated surplus		962,267	941,638
Reserves	9.1	1,257,536	1,609,789
Total equity		2,219,803	2,551,427

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

2019	Notes	Total	Accumulated surplus	Public open space reserve	Asset revaluation reserve
		\$ '000	\$ '000	\$ '000	\$ '000
Balance at beginning of the financial year		2,551,427	941,638	13,793	1,595,996
Surplus for the year		25,420	25,420	-	-
Net asset revaluation increment	9.1(a)	(357,044)	-	-	(357,044)
Transfers to public open space reserve	9.1(b)	-	(7,851)	7,851	-
Transfers from public open space reserve	9.1(b)	-	3,060	(3,060)	-
Balance at the end of the financial year		2,219,803	962,267	18,584	1,238,952

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	9.1(a)	341,558	-	-	341,558
Transfers to public open space reserve	9.1(b)	-	(10,348)	10,348	-
Transfers from public open space reserve	9.1(b)	-	251	(251)	-
Balance at the end of the financial year		2,551,427	941,638	13,793	1,595,996

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

	Notes	2019 inflows/ (outflows) \$ '000	2018 inflows/ (outflows) \$ '000
Cash flows from operating activities			
Rates and charges		109,424	103,526
Statutory fees and fines		14,098	9,202
User fees		24,293	28,310
Other receipts		2,618	3,003
Grants — operating		23,735	23,358
Grants — capital		3,471	1,633
Contributions — monetary		7,851	10,352
Interest received		1,796	1,750
Trust funds and deposits taken		11,467	12,037
Net GST refund		8,336	7,114
Employee costs		(76,622)	(72,923)
Materials and services		(61,951)	(63,071)
Trust funds and deposits repaid		(6,886)	(9,558)
Other payments		(5,498)	(5,145)
Net cash provided by operating activities	9.2	56,132	49,588
Cash flows from investing activities			
Payments for property, infrastructure, plant and equipment		(40,088)	(32,817)
Proceeds from sale of property, infrastructure, plant and equipment		214	311
Proceeds from other financial assets		45,343	38,703
Payments for other financial assets		(53,153)	(45,343)
Net cash used in investing activities		(47,684)	(39,146)
Cash flows from financing activities			
Finance costs		(536)	(644)
Repayment of borrowings		(3,445)	(3,343)
Net cash provided used in financing activities		(3,981)	(3,987)
Net increase in cash and cash equivalents		4,467	6,455
Cash and cash equivalents at the beginning of the financial year		28,864	22,409
Cash and cash equivalents at the end of the financial year		33,331	28,864
Restrictions on cash assets	5.1(c)		

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

	2019 \$ '000	2018 \$ '000
Property		
Land	-	3,643
Buildings	7,062	4,234
Total property	7,062	7,877
Plant and equipment		
Plant, machinery and equipment	810	1,477
Computers and telecommunications	833	946
Library books, materials and equipment	902	872
Other plant and equipment	2,391	913
Total plant and equipment	4,936	4,208
Infrastructure		
Roads	8,643	8,230
Footpaths	3,252	2,597
Drainage	4,330	3,978
Open space and recreation	13,529	7,579
Car parks	77	561
Streetscape works	1,370	198
Total infrastructure	31,201	23,143
Total new capital works expenditure	43,199	35,228
Represented by:		
Asset renewal expenditure	16,412	16,279
Asset upgrade expenditure	12,169	10,250
Asset expansion expenditure	979	1,728
Asset new expenditure	13,639	6,971
Total capital works expenditure	43,199	35,228

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 6.2);
- the determination of depreciation for buildings, infrastructure, plant and equipment (refer to note 6.2);
- the determination of employee provisions (refer to note 5.5); 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.

Note 1 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 and \$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 26 June 2018. 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*.

1.1 Income and expenditure	Budget 2019 \$ '000	Actuals 2019 \$ '000	Variance 2019 \$ '000	Variance 2019 %	Ref
Income					
Rates and charges	109,312	109,565	253	0%	
Statutory fees and fines	10,316	14,098	3,782	37%	(a)
User fees	27,314	26,605	(709)	(3%)	
Grants — operating	21,618	23,735	2,117	10%	(b)
Grants — capital	1,315	3,471	2,156	164%	(c)
Other income	3,442	4,601	1,159	34%	(d)
Contributions — monetary	9,000	7,851	(1,149)	(13%)	(e)
Total income	182,317	189,926	7,609	4%	
Expenses					
Employee costs	77,212	74,251	2,961	4%	
Materials and services	55,537	56,781	(1,244)	(2%)	
Depreciation and amortisation	23,557	22,355	1,202	5%	
Net loss on sale/disposal of property, infrastructure, plant and equipment	1,095	1,362	(267)	(24%)	
Borrowing costs	554	555	(1)	(0%)	
Other expenses	5,706	9,019	(3,313)	(58%)	(f)
Share of net loss of joint operations	-	183	(183)	(100%)	(g)
Total expenses	163,661	164,506	(845)	(1%)	
Surplus for the year	18,656	25,420	6,763	36%	

Note 1 Performance against budget (continued)

Explanation of material variations — comprehensive income statement

Variance reference	Explanation — income items
	<p>(a) Statutory fees and fines — Statutory fees relate mainly to fees and fines levied in accordance with legislation and include animal registrations, health act registrations and parking fines. The favourable variance of \$3.78m is due to higher than anticipated revenue from parking infringements across the municipality (\$4.44m). There was also lower than expected planning permit income (\$661k).</p>
	<p>(b) Grants — operating — Is favourable by \$2.12m due to the Commonwealth Government announcement that part of Council's Victorian Grants Commission funding would be prepaid in 2018–19. 50 per cent of the 2019–20 grants was received for financial assistance and local roads funding during the 2018–19 financial year (\$1.95m).</p>
	<p>(c) Grants — capital — Includes all monies received from State, Federal and community sources for the purposes of funding the capital works program. These were favourable to budget by \$2.16m due to early receipt of income for future projects (\$920k) and unbudgeted income for current projects (\$984k).</p>
	<p>(d) Other income — Favourable variance of \$1.16m relates to increased interest income (\$544k) due to higher than anticipated cash balances and interest rates, and reimbursement of level crossing related expenditure budgeted in 2017–18 but received in 2018–19 (\$535k).</p>
	<p>(e) Contributions — monetary — Lower than anticipated open space fees are unfavourable to budget by \$1.15m. 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 9.1(b) for further details.</p>
	<p>(f) Other expenses — Is unfavourable to budget by \$3.31m relating mainly to the provision for parking infringement debtors (\$3.26m) and court lodgement fees (\$377k), both due to a higher level of parking infringement income during 2018–19 (refer to statutory fees and fines in note 1 (a)). Since Fines Victoria replaced Civic Compliance Victoria, the reported outstanding debtor balance has increased substantially, resulting in an increase in parking infringements, parking debtors and parking bad debts. Refer to note 3.2 for further information.</p>
	<p>(g) Share of net loss of joint operations — Is unfavourable to budget by \$183k. This is 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 a program of rehabilitation works that include the construction of a landfill cap over the whole of the landfill. Refer to notes 6.1 and 8.1(e) for further details.</p>

Note 1 Performance against budget (continued)

1.2 Capital works	Budget 2019 \$ '000	Actuals 2019 \$ '000	Variance 2019 \$ '000	Variance 2019 %	Ref
New works					
Property					
Buildings	7,178	5,053	2,125	30%	(h)
Total property	7,178	5,053	2,125	30%	
Plant and equipment					
Plant, machinery and equipment	2,142	730	1,412	66%	(i)
Computers and telecommunications	831	810	21	3%	
Library books, materials and equipment	889	902	(13)	(1%)	
Other plant and equipment	1,657	1,680	(23)	(1%)	
Total plant and equipment	5,519	4,122	1,397	25%	
Infrastructure					
Roads	8,655	8,641	14	0%	
Footpaths	2,270	3,252	(982)	(43%)	(j)
Drainage	3,641	4,330	(689)	(19%)	(k)
Open space	8,972	9,058	(86)	(1%)	
Car parks	400	77	323	81%	
Streetscape works	2,370	1,244	1,126	47%	(l)
Total infrastructure	26,308	26,602	(294)	(1%)	
Total new capital works expenditure	39,005	35,777	3,228	8%	
Carried forward projects from previous year	5,000	7,422	(2,422)	(48%)	(m)
Total capital works expenditure (including carry forwards)	44,005	43,199	806	2%	
Represented by:					
Asset renewal expenditure	19,945	16,412	3,533	18%	
Asset upgrade expenditure	15,022	12,169	2,853	19%	
Asset expansion expenditure	759	979	(220)	(29%)	
Asset new expenditure	8,278	13,639	(5,361)	(65%)	
Total capital works expenditure	44,005	43,199	806	2%	

Note 1 Performance against budget (continued)

Explanation of material variations — statement of capital works

Variance reference	Explanation — capital items
(h)	<p>Buildings — comprising buildings and building improvements, upgrade and renewal of community facilities; Municipal offices; sports facilities; and pavilions.</p> <p>Buildings were underspent by \$2.12m due to works that were not complete at year end at Town Hall, Caulfield; and continued pavilion upgrade projects across various locations. These will be carried forward into 2019–20.</p>
(i)	<p>Plant, machinery and equipment — Due to a delay in receipt of ordered vehicles and plant. These are due to arrive early in 2019–20 and \$950k will be carried forward.</p>
(j)	<p>Footpaths — Unfavourable to budget by \$982k due to future renewal works being undertaken during 2018–19.</p>
(k)	<p>Drainage — Over budget by \$689k due to future renewal works being brought forward during 2018–19.</p>
(l)	<p>Streetscape works — relates to development and beautification of Council's streets and shopping precincts. These projects are under budget by \$1.13m due to works in progress for activity centre minor upgrades \$675k and the Carnegie Structure Plan implementation \$337k. Funding for these projects will be carried forward to the 2019–20 year.</p>
(m)	<p>Carried forward expenditure from 2017–18 — relates 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 2017–18 financial year were higher than anticipated in the 2018–19 Budget.</p> <p>Council approved carried forward projects of \$8.66m in July 2018 of which \$7.42m was spent as at 30 June 2019. It is expected that the remaining \$1.24m will be spent during the 2019–20 financial year.</p> <p>At the time of adopting the 2018–19 Budget, \$5m was estimated for carried forward amounts for projects.</p>

Note 2.1 Analysis of Council results by program

Council delivers its functions and activities through the following programs.

2.1(a) City Management

City Management includes the chief executive office, people and culture and the innovation and continuous improvement team which is responsible for business improvement and transformation.

Community Wellbeing

Community Wellbeing provides high quality community focused programs, service delivery and communication to residents. Community Wellbeing is comprised of community development and care, family and children services, leisure and recreational services, libraries and arts and residential care.

Corporate Services

Corporate Services provides support services across council to enable the delivery of policy commitments, council vision and mission. The provision of these services includes finance services, digital information and technology, property, emergency management, procurement, customer service and communications, councillor support, governance, legal services and risk management.

Environment and Infrastructure

Environment and Infrastructure is responsible for constructing new infrastructure and maintaining existing infrastructure across a very diverse range of assets that underpin the wellbeing of the community. These assets include capital works engineering services, works depot, parks and environment and recreation and open space.

Planning and Place

The Planning and Place area includes the assessment of city development, health and local laws, planning strategy, urban growth and city futures.

2.1(b) Summary of revenues, expenses, assets and capital expenses by program

	Income	Expenses	Surplus/ (deficit)	Grants included in income	Total assets
	\$'000	\$'000	\$'000	\$'000	\$'000
2019					
City Management	-	5,125	(5,125)	-	918
Community Wellbeing	41,263	53,052	(11,789)	19,678	182,278
Corporate Services	102,729	49,046	53,683	6,142	108,004
Environment and Infrastructure	19,488	36,994	(17,506)	819	2,010,985
Planning and Place	26,446	20,289	6,157	567	6,064
	189,926	164,506	25,420	27,206	2,308,249
2018					
City Management	3	4,320	(4,317)	3	777
Community Wellbeing	40,845	50,685	(9,840)	19,120	167,545
Corporate Services	102,420	47,449	54,971	4,697	93,220
Environment and Infrastructure	17,837	35,206	(17,369)	794	2,366,475
Planning and Place	25,201	16,883	8,318	377	5,639
	186,306	154,543	31,763	24,991	2,633,656

2019
\$ '000

2018
\$ '000

Note 3 Funding for the delivery of our services

3.1 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 i.e. gross annual rental less all outgoings — such as land tax, building insurance and maintenance costs, (but excluding Council rates) and is a minimum of five per cent.

The valuation base used to calculate general rates for 2018–19 was \$3,649m (2017–18: \$3,006m). The 2018–19 rate in the dollar was 2.5206 cents (2017–18: 2.9597 cents).

Municipal rates	91,892	88,438
Waste and recycling charges	16,384	14,719
Supplementary rates and rate adjustments	820	618
Interest on rates and charges	469	452

Total rates and charges	109,565	104,227
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The date of the latest general revaluation of land for rating purposes within the municipality was 1 January 2019 and the valuation was applied to the rating period commencing 1 July 2019.

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.

3.2 Statutory fees and fines

Parking infringements*	11,409	7,832
Building and planning fees	1,827	2,228
Registration fees — food premises/ <i>Health Services Act 1987</i>	399	388
Property information	206	254
Land information certificates	138	153
Other statutory fees and fines	119	322

Total statutory fees and fines	14,098	11,177
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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.

* Effective 1 January 2018, Fines Victoria took over the roles that were previously performed by Civic Compliance Victoria and the Infringements Court. The outstanding debtor balance as reported by Fines Victoria has increased substantially, resulting in an increase in parking infringements, parking debtors and parking bad debts. Council relies on the information provided by Fines Victoria to recognise the revenue and debtor transactions connected with parking infringements.

	2019	2018
	\$ '000	\$ '000

Note 3 Funding for the delivery of our services (continued)

3.3 User fees

Glen Eira Leisure	13,722	13,360
Aged and health services	3,851	3,893
Animal registrations and local laws	2,246	1,882
Family and early learning centres	1,851	2,315
Building and planning services	1,169	989
Community care	969	969
Council facilities hire	527	609
Other fees and charges	515	435
Parking meter fees	473	461
Road openings and reinstatements	388	255
State Revenue Office — valuation recoupment	274	145
Footpath rentals	190	193
Waste and sustainability	183	162
Library and learning centres	135	136
Maintenance	112	130
Total user fees	26,605	25,933

User fees are recognised as revenue when the service has been provided or Council has otherwise earned the income.

	2019	2018
	\$ '000	\$ '000

3.4 Funding from other levels of government

Grants were received in respect of the following:

Summary of grants

Commonwealth funded grants	15,272	14,560
State funded grants	11,449	10,431
Other	485	-
Total grants received	27,206	24,991

Operating grants

Recurrent — Commonwealth Government

Aged care	8,539	8,471
Family and early learning centres	1,673	1,245
Family day care	620	405
Victorian Grants Commission — general purpose*	3,145	3,213
Victorian Grants Commission — local roads*	655	641

Recurrent — State Government

Community care	5,456	5,785
Immunisation	136	157
Libraries and learning centres	943	940
Maternal and child health	1,174	1,172
MetroAccess	145	139
Other	41	48
School crossing supervisors	417	368
Senior citizens	80	84
Social support	711	691

Total recurrent operating grants	23,735	23,359
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* During the year, the Commonwealth Government announced prepayments of Council's Victorian Grants Commission funding for 2019–20. The amount of \$1.95m (50 per cent of the grant) was received for financial assistance and local roads funding in the 2018–19 financial year.

	2019 \$ '000	2018 \$ '000
3.4 Funding from other levels of government (continued)		
Capital grants		
Recurrent — Commonwealth Government		
<i>Roads to Recovery Program</i>	285	576
Total recurrent capital grants	285	576
Non-recurrent — Commonwealth Government		
EE Gunn Reserve lighting upgrade	214	-
Harleston Park basketball space	106	-
Safer Streets — Carnegie Retail Precinct	35	-
Non-recurrent — Other		
Melbourne Water Outer Circle Railway Improvements	485	-
Non-recurrent — State Government		
Bailey Reserve lighting project	225	-
Bentleigh laneway improvement works	142	-
Bentleigh Reserve lighting upgrade	135	-
Booran Road Community Reserve — The Caulfield Racecourse Wedge	-	354
Brightening Bentleigh project	26	-
Caring for Our Local Environments 2019	15	-
Centenary Park lighting upgrade	149	-
Cricket net facilities upgrade at various locations	5	40
Duncan Mackinnon Reserve athletic track reconstruction	25	125
Duncan Mackinnon Reserve new netball courts	10	-
EE Gunn Reserve Pavilion feasibility project	1	9
EE Gunn Reserve community projects	-	100
Elsternwick Masterplan — streamlining for growth project	100	-
E-Waste Communications Campaign	8	-
Feasibility Study for Shared Services (Waste) Collaborative Council	25	-
Hodgson Reserve multifaceted adolescent play space	225	-
King George Reserve Pavillion female friendly facilities redevelopment	248	-
Koornang Park Pavilion female friendly facilities redevelopment	-	90
McKinnon Reserve Pavilion female friendly facilities redevelopment	-	90
McKinnon Reserve lighting upgrade	190	-
McKinnon Reserve multipurpose sports court and bouldering wall	210	-
Moorleigh Community Village Reserve cricket nets and multipurpose facility redevelopment	10	90
Murrumbeena Park Community Hub Vision	-	9
Neerim Road streetscape works	98	-
Social Housing Investment Planning	160	-
<i>Storm Water Community Education Program</i>	-	9
Tobacco inspection	9	8
<i>VicHealth Walk to School Program</i>	15	1
Victorian recycling market temporary relief	116	131
Victory Park Pavilion female friendly facilities redevelopment	199	-
Total non-recurrent capital grants	3,186	1,056
Total capital grants	3,471	1,632

2019
\$ '000

2018
\$ '000

3.4 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

Open balance brought forward	1,942	1,837
Grants received during the financial year	3,800	3,854
Amounts expended during the financial year	(3,796)	(3,749)
Balance remaining to be spent	1,946	1,942

During the year, the Commonwealth Government announced prepayments of 50 per cent of Council's Victorian Grants Commission funding. The amount of \$1.95m was received, comprising financial assistance and local roads funding.

Melbourne Water Outer Circle Railway Improvements

Open balance brought forward	-	-
Grants received during the financial year	485	-
Amounts expended during the financial year	-	-
Balance remaining to be spent	485	-

Melbourne Water contributed \$485k in 2018–19 towards the costs of providing replanting and revegetation as a community benefit from the Murrumbidgee Main Drain Duplication Project. The project is expected to be completed during the 2019–20 financial year.

Hodgson Reserve multifaceted adolescent play space

Open balance brought forward	-	-
Grants received during the financial year	225	-
Amounts expended during the financial year	-	-
Balance remaining to be spent	225	-

The Department of Health and Human Services will contribute another \$25k (\$250k in total) towards the redevelopment of an underutilised play space at Hodgson Reserve. The project is expected to be completed during the 2020–21 financial year.

McKinnon Reserve multipurpose sports court and bouldering wall

Open balance brought forward	-	-
Grants received during the financial year	210	-
Amounts expended during the financial year	-	-
Balance remaining to be spent	210	-

The Department of Health and Human Services will contribute another \$23k (\$233k in total) towards the redevelopment of the playground at McKinnon Reserve. The project is expected to be completed during the 2020–21 financial year.

	2019 \$ '000	2018 \$ '000
3.4 Funding from other levels of government (continued)		
McKinnon Reserve Pavilion female friendly facilities redevelopment		
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 another \$10k (\$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 friendly facilities redevelopment		
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 another \$10k (\$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		
Open balance brought forward	90	-
Grants received during the financial year	10	90
Amounts expended during the financial year	(100)	-
Balance remaining to be spent	-	90
The Department of Health and Human Services contributed \$100k in total towards the redevelopment of the existing cricket nets at Moorleigh Community Village Reserve. The project was completed during the 2018–19 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.		

	2019	2018
	\$ '000	\$ '000
3.5 Other income		
Rentals and leases	1,344	1,208
Interest	2,057	1,677
Licences and permits* (grade separation works)	875	1,155
Other	325	360
Total other income	4,601	4,400

Interest is recognised as it is earned.

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.

3.6 Contributions — monetary and non-monetary

Public open space*	7,851	10,348
Land	-	5,230
Total contributions — monetary and non-monetary	7,851	15,578

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 9.1(b).

	Notes	2019 \$ '000	2018 \$ '000
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Note 4 The cost of delivering services

4.1 (a) Employee costs

Wages and salaries		61,968	59,171
Superannuation (refer to note 4.1(b))		6,284	5,973
Annual leave		5,170	4,956
Long service leave		1,958	1,512
WorkSafe		428	715
Other employee costs		1,129	1,127
Fringe benefits tax		164	163
Total gross employee costs		77,101	73,617
Capitalised salaries	9.2	(2,850)	(2,171)
Total net employee costs		74,251	71,446

(b) Superannuation

Council made contributions to the following funds:

Defined benefit plans

Employer contributions to Local Authorities Superannuation Fund (Vision Super)	260	304
	260	304

Accumulation funds

Employer contributions to Local Authorities Superannuation Fund (Vision Super)	4,264	4,346
Employer contributions to HESTA	708	702
Employer contributions to other funds	1,052	621
	6,024	5,669

Employer contributions payable to Local Authorities Superannuation Fund (Vision Super) at reporting date (accumulation fund)	612	549
	612	549

Summary

Employer contributions paid at reporting date	6,284	5,973
Employer contributions payable at reporting date	612	549

Refer to note 9.3 for further information relating to Council's superannuation obligations.

	2019 \$ '000	2018 \$ '000
4.2 Materials and services		
Waste management contract services	15,084	14,083
Maintenance	6,600	6,778
Materials and consumables	5,369	5,427
Corporate contract services	5,291	4,996
Utilities	5,125	4,084
Traffic and parking contract services	3,999	4,262
Parks and grounds contract maintenance	3,702	3,961
Other contract services	2,282	1,570
Community wellbeing contract services	2,279	1,873
Agency staff contract services	1,423	1,088
Grants and subsidies	1,229	1,066
Roads and engineering contract services	1,173	962
Insurance	1,106	901
Training	966	757
Building and urban planning contract services	590	545
Innovation and continuous improvement contract services	563	656
Total materials and services	56,781	53,009

4.3 Depreciation and amortisation

Infrastructure	12,734	12,154
Plant and equipment	4,071	4,579
Property	5,257	5,038
Total depreciation	22,062	21,771

Intangible assets	293	231
Total depreciation and amortisation	22,355	22,002

Refer to note 5.2(b) and 6.2 for a more detailed breakdown of depreciation and amortisation charges and accounting policy.

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

Proceeds of sale	288	511
Written down value (WDV) of assets disposed (refer to note 6.2)	(1,593)	(1,568)
Disposal costs for laneway sales	(47)	(75)
Discontinued capital works projects*	(10)	(21)

Total net loss on sale/disposal of property, infrastructure, plant and equipment	(1,362)	(1,153)
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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.

	2019	2018
	\$ '000	\$ '000
4.5 Borrowing costs		
Interest — borrowings	536	644
Interest — equipment lease	19	17
Total borrowing costs	555	661

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.

4.6 Other expenses

Bad and doubtful debts*	3,880	978
Other expenses	841	788
Court lodgement fees	828	753
Rentals (refer to note 5.7)	570	496
Program costs	507	393
Councillors' allowances	371	367
Advertising	317	287
Leasing	304	264
Memberships and subscriptions	281	319
Licences and registrations	206	168
VicRoads extracts	186	199
Laundry fees	134	132
Document storage	119	139
Animal registrations and levies	106	84
Environmental Initiatives	81	30
Interest payable on aged care deposits	64	83

Auditors remuneration

Internal auditors	129	156
External auditors — VAGO — audit of the Financial Statements, Performance Statement and grant acquittals	66	64
Other auditors remuneration costs	29	37

Total other expenses	9,019	5,737
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* Effective 1 January 2018, Fines Victoria took over the roles that were previously performed by Civic Compliance Victoria and the Infringements Court. The outstanding debtor balance as reported by Fines Victoria has increased substantially, resulting in an increase in parking infringements, parking debtors and parking bad debts. Council relies on the information provided by Fines Victoria to recognise the revenue and debtor transactions connected with parking infringements.

	2019	2018
	\$ '000	\$ '000

Note 5 Our financial position

5.1 Financial Assets

(a) Cash and cash equivalents

Cash at bank and on hand	7,084	6,018
Term deposits	26,247	22,846
Total cash and cash equivalents	33,331	28,864

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

(b) Other financial assets

Current

Term deposits (maturity greater than three months)	53,153	45,343
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Non-current

MAPS shareholding — at cost*	5	5
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* 5,020 shares were issued on 17 May 1995. These shares are held with MAPS Group Ltd trading as Procurement Australasia Ltd.

Total financial assets	86,489	74,213
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Other financial assets are valued at fair value, being market value, at balance date. Term deposits are measured at original cost. Any unrealised gains and losses on holdings at balance date are recognised as either a revenue or expense.

(c) Restricted funds

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

Trust funds and deposits (note 5.3(b))	(36,934)	(32,353)
Public open space reserve (note 9.1(b))	(18,584)	(13,793)
Total restricted funds	(55,518)	(46,146)

Total unrestricted cash and cash equivalents	30,966	28,062
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Intended allocations

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

Cash held to fund carried forward capital works	6,000	5,000
Total funds subject to intended allocations	6,000	5,000

	2019	2018
	\$ '000	\$ '000

Note 5 Our financial position (continued)

(d) Trade and other receivables

Statutory receivables

Rates debtors	6,581	6,444
Parking infringement debtors — Council	2,074	1,972
Parking infringement debtors — Fines Victoria	6,775	2,919
Provision for doubtful debts — parking infringements	(6,305)	(2,824)
Net GST Receivable	1,892	1,437
Fire services property levy	695	690

Non-statutory receivables

Other trade receivables	2,483	3,244
Provision for doubtful debts — other trade receivables	(107)	(67)

Total trade and other receivables	14,088	13,815
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Short term receivables are carried at invoice amount. A provision for doubtful debts is recognised when there is objective evidence that an impairment has occurred.

(i) 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)	1,492	2,861
Past due by up to 30 days	550	76
Past due between 31 and 180 days	441	307

Total trade and other receivables	2,483	3,244
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(ii) Movements in provisions for doubtful debts

Balance at the beginning of the year	(2,891)	(2,299)
Increase in provisions recognised during the year	(3,521)	(592)

Balance at end of year	(6,412)	(2,891)
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5.2 Non-financial assets

(a) Other assets

Accrued income	829	518
Prepayments	1,049	1,107

Total other assets	1,878	1,625
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2019
\$'000

2018
\$'000

Note 5 Our financial position (continued)

5.2 (b) Intangible assets

Computer software and licences — at cost	6,539	4,964
Accumulated amortisation	(4,694)	(4,401)
Total intangible assets	1,845	563

Movements for the year

Computer software and licences — as at 1 July	563	764
Additions	1,575	30
Amortisation expense	(293)	(231)
Net book value at 30 June	1,845	563

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 amortisation method are reviewed at least annually, and adjustments made where appropriate.

5.3 Payables

(a) Trade and other payables

Trade payables	13,752	9,039
Accrued expenses	4,679	4,887
Total trade and other payables	18,431	13,926

(b) Trust funds and deposits

Current — expected to be refundable within 12 months

Residential aged care bonds and deposits	9,310	8,043
Refundable deposits	4,945	4,554
Fire services property levy	956	989
	15,211	13,586

Current — expected to be refundable after 12 months

Residential aged care bonds and deposits	21,723	18,767
	21,723	18,767

Total trust funds and deposits	36,934	32,353
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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 (2017–18: 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.

	2019 \$'000	2018 \$'000
5.4 Interest-bearing liabilities		
Current		
Borrowings — secured	3,553	3,444
	3,553	3,444
Non-current		
Borrowings — secured	11,304	14,858
	11,304	14,858
Total	14,857	18,302

Borrowings are secured over the General Rates of Council as per section 141 of the *Local Government Act 1989*.

(a) The maturity profile for Council's borrowings is:

Not later than one year	3,553	3,444
Later than one year and not later than five years	11,304	14,858
	14,857	18,302

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.

5.5 Provisions

2019	Annual leave	Long service leave	Sick leave	Total
	\$ '000	\$ '000	\$ '000	\$ '000
Balance at beginning of the financial year	4,224	10,594	10	14,828
Additional provisions	5,183	1,778	-	6,961
Amounts used	(4,880)	(1,363)	-	(6,243)
Increase in the discounted amount arising because of time and the effect of any change in the discount rate	-	88	-	88
Balance at the end of the financial year	4,527	11,097	10	15,634
2018				
Balance at beginning of the financial year	4,008	10,263	10	14,281
Additional provisions	4,953	1,565	-	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
			2019	2018
			\$ '000	\$ '000
Employee provisions				
Current provisions expected to be wholly settled within 12 months				
Annual leave			3,826	3,600
Long service leave			867	793
Sick leave			10	10
			4,703	4,403
Current provisions expected to be wholly settled after 12 months				
Annual leave			702	624
Long service leave			8,878	8,441
			9,580	9,065
Total current provisions			14,283	13,468
Non-current				
Long service leave			1,351	1,360
			1,351	1,360
Aggregate carrying amount of employee provisions:				
Current provisions			14,283	13,468
Non-current provisions			1,351	1,360
Total aggregate carrying amount of employee provisions			15,634	14,828

5.5 Provisions (continued)

2019

2018

The following assumptions were adopted in measuring the present value of employee benefits:

Weighted average increase in employee costs	2.40%	2.25%
Weighted average discount rates	1.32%	2.65%
Weighted average settlement period	15.11 years	15.52 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 5.5 as a current provision. Liability is measured at nominal value.

5.6 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.

Capital expenditure commitments — includes provision for the following: park redevelopments; pavilion works; building improvements; landscaping; and road works.

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.

2019	Not later than 1 year \$ '000	Later than 1 year but less than 2 years \$ '000	Later than 2 years but less than 5 years \$ '000	Later than 5 years \$ '000	Total \$ '000
Operating					
Cleaning	1,324	1,128	351	-	2,803
Community care	176	-	-	-	176
Consultancies	2,382	1,397	388	-	4,167
Licences and support	803	483	205	-	1,491
Maintenance	5,046	3,624	185	-	8,855
Parks and gardens	174	-	-	-	174
Traffic and parking	1,893	-	-	-	1,893
Waste and sustainability	10,493	8,964	14,904	7,040	41,401
Other contractual obligations	603	273	7	-	883
Total operating commitments	22,894	15,869	16,040	7,040	61,843
Capital					
Buildings	635	-	-	-	635
Roads	810	99	74	-	983
Total capital expenditure commitments	1,445	99	74	-	1,618

5.6 Commitments (continued)

2018	Not later than 1 year \$ '000	Later than 1 year but less than 2 years \$ '000	Later than 2 years but less than 5 years \$ '000	Later than 5 years \$ '000	Total \$ '000
Operating					
Cleaning	939	42	-	-	981
Community care	600	-	-	-	600
Consultancies	1,916	1,213	1,554	-	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	1,850	-	-	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

	2019 \$ '000	2018 \$ '000
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5.7 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	27	40
Later than one year and not later than five years	35	65
Total finance leases	62	105

(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	472	477
Later than one year and not later than five years	1,387	1,473
Later than five years	1,151	1,502
Total operating lease commitments	3,010	3,452

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 16 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	327	324
Later than one year and not later than five years	480	630
Total operating lease receivables	807	954

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	570	496
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2019 **2018**
\$ '000 **\$ '000**

Note 6 Assets we manage

6.1 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 Landfill Site has completed the waste filling and is undergoing work for a program of rehabilitation works that include the construction of a landfill cap over the whole of the landfill. 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:

**6.1 (a) Summarised Statement of Comprehensive Income
for the year ended 30 June 2019**

Total income	77	402
Total expenses	260	937
Share of net loss of joint operations	(183)	(535)

**Summarised Balance Sheet
as at 30 June 2019**

Assets		
Current assets	1,050	1,462
Total assets	1,050	1,462
Liabilities		
Current liabilities	650	1,058
Non-current liabilities	1,945	1,767
Total liabilities	2,595	2,825
Net liabilities	(1,545)	(1,363)
Equity/(deficit)		
Accumulated deficit	(1,545)	(1,363)
Total equity/(deficit)	(1,545)	(1,363)
Adjusted for rehabilitation costs (refer to note 6.1(b))	2,590	2,820
Total investment in joint operations (excluding rehabilitation costs)	1,045	1,457

	2019 \$ '000	2018 \$ '000
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6.1 Investments in joint operations (continued)

6.1 (b) Other liabilities

Provision for environmental rehabilitation	2,590	2,820
Total other liabilities	2,590	2,820

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 26 years. Remediation is expected to be completed by 2045.

The calculation of the provision is based on a review of the Annual and planned equipment replacement aftercare costs of the site. These costs have been inflated at an assumed inflation rate of 2.5 per cent annually for 26 years. The present value calculation uses the Milliman Group of 100 discount rate forecasts for 26 years.

The provision also takes into account a forecast \$2.41m of capping and gas infrastructure works that are required to be completed primarily in 2019–20 in order to decommission the land fill.

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

Council's share of the joint operation is also disclosed as a contingent liability in note 8.1. The environmental rehabilitation represents Council's future share of rehabilitation costs payable by Clayton Regional Landfill (not Council) but will translate into a cash injection by Council in the future.

Summarised statement of cash flows

Net cash used in operating activities	(417)	(215)
Net decrease in cash and cash equivalents	(417)	(215)

Summary of joint operations

Movements for the year

Share of joint operations as at 1 July	(1,363)	(828)
Share of net loss of joint operations	(183)	(535)
Share of total equity of joint operations as at 30 June	(1,545)	(1,363)

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 (refer to note 8.1).

Accounting for investments in associates and joint operations

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

6.2 Property, infrastructure plant and equipment

Summary of property, infrastructure plant and equipment

	At fair value 30 June 2018	Acquisitions	Contributions	Revaluation	Depreciation	Disposal	Net transfers	At fair value 30 June 2019
	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000
Land	2,026,179	789	-	(356,826)	-	-	-	1,670,142
Buildings	179,759	8,364	-	-	(5,257)	(248)	(1,043)	181,575
Plant and equipment	12,254	4,032	-	-	(4,071)	(69)	619	12,765
Infrastructure	314,136	28,436	-	(218)	(12,734)	(1,276)	(4,627)	323,717
Art collection and municipal regalia	1,910	-	-	-	-	-	-	1,910
Work in progress	7,744	-	-	-	-	-	5,051	12,795
	2,541,982	41,621	-	(357,044)	(22,062)	(1,593)	-	2,202,904

Summary of work in progress (WIP)

	Opening WIP	Additions	Transfers to completed assets	Closing WIP
	\$ '000	\$ '000	\$ '000	\$ '000
Land and buildings	356	8,106	(7,062)	1,400
Plant and equipment	886	4,317	(4,936)	267
Infrastructure	6,502	35,827	(31,201)	11,128
	7,744	48,250	(43,199)	12,795

6.2 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 1 July 2018		1,287,798	738,381	2,026,179	230,706	44,748	382	275,836	2,302,015
Accumulated depreciation		-	-	-	(87,201)	(8,681)	(195)	(96,077)	(96,077)
Work in progress		-	-	-	300	56	-	356	356
Balance at 30 June 2018		1,287,798	738,381	2,026,179	143,805	36,123	187	180,115	2,206,294

Movements in fair value

Acquisition of assets at fair value (including work in progress transfers)		789	-	789	7,005	315	-	7,320	8,109
Contributed assets		-	-	-	-	-	-	-	-
Revaluation increments at fair value	9.1(a)	(234,531)	(122,295)	(356,826)	-	-	-	-	(356,826)
Fair value of assets disposed	4.4	-	-	-	(337)	-	-	(337)	(337)
Net work in progress movement		-	-	-	788	255	-	1,043	1,043
Balance at 30 June 2019		(233,742)	(122,295)	(356,037)	7,456	570	-	8,026	(348,011)

Movements in accumulated depreciation

Depreciation	4.3	-	-	-	(4,652)	(587)	(18)	(5,257)	(5,257)
Accumulated depreciation of disposals	4.4	-	-	-	89	-	-	89	89
Balance at 30 June 2019		-	-	-	(4,563)	(587)	(18)	(5,168)	(5,168)
At fair value 30 June 2019		1,054,056	616,086	1,670,142	237,374	45,063	382	282,819	1,952,961
Accumulated depreciation at 30 June 2019		-	-	-	(91,764)	(9,268)	(213)	(101,245)	(101,245)
Work in progress		-	-	-	1,089	311	-	1,400	1,400
Balance at 30 June 2019		1,054,056	616,086	1,670,142	146,699	36,106	169	182,974	1,853,116

6.2 Property, infrastructure plant and equipment (continued)

(b) Infrastructure	Notes	Roads	Footpaths, furniture and signs	Drains	Parks and gardens	Total infrastructure
		\$ '000	\$ '000	\$ '000	\$ '000	\$ '000
At fair value 1 July 2018		270,043	119,855	185,521	98,893	674,312
Accumulated depreciation		(139,949)	(76,185)	(102,101)	(41,939)	(360,174)
Work in progress		2,676	180	2,212	1,434	6,502
Balance at 30 June 2018		132,770	43,850	85,632	58,388	320,640

Movements in fair value

Acquisition of assets at fair value (including work in progress transfers)		4,803	3,565	4,844	10,596	23,808
Contributed assets		-	-	-	-	-
Revaluation increments at fair value	9.1(a)	(52)	-	(166)	-	(218)
Fair value of assets disposed	4.4	(1,410)	(72)	(501)	(1,220)	(3,203)
Net work in progress movement		2,875	(70)	736	1,085	4,626
Balance at 30 June 2019		6,216	3,423	4,913	10,461	25,013

Movements in accumulated depreciation

Depreciation	4.3	(4,828)	(1,520)	(1,991)	(4,395)	(12,734)
Accumulated depreciation of disposals	4.4	930	39	298	660	1,927
Balance at 30 June 2019		(3,898)	(1,481)	(1,693)	(3,735)	(10,807)

At fair value 30 June 2019		273,384	123,348	189,698	108,269	694,699
Accumulated depreciation at 30 June 2019		(143,847)	(77,666)	(103,794)	(45,674)	(370,981)
Work in progress		5,551	110	2,948	2,519	11,128
Balance at 30 June 2019		135,088	45,792	88,852	65,114	334,846

6.2 Property, infrastructure plant and equipment (continued)

(c) Plant and equipment	Notes	Plant and equipment	Furniture and equipment	Total plant and equipment
		\$ '000	\$ '000	\$ '000
At cost 1 July 2018		9,681	37,033	46,714
Accumulated depreciation		(5,707)	(28,754)	(34,461)
Work in progress		221	665	886
Balance at 30 June 2018		4,195	8,944	13,139
Movements in cost				
Acquisition of assets at fair value (including work in progress transfers)		1,013	3,637	4,650
Contributed assets		-	-	-
Cost of assets disposed	4.4	(512)	(1,179)	(1,691)
Net work in progress movement		(221)	(398)	(619)
Balance at 30 June 2019		280	2,060	2,340
Movements in accumulated depreciation				
Depreciation	4.3	(1,171)	(2,900)	(4,071)
Accumulated depreciation of disposals	4.4	444	1,179	1,623
Balance at 30 June 2019		(727)	(1,721)	(2,448)
At cost 30 June 2019		10,182	39,491	49,673
Accumulated depreciation at 30 June 2019		(6,434)	(30,475)	(36,909)
Work in progress		-	267	267
Balance at 30 June 2019		3,748	9,283	13,031

6.2 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 1 July 2018		1,910	1,910
Balance at 30 June 2018		1,910	1,910
Movements in fair value			
Acquisition of assets at fair value		-	-
Acquisition of assets at cost		-	-
Revaluation increments at fair value	9.1(a)	-	-
Fair value of assets disposed	4.4	-	-
		-	-
At fair value 30 June 2019		1,910	1,910
Balance at 30 June 2019		1,910	1,910

6.2 Property, infrastructure plant and equipment (continued)

Acquisition

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

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

6.2 Property, infrastructure plant and equipment (continued)

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.

6.2 Property, infrastructure plant and equipment (continued)

(e) 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 2019 are as follows:

	Level 1 \$ '000	Level 2 \$ '000	Level 3 \$ '000	Date of Valuation
Land — specialised	-	-	1,054,056	03/19
Land under roads	-	-	616,086	03/19
Buildings — specialised	-	-	35,795	01/18
Buildings — non specialised	-	145,610	-	01/18
Total land and buildings	-	145,610	1,705,937	

(f) 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 2019.

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 2019 are as follows:

	Level 1 \$ '000	Level 2 \$ '000	Level 3 \$ '000	Date of Valuation
Roads	-	-	129,537	06/18
Footpaths, furniture and signs	-	-	45,682	06/18
Drains	-	-	85,904	06/18
Parks and gardens	-	-	62,594	04/17
Total infrastructure	-	-	323,717	

6.2 Property, infrastructure plant and equipment (continued)

(g) 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 2019 are as follows:

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

(h) 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. 2018–19 land values range between approximately \$221 and \$4,420 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.

	2019 \$'000	2018 \$'000
Reconciliation of specialised land		
Land	1,054,056	1,287,798
Land under roads	616,086	738,381
Total specialised land	1,670,142	2,026,179

Note 7 People and relationships

7.1 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 6.1

(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

Anne-Marie Cade*	Councillor	10 January 2019—30 June 2019
Clare Davey	Councillor	1 July 2018—30 June 2019
Dan Sztrajt	Councillor	1 July 2018—30 June 2019
Jamie Hyams	Deputy Mayor	1 July 2018—30 October 2018
	Mayor	31 October 2018—30 June 2019
Jim Magee	Councillor	1 July 2018—30 June 2019
Joel Silver	Councillor	1 July 2018—30 October 2018
	Deputy Mayor	31 October 2018—30 June 2019
Margaret Esakoff	Councillor	1 July 2018—30 June 2019
Mary Delahunty	Councillor	1 July 2018—30 June 2019
Nina Taylor**	Councillor	1 July 2018—12 December 2018
Tony Athanasopoulos	Mayor	1 July 2018—30 October 2018
	Councillor	31 October 2018—30 June 2019

* Councillor Anne-Marie Cade was declared elected on 10 January 2019 due to the vacancy caused by Councillor Nina Taylor.

** Councillor Nina Taylor resigned from her position as Councillor effective 12 December 2018.

Chief Executive Officer and other key management personnel

Rebecca McKenzie	Chief Executive Officer	1 July 2018—30 June 2019
Samantha Krull	Director Environment & Leisure	1 July 2018—30 June 2019
Peter Jones	Director Community Wellbeing	1 July 2018—30 June 2019
Peter Swabey	Director Corporate Services	1 July 2018—30 June 2019
Ron Torres	Director Planning & Place	1 July 2018—30 June 2019

	2019 No.	2018 No.
Summary		
Total number of Councillors	10	9
Chief Executive Officer and other key management personnel	5	5
Total key management personnel	15	14

7.1 Council and key management remuneration (continued)

(c) Remuneration of key management personnel

	2019 \$ '000	2018 \$ '000
Total remuneration of key management personnel was as follows:		
Short-term benefits (salary and annual leave)	1,611	1,568
Post-employment benefits (superannuation)	155	151
Long-term benefits (long service leave)	35	34
Total	1,801	1,753

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:	2019 No.	2018 No.
\$10,000–\$19,999	2	-
\$30,000–\$39,999	6	7
\$50,000–\$59,999	1	-
\$60,000–\$69,999	-	1
\$70,000–\$79,999	-	1
\$80,000–\$89,999	1	-
\$250,000–\$259,999	2	2
\$260,000–\$269,999	1	2
\$270,000–\$279,999	1	-
\$350,000–\$359,999	-	1
\$370,000–\$379,999	1	-
Total key management personnel	15	14

(d) Transactions with related parties

There were no transactions with related parties which required disclosure during the 2018–19 or 2017–18 reporting years.

(e) Outstanding balances with related parties

There were no outstanding balances with related parties which required disclosure during the 2018–19 or 2017–18 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 2018–19 or 2017–18 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 2018–19 or 2017–18 reporting years.

7.2 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 \$148,000 (\$145,000 in 2017–18).

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:	2019 No.	2018 No.
<\$148,000	4	10
\$150,000–\$159,999	7	5
\$160,000–\$169,999	1	4
\$170,000–\$179,999	4	3
\$180,000–\$189,999	6	1
\$190,000–\$199,999	-	2
\$200,000–\$209,999	1	-
\$220,000–\$229,999	-	1
\$230,000–\$239,999	1	-
\$250,000–\$259,999*	1	-
\$290,000–\$299,999*	1	-
Total senior officers	26	26

* Includes separation payments

	2019 \$ '000	2018 \$ '000
Total remuneration for the reporting year for senior officers included above amounted to:	4,553	3,578

Note 8 Managing uncertainties

8.1 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 2019, 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.

(d) Infringements Review

A potential issue has arisen in relation to the validity of infringement notice reviews, conducted under the *Infringements Act 2006* (the Act).

Council is currently party to an Ombudsman Victoria review in relation to this process, and is participating fully and openly.

Council is of the view that it has conducted its infringement reviews in compliance with the requirements of Act. Should it be determined that Council has not complied fully with the requirements of the Act, Council may have a potential liability to refund monies where reviews were conducted invalidly.

8.1 Contingent assets and liabilities (continued)

(e) 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 26 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 Clean Up Notice relating to the Clayton Regional Landfill. The 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 2019-20 budget to clean up the contaminated areas. The Joint Venture Councils are considering options to pursue recovery of the clean-up costs.

8.2 Change in accounting standards

The following new AASs have been issued that are not mandatory for the 30 June 2019 reporting period. Council has assessed these pending standards and has identified the following potential impacts will flow from the application of these standards in future reporting periods.

Revenue from contracts with customers (AASB 15) (applies 2019–20 for LG sector)

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 is not material in nature.

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-of-use' asset, and an interest charge on the lease liability. The interest charge will be calculated using the effective interest method, which will result in a gradual reduction of interest expense over the lease term.

Council has elected to adopt the modified retrospective approach to the transition to the new lease standard. This will mean that only existing operating leases for non low value assets, with remaining terms greater than 12 months, will be recognised on transition (1 July 2019). Based on our current lease commitments and an assumption of a continuation of the current leasing arrangements Council expects that the transition to the new standard will see the initial recognition of \$9.92m in lease related assets and an equivalent liability.

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

This standard is expected to apply to certain transactions currently accounted for under 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 a not-for-profit entity to further its objectives. This is not material in nature.

8.3 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 Council to make a financial loss. Council have exposure to credit risk on some financial assets included in the balance sheet. Particularly significant areas of credit risk exist in relation to outstanding fees and fines as well as loans and receivables from sporting clubs and associations. To help manage this risk:

- council have a policy for establishing credit limits for the entities council deal with;
- council may require collateral where appropriate; and
- council only invest surplus funds with financial institutions which have a recognised credit rating specified in council's 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 8.1.

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.

8.3 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 are 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 5.4.

(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 year-end rates of 2.4 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.

8.4 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:

8.4 Fair value measurement (continued)

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

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

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

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

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

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 6.1, 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.

8.5 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 9 Other matters

9.1 Reserves

(a) Asset revaluation reserve

2019	Balance at beginning of reporting period \$ '000	Increment/ (decrement) \$ '000	Balance at end of reporting period \$ '000
Property			
Land	955,756	(234,531)	721,225
Land under roads	376,403	(122,295)	254,108
Buildings	87,555	-	87,555
Infrastructure			
Road assets	108,304	(52)	108,252
Footpaths	24,236	-	24,236
Drainage	18,356	(166)	18,190
Parks and gardens	24,298	-	24,298
Art collection and municipal regalia			
Art collection	1,088	-	1,088
Balance	1,595,996	(357,044)	1,238,952
2018	Balance at beginning of reporting period \$ '000	Increment/ (decrement) \$ '000	Balance at end of reporting period \$ '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	5,851	24,236
Drainage	13,767	4,589	18,356
Parks and gardens	24,298	-	24,298
Art collection and municipal regalia			
Art collection	1,088	-	1,088
Balance	1,254,439	341,558	1,595,996
The asset revaluation reserve is used to record the net movement of Council's assets over time.			

9.1 Reserves (continued)

(b) Public open space reserve

	Balance at beginning of reporting period	Transfers from accumulated surplus	Transfers to accumulated surplus	Balance at end of reporting period
	\$ '000	\$ '000	\$ '000	\$ '000
2019				
Public open space reserve	13,793	7,851	(3,060)	18,584
Balance	13,793	7,851	(3,060)	18,584
2018				
Public open space reserve	3,696	10,348	(251)	13,793
Balance	3,696	10,348	(251)	13,793

Council approved its *Open Space Strategy* on 8 April 2014 following community consultation. The Public Open Space Reserve can be used to fund projects that meet the conditions of the Strategy which is mainly focused on increasing open space in identified gap areas and to localities with forecast population growth.

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
2019			
Asset revaluation reserve	1,595,996	(357,044)	1,238,952
Public open space reserve	13,793	4,791	18,584
Balance	1,609,789	(352,253)	1,257,536
2018			
Asset revaluation reserve	1,254,439	341,558	1,595,996
Public open space reserve	3,696	10,097	13,793
Balance	1,258,135	351,655	1,609,789

	Notes	2019 \$ '000	2018 \$ '000
9.2 Reconciliation of cash flows from operating activities to surplus			
Surplus for the year		25,420	31,763
Contributions — non-monetary	3.6	-	(5,230)
Capitalised salaries	4.1(a)	(2,850)	(2,171)
Depreciation and amortisation	4.3	22,355	22,002
Loss on sale/disposal of property, infrastructure, plant and equipment	4.4	1,389	1,278
Borrowing costs	4.5	536	644
Share of net loss of joint operations	6.1	183	535
Change in assets and liabilities:			
Increase in trade and other receivables	5.1(d)	(584)	(923)
Increase/(decrease) in other assets	5.2 (a)	58	(280)
Increase/(decrease) in payables	5.3(a)	4,238	(1,059)
Increase in provisions	5.5	806	549
Increase in trust funds and other deposits	5.3(b)	4,581	2,480
Net cash provided by operating activities		56,132	49,588

9.3 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 2019, this was 9.5 per cent as required under Superannuation Guarantee (SG) legislation).

Defined Benefit

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. 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. For the year ended 30 June 2019, this rate was 9.5% of members' salaries (9.5% in 2017–2018).

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 30 June 2019 was 107.1%.

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.

9.3 Superannuation (continued)

Defined benefit 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 Council is a contributing employer:

A VBI surplus of \$69.8 million

A total service liability surplus of \$193.5 million.

A discounted accrued benefits surplus of \$228.8 million.

The VBI surplus means that the market value of the fund's assets supporting the defined benefit obligations exceed the vested benefits that the defined benefit members would have been entitled to if they had all exited on 30 June 2017. Council was notified of the 30 June 2017 VBI during August 2017.

An interim actuarial investigation will be conducted for the Fund's position as at 30 June 2019. It is anticipated that this actuarial investigation will be completed in December 2019.

9.4 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 2019	2019 \$ '000	2018 \$ '000
Income		
Resident charges	3,851	3,894
Government grants	8,539	8,471
Interest on unpaid bonds	12	23
Investment income	742	614
Other income	1	2
Total income	13,145	13,004
Expenses		
Wages and superannuation — care	7,327	7,141
Wages and superannuation — administration	372	335
Wages and superannuation — other	3,305	3,139
Staff on-costs	1,381	1,337
Training	11	22
Agency costs	241	155
Materials and consumables	1,071	1,004
Contractor payments	595	442
Maintenance	86	98
Utility services	400	329
Other expenses	263	266
Management fees	410	382
Direct and indirect overheads	1,299	1,087
Depreciation on property, plant and equipment	753	758
Total expenses	17,514	16,495
Deficit	(4,369)	(3,491)

9.4 Residential aged care facilities (continued)

Balance Sheet for residential aged care facilities as at 30 June 2019	2019 \$ '000	2018 \$ '000
Current assets		
Cash and financial assets	31,033	26,809
Trade and other receivables	95	104
Total current assets	31,128	26,913
Non-current assets		
Property, plant and equipment	31,478	36,150
Total non-current assets	31,478	36,150
Total assets	62,606	63,063
Current liabilities		
Trade and other payables	108	139
Residential aged care bonds and deposits	31,033	26,809
Employee provisions	2,760	2,690
Total current liabilities	33,901	29,638
Non-current liabilities		
Employee provisions	237	258
Total non-current liabilities	237	258
Total liabilities	34,138	29,896

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.

Divestment of residential aged care facilities

On 5 February 2019 Council, resolved to sell their three residential aged care facilities. Glen Eira City Council operates 173 Residential Aged Care beds at three sites:

- Rosstown Community, Carnegie (53 beds)
- Spurway Community Murrumbeena (30 beds)
- Warrawee Nursing, Bentleigh East (90 beds).

As at reporting date, there are no assets held for sale in relation to the divestment, disclosed in the Financial Report.

Council has undertaken an Expression of Interest and is currently in the Request for Tender phase of the process. A number of phases remain before the assets can be sold.

9.5 Special committees and other activities

There are no material special committees or other activities to disclose at reporting date.

In my opinion, the accompanying Performance Statement has been prepared in accordance with the *Local Government Act 1989* and the *Local Government (Planning and Reporting) Regulations 2014*.



John Vastianos (B.Com., FCPA, GAICD)

Principal Accounting Officer

Dated: 3 September 2019

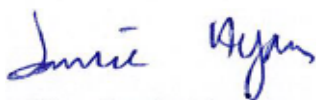
Location: Glen Eira Town Hall, corner Glen Eira and Hawthorn Roads, Caulfield

In our opinion, the accompanying Performance Statement of Glen Eira City Council for the year ended 30 June 2019 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 Jamie Hyams

Mayor

Dated: 3 September 2019

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



Councillor Joel Silver

Deputy Mayor

Dated: 3 September 2019

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



Rebecca McKenzie

Chief Executive Officer

Dated: 3 September 2019

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



Victorian Auditor-General's Office

Independent Auditor's Report

To the Councillors of Glen Eira City Council

Opinion	<p>I have audited the accompanying performance statement of Glen Eira City Council (the council) which comprises the:</p> <ul style="list-style-type: none"> • description of municipality for the year ended 30 June 2019 • sustainable capacity indicators for the year ended 30 June 2019 • service performance indicators for the year ended 30 June 2019 • financial performance indicators for the year ended 30 June 2019 • other information • certification of the performance statement. <p>In my opinion, the performance statement presents fairly, in all material respects, the performance of the council for the year ended 30 June 2019, in accordance with the performance reporting requirements of Part 6 of the <i>Local Government Act 1989</i>.</p>
Basis for Opinion	<p>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.</p> <p>My independence is established by the <i>Constitution Act 1975</i>. 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 <i>Code of Ethics for Professional Accountants</i> (the Code) that are relevant to my audit of the performance statement in Victoria. My staff and I have also fulfilled our other ethical responsibilities in accordance with the Code.</p> <p>I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.</p>
Councillors' responsibilities for the performance statement	<p>The Councillors of the council 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 determine 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.</p>
Auditor's responsibilities for the audit of the performance statement	<p>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.</p>

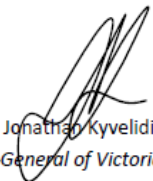
Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the decisions of users taken on the basis of this performance statement.

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 the 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 the 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.

MELBOURNE
6 September 2019


Jonathan Kyvelidis
as delegate for the Auditor-General of Victoria

Description of municipality

The City of Glen Eira is located in Melbourne's south-east suburbs, approximately 10 kilometres from Melbourne's central business district. It was created in 1994 following the merger of the former City of Caulfield and the nearby suburbs of Bentleigh, Bentleigh East, McKinnon and parts of Ormond, which were all in the former City of Moorabbin.

The City of Glen Eira includes the suburbs of Bentleigh; Bentleigh East; Carnegie; Caulfield; Caulfield East; Caulfield North; Caulfield South; Elsternwick; Gardenvale; Glen Huntly; McKinnon; Murrumbeena; Ormond; and part of the suburbs of Brighton East and St Kilda East.

Glen Eira is home to 153,858* people across 54,731** households, from more than 160 different cultural backgrounds. It's also the centre of Melbourne's Jewish community.

* Source: Australian Bureau of Statistics, Estimated Resident Population, 30 June 2018.

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

Indicator/Measure	Results				Material variations
	2019	2018	2017	2016	
Population					
Expenses per head of municipal population	\$ 1,069	\$ 1,018	\$ 971	\$ 1,023	
[Total expenses/Municipal population]					
Infrastructure per head of municipal population	\$ 3,463	\$ 3,403	\$ 3,210	\$ 3,218	
[Value of infrastructure/Municipal population]					
Population density per length of road	309	305	299	294	
[Municipal population/Kilometres of local roads]					
Own-source revenue					
Own-source revenue per head of municipal population	\$ 1,007	\$ 960	\$ 936	\$ 911	2018–19 rate income incurred in line with Council's <i>Strategic Resource Plan</i> . Own-source revenue includes higher than budgeted revenue from parking infringements.
[Own-source revenue/Municipal population]					
Recurrent grants					
Recurrent grants per head of municipal population	\$ 156	\$ 158	\$ 170	\$ 147	
[Recurrent grants/Municipal population]					

Indicator/Measure	Results				Material variations
	2019	2018	2017	2016	
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 <i>Road Management Act 2004</i>					
“population” means the resident population estimated by Council					
“own-source revenue” means adjusted underlying revenue other than revenue that is not under the control of Council (including government grants)					
“relative socio-economic disadvantage”, in relation to a municipality, means the relative socio-economic disadvantage, expressed as a decile for the relevant financial year, of the area in which the municipality is located according to the Index of Relative Socio-Economic Disadvantage (Catalogue Number 2033.0.55.001) of SEIFA					
“SEIFA” means the Socio-Economic Indexes for Areas published from time to time by the Australian Bureau of Statistics on its internet website					
“unrestricted cash” means all cash and cash equivalents other than restricted cash.					

Service/Indicator/Measure	Results				Material variations
	2019	2018	2017	2016	
Aquatic facilities					
Utilisation					
Utilisation of aquatic facilities	11	11	10	8	
[Number of visits to aquatic facilities/Municipal population]					
Animal management					
Health and safety					
Animal management prosecutions	14	11	4	13	Figures will vary from year to year dependent on whether prosecution results fall within the same financial year as the investigation commenced. Council maintains its target of 100% of successful prosecutions.
[Number of successful animal management prosecutions]					
Food safety					
Health and safety					
Critical and major non-compliance notifications	97%	100%	99%	100%	Critical and major non-compliance outcome notifications' are reported by calendar year. Previously this indicator was reported by financial year. This has been implemented to better align reporting with the Department of Health and Human Services. This may result in some variances year on year.
[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					

Service/Indicator/Measure	Results				Material variations
	2019	2018	2017	2016	
Governance					
<i>Satisfaction</i>					
Satisfaction with Council decisions	61	55	55	54	Reflects increased level of community consultation on key initiatives informing Council's decision making.
[Community satisfaction rating out of 100 with how Council has performed in making decisions in the interest of the community]					

Performance Statement
Service performance indicators (continued)
for the year ended 30 June 2019

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Service/Indicator/Measure	Results				Material variations
	2019	2018	2017	2016	

Libraries

Participation

Active library members	17%	17%	17%	17%	
------------------------	-----	-----	-----	-----	--

[Number of active library members/
Municipal population] x100

Maternal and child health

Participation

Participation in the MCH service	81%	87%	87%	88%	
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[Number of children who attend the
MCH service at least once (in the year)
/Number of children enrolled in the
MCH service] x100

Performance Statement
Service performance indicators (continued)
for the year ended 30 June 2019

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Service/Indicator/Measure	Results				Material variations
	2019	2018	2017	2016	

Maternal and child health

Participation

Participation in the MCH service by Aboriginal children	95%	93%	88%	93%	
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[Number of aboriginal children who attend the MCH service at least once (in the year)/Number of aboriginal children enrolled in the MCH service] x100

Roads

Satisfaction

Satisfaction with sealed local roads	70	70	67	69	
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[Community satisfaction rating out of 100 with how Council has performed on the condition of sealed local roads]

Performance Statement
Service performance indicators (continued)
for the year ended 30 June 2019

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Service/Indicator/Measure	Results				Material variations
	2019	2018	2017	2016	
Statutory Planning					
Decision making					
Council planning decisions upheld at VCAT	72%	57%	42%	57%	As part of the transformation of the Urban Planning Department, a key focus has been on good decision making and enabling staff to negotiate with all parties in the planning process to achieve an outcome. As a result there have been less applications refused by the department and a consequential reduction in the number of VCAT appeals. The department has also reflected on key themes in the Tribunals decision making that has led to improved alignment in the way Council interprets policy.
[Number of VCAT decisions that did not set aside Council's decision in relation to a planning application/Number of VCAT decisions in relation to planning applications] x100					
Waste Collection					
Waste diversion					
Kerbside collection waste diverted from landfill	46%	45%	45%	44%	
[Weight of recyclables and green organics collected from kerbside bins/Weight of garbage, recyclables and green organics collected from kerbside bins] x100					

Definitions

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

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

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

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

"CALD" means culturally and linguistically diverse and refers to persons born outside Australia in a country whose national language is not English

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

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

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

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

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

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

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

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

"population" means the resident population estimated by council

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

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

Performance Statement
Financial performance indicators (continued)
for the year ended 30 June 2019

Page 75

	Results			Forecasts				
Dimension/Indicator/Measure	2016	2017	2018	2019	2020	2021	2022	Material variations
Indebtedness								
Non-current liabilities compared to own source [Non-current liabilities/Own source revenue] x100	19%	16%	13%	10%	8%	5%	3%	Reflects Council's reduction in debt according to scheduled loan repayments.
Operating position								
Adjusted underlying result								
Adjusted underlying surplus (or deficit) [Adjusted underlying surplus (deficit)/Adjusted underlying revenue] x100	7%	16%	14%	12%	8%	9%	10%	Adjusted underlying result decrease in 2018-19 relates to reduced income from open space contributions as well as increased expenditure, in line with the Strategic Resource Plan.
Stability								
Rates concentration								
Rates compared to adjusted underlying revenue [Rate revenue/Adjusted underlying revenue] x100	61%	59%	58%	59%	62%	61%	62%	
Rates effort								
Rates compared to property values [Rate revenue/Capital improved value of rateable properties in the municipality] x100	0.20%	0.17%	0.17%	0.15%	0.16%	0.16%	0.16%	The percentage of rates income over residential property values is less in 2018-19 due to the increase in property values after the 2018 property valuation.

Definitions

"adjusted underlying revenue" means total income other than:

(a) non-recurrent grants used to fund capital expenditure; and

(b) non-monetary asset contributions; and

(c) contributions to fund capital expenditure from sources other than those referred to above

"adjusted underlying surplus (or deficit)" means adjusted underlying revenue less total expenditure

"asset renewal expenditure" means expenditure on an existing asset or on replacing an existing asset that returns the service capability of the asset to its original capability

"current assets" has the same meaning as in the AAS

"current liabilities" has the same meaning as in the AAS

"non-current assets" means all assets other than current assets

"non-current liabilities" means all liabilities other than current liabilities

"non-recurrent grant" means a grant obtained on the condition that it be expended in a specified manner and is not expected to be received again during the period covered by a council's *Strategic Resource Plan*

"own-source revenue" means adjusted underlying revenue other than revenue that is not under the control of Council (including government grants)

"population" means the resident population estimated by Council

"rate revenue" means revenue from general rates, municipal charges, service rates and service charges

"recurrent grant" means a grant other than a non-recurrent grant

"residential rates" means revenue from general rates, municipal charges, service rates and service charges levied on residential properties

"restricted cash" means cash and cash equivalents, within the meaning of the AAS, that are not available for use other than for a purpose for which it is restricted, and includes cash to be used to fund capital works expenditure from the previous financial year

"unrestricted cash" means all cash and cash equivalents other than restricted cash

1. Basis of preparation

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

Where applicable the results in the Performance Statement have been prepared on accounting bases consistent with those reported in the Financial Statements. The other results are based on information drawn from Council information systems or from third parties (e.g. 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.



HOPETOUN GARDENS, ELSTERNWICK.