



GLEN EIRA CITY COUNCIL
ANNUAL REPORT
2019–2020

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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OCCASIONAL CARE AT GLEN EIRA LEISURE,
BENTLEIGH EAST.

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 values, needs and priorities
- In a caring, accountable and professional way
- 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. See our [Advocacy Strategy](#).
- Planning and providing community services and facilities. See our [Council and Community Plan](#).
- Providing and maintaining community infrastructure in the municipal district. See our [Council and Community Plan](#).
- Conducting strategic and land use planning. See our [Council and Community Plan](#).
- Raising revenue to allow us to perform our functions. See our [rates and charges](#).
- Making and enforcing Local Laws to protect local amenity.
- Performing our duties, functions and powers under the *Local Government Act 1989* and the *Local Government Act 2020* and other Acts.
- Other functions related to the peace, order and good government of the municipal district.

Guiding values

Community-focused, responsive and inclusive

We want everyone to 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 engage our 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.

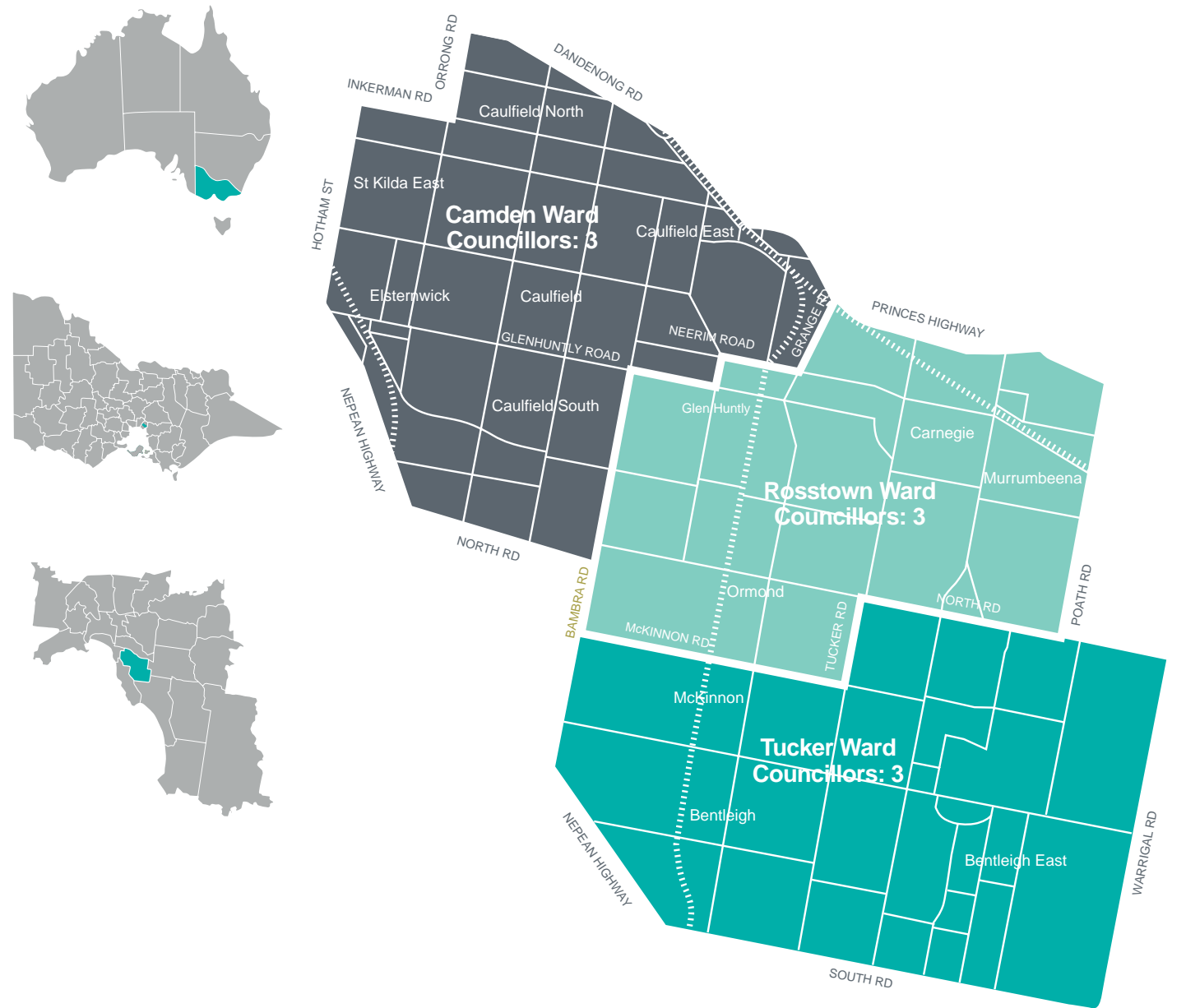
Community wellbeing

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 Boonwurrung. The Boonwurrung are one of the five language groups that make up the larger confederation of the Kulin Nation. This confederation is connected through shared moieties — Bunjil, that travels as an eagle — protects the land and Waa, and travels as a crow — protects the waterways. Yaluk-ut Weelam means ‘people of the river’.

The history of the Boonwurrung people dates back many thousands of years, and the traditional life of the Yaluk-ut Weelam centred around the six seasons of the year. Each season celebrated the richness and diversity of nature. The natural environment of the area, particularly its swamps, provided the Boonwurrung with valuable staple food resources such as plants, birds and eels. There were many swamps around Glen Eira including Paddy’s and Leman’s Swamps that were important camping places for the Yaluk-ut Weelam. The landscape of the municipality has altered vastly since European colonisation and these swamps were developed into public parks — Caulfield Park and Koornang Park/Lord Reserve, Carnegie respectively.

Glen Eira City Council is working towards a unified, respectful and thriving community that embraces Australia’s First peoples for their experiences of the past, their resilience in the present and their aspirations for the future.

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.



New Electric [Tram] Cars, Elsternwick. 1913. (Detail) Image courtesy State Library of Victoria.



People shopping in Centre Road, Bentleigh. Wolfgang Sievers, 1967. (Detail) Image courtesy Pictures Collection, State Library of Victoria.



Two women’s football teams from Wills Tobacco Company fundraising for the Children’s Hospital, Virginia Park, East Bentleigh. (Detail) Moorabin News, 1961. Image courtesy: Leader Collection, City of Kingston.

Glen Eira’s people

Glen Eira’s population of 156,511* is made up of 63,665** 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 2019.

**Source: Glen Eira City Council 2020.

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 CENSUS POPULATION 2016*	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 (0–4)	8,601	6.1	6.4
Primary schoolers (5–11)	12,387	8.8	8.5
Secondary schoolers (12–17)	9,428	6.7	6.7
Tertiary education and independence (18–24)	12,989	9.2	10
Young workforce (25–34)	22,029	15.6	16.3
Parents and homebuilders (35–49)	30,334	21.5	21.1
Older workers and pre-retirees (50–59)	16,861	12	11.9
Empty-nesters and retirees (60–69)	13,326	9.5	9.3
Seniors (70–84)	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*

In the last quarter of 2020 state-wide COVID-19 Stage Three Stay at Home restrictions impacted the number of local jobs and real productive employed residents across Glen Eira.

Local job numbers in Glen Eira in 2019–20 were estimated at 45,733, a decrease of 1,666 (3.6%) on 2018–19 numbers. However, 3,112 (6.8%) of local jobs are estimated to be covered by the *JobKeeper* program. The real productive jobs are estimated at 42,621 in 2019–20, down by 4,778 (11.2%) jobs on 2018–19 numbers.

The average number of employed residents in Glen Eira in 2019–20 was estimated at 81,382, down 5,369 (6.6%) from 2018–19. Another 2,982 (3.6%) residents were estimated to be ‘employed’ but were on *JobKeeper* payments. The real productive employed residents are estimated at 78,400 in 2019–20, down by 8,351 (10.6%) jobs on 2018–19 numbers.

Please note: based on assumptions around impacts of social distancing, flight restrictions and other COVID responses as at September 9, 2020.

*Source: National Institute of Economic and Industry Research (NIEIR) ©2019. Compiled and presented in economy.id by .id the population experts.

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*.



“Our business community was hit hard during the COVID-19 pandemic. To support it through this difficult time, Council approved a \$7.3 million COVID-19 Response and Recovery Package to support the Glen Eira community, which included direct funding for local businesses.”

GLEN EIRA CITY COUNCIL MAYOR COUNCILLOR
MARGARET ESAKOFF AND CHIEF EXECUTIVE
OFFICER REBECCA MCKENZIE.

Our organisation

Mayor and CEO overview

Welcome to Council’s online *Annual Report 2019–2020* 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 2019–20 Council achieved 33 out of the 60 commitments in the *2019–20 Action Plan* of the *Glen Eira Council and Community Plan 2017–2021* and a further 15 commitments are well underway. Twelve commitments have been deferred due to the restrictions put in place during the COVID-19 pandemic.

See [Council and Community Plan Results](#) page 49.

COVID-19 and our response

An unexpected start to 2020 due to the global coronavirus (COVID-19) pandemic, meant we had to make some significant changes to our services, internal planning and budgets. See [Council’s response to COVID-19](#) on page 19.

Engagement

We consulted with the community on 53 projects. This included engagement on our *2019–20 Annual Budget* major initiatives: Glen Eira 2040 Community Vision, Local Law review 2019 and a safe cycling corridor pilot project.

Community consultation is a vital part of our planning and decision-making processes. It helps us to understand community priorities and issues and ensures community involvement. We are committed to engaging with our community through best practice consultation methods to achieve the best outcomes.

See [Our engagement with our community](#) page 109.

Online services

Expanding the range of services that we offer online has continued to be a focus in 2019–20. We looked at ways we could make our forms easier to use, beginning with hard rubbish, and plan to continue improving our most used forms and our more complex applications. We installed a live chat function on our website offering immediate support for community members undertaking online transactions. Some of the key benefits realised from this work include: faster results for the community through a reduction in processing times; making it easier for people to transact online at a time that suits them; and creating more opportunity for service support from home. We received more than 35,000 online requests in the last year, an increase of 42 per cent on last year. We will continue to engage and work with our customers to ensure our service delivery is timely, convenient and meets future expectations.

See [Best Value and continuous improvement](#) page 148.

Development and managing growth

2019–20 has seen us continue our comprehensive strategic planning program to shape the future of Glen Eira’s activity centres. We engaged with the Victorian State Department of Environment, Land, Water and Planning to progress the endorsed structure plans for Bentleigh and Carnegie to Planning Scheme Amendment stage, as well as obtaining permission from the Minister to exhibit proposed Planning Scheme Amendment C184, which will translate the structure plans for Bentleigh and Carnegie into the *Glen Eira Planning Scheme*. We made substantial progress on the structure plan for East Village in Bentleigh East, with a decision on the planning scheme amendment to be made in 2020–21. Two stages of community engagement on future aspirations for Glen Huntly have been undertaken, leading to the development of a draft *Structure Plan* for the central Glen Huntly area, which seeks to make the most of opportunities arising from the planned removal of level crossings at Glenhuntly and Neerim Roads. We have continued to work with the Victorian Planning Authority on the *Caulfield Station Precinct Structure Plan*, with further steps planned for this project in 2020–21. We have commenced scoping for Urban Design Frameworks for three pilot Neighbourhood Activity Centres: Caulfield Park, Caulfield South and Bentleigh East, with drafts of this work expected later in 2020.

Governance

On Tuesday 13 August 2019, Council received and heard public submissions on the proposed Local Laws 2019 as per the requirements of sections 119 and 223 of Victoria’s *Local Government Act 1989*. The new Glen Eira City Council Community Local Law 2019 and the Glen Eira Council Meeting Procedure 2019 were adopted on Wednesday 6 November. Local Laws help us maintain a safe, enjoyable, peaceful and healthy environment for the community and provide for the administration of Council’s powers and functions. At a Special Council Meeting on Wednesday 3 November, Rosstown Ward Councillor Margaret Esakoff was elected Mayor of Glen Eira for the 2019–20 Council year. Camden Ward Councillor Dan Sztrajt, who is serving his first term on Council, was elected Deputy Mayor.

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 \$30.6 million in government funding across the last year. This included a \$10 million low interest loan from the Department of Environment, Land, Water and Planning’s *Community Infrastructure Loan Scheme* for the upgrade of Bentleigh Library and Eat Street Bentleigh (each project received \$5 million); \$2.6 million for the construction of two new pocket parks — Bentleigh Plaza (which includes an additional \$1.3 million towards our Eat Street Project) and Aileen Avenue, Caulfield South; an \$80,000 grant from the Victorian State Department of Health and Human Services for the Community Shed project at Moorleigh Village in Bentleigh East; a commitment of \$10.5 million towards the construction of two car parks — Bleazby Street, Bentleigh and Stanley Street, Elsternwick; and in response to COVID-19, \$7.4 million for new employment opportunities thanks to the State Government’s \$500 million *Working for Victoria* program. For more information see our [Advocacy priorities](#).

Sustainability

At a Special Council Meeting on Tuesday 5 May, Council declared a climate emergency and committed to stronger climate action through the reduction of our carbon emissions and by developing a more ambitious *Environmental Sustainability Strategy*. New carbon emission reduction targets were set — zero net corporate emissions by 2025 and zero net community emissions by 2030.

In a bid to encourage businesses to reduce single-use plastic, from October 2019 to March 2020 we undertook a plastic-free trial in Elsternwick. As part of the trial, we supported 18 businesses to reduce and replace commonly used single-use plastic items with reusable or compostable alternatives. These items included water bottles, food ware (cutlery, cups, plates, bowls), straws, coffee cups/lids, takeaway containers and plastic bags. During the trial, the participating businesses eliminated more than 25,000 pieces of single-use plastic. Most businesses eliminated at least one type of plastic. Incredibly, four businesses have eliminated single-use plastic packaging entirely.

By incorporating food waste into our green waste collection, we have reduced the amount of food waste going to landfill this year by around 903 tonnes. This means 171 tonnes less CO₂ equivalent is going into the atmosphere. Our carbon footprint decreased by 10 per cent to 8,400 tonnes CO₂ equivalent compared to 9,287 tonnes in the previous financial year. This decrease was the result of upgrading 1,315 street lights to energy-efficient LEDs and the installation of new solar photovoltaic systems at 19 Council facilities. We planted 950 street trees (684 replacement and 266 additional) which was 1,050 under target due to COVID-19 restrictions.

For more information see [Helping Businesses to go plastic-free](#) page 47.

Community wellbeing

As part of our *Community Grants Program*, Council provided \$650,544 to 147 local not-for-profit community groups and organisations to encourage community strengthening and inclusion. We also provided \$127,300 through *COVID-19 Community Action Grants* to 26 community-based not-for-profit groups and organisations that service the Glen Eira community to provide much needed assistance in response to the pandemic.

We accommodated 885 clubs playing community sport and delivered more than 92,000 hours of in-home support to more than 3,000 elderly, frail or disabled residents. *StoryTime* and *BabyTime* sessions held at Glen Eira Libraries were attended by 36,486 children and parents. Glen Eira Leisure, which includes GESAC, Caulfield Recreation Centre and Carnegie Swim Centre, hosted more than 1.24 million visitors.

Community facilities and assets

We invested \$39.30 million in community infrastructure and community facilities and expended 85 per cent of the capital budget, despite the impact of COVID-19. Our three largest infrastructure projects were: a new Community Shed at Moorleigh Village in Bentleigh East; and ongoing works for the new Murrumbeena Park Pavilion and Community Hub and the Eat Street project in Bentleigh. The program comprised 73 per cent renewal projects and upgrades of existing assets, seven per cent expansion of existing assets and 20 per cent new projects. We removed 9,378 square metres of graffiti from private property and 6,936 square metres of graffiti from Council property.

Support to local business

Our business community was hit hard during the COVID-19 pandemic. To support it through this difficult time, Council approved a \$7.3 million COVID-19 Response and Recovery Package to support the Glen Eira community, which included direct funding for local businesses. As part of this package, we introduced a *COVID-19 Response and Recovery Small Business Grant* — and provided 118 local businesses with grants of up to \$2,000. This grant scheme continues in 2020–21. We relaxed parking restrictions around activity centres and medical facilities; waived payment for footpath trading permits for businesses; and waived some registrations for 1,108 businesses that fall under the *Food Act* and *Public Health and Wellbeing Act* for 12 months. We also offered local business owners the opportunity to access free, professional and confidential counselling sessions. For more information see [COVID-19 response and recovery overview](#) page 19.

Since launching our Business Concierge Service in March 2019, we have sped up the approvals process for more than 86 small businesses significantly reducing the time it takes to obtain a permit from 45 days to 30 days. The Service is designed as a one-stop-shop to help small businesses with the myriad of permits they need to obtain, such as planning, public health or outdoor trading. With the aim of encouraging growth and prosperity in our business community, we held nine business events, including five Women’s Peer Networking and one Skill Swap event. We also offered more than 125 places to local businesses for participation in the *2019 BusEd Program*.

Finance and risk management

Our 2019–20 operating position was a \$10.94 million surplus, which is \$7.37 million lower than our 2019–20 budget. Factors that contributed to this include:

- Lower than anticipated user fees due to the COVID-19 pandemic (\$5.87 million).
- Increased expenditure on waste collection of \$993,000 due to increased contractor costs for recycling, higher costs of disposal and increase waste generated during the pandemic.
- Funding of *COVID-19 Response and Recovery Small Business Grants* \$325,000.

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. For more information see [Financial Sustainability](#) page 93.

Our staff members

As well as being a service provider, we are also one of the largest employers in Glen Eira. We continue to invest in development, leadership and wellbeing programs for our staff. One hundred and sixty-seven staff members were recognised for the work they contributed to the organisation above and beyond the normal expectations of their role. Staff turnover was 12 per cent and we have an overall engagement rate of 63 per cent, which is well above the Local Government benchmark of 29 per cent for the independently assessed benchmarking tool that we use.

The State of Emergency announced in March saw 60 of our permanent staff at risk of stand down and 440 casual staff without shifts. We did our best to support staff through this difficult time, including the introduction of new leave entitlements, redeploying as many staff as we could into other areas of Council’s activities and advocating to the State Government to participate in the *Working for Victoria* program. We are very proud of all of our staff who adapted to the rapidly changing environment, especially those essential workers who represented Council on the frontline to keep our community, especially our vulnerable residents, safe and healthy. For more information see [COVID-19 response and recovery overview](#) page 19.

When the pandemic was declared we quickly established a small dedicated multi-disciplinary team to lead Council’s response and recovery efforts. Skilled staff from across Council were seconded to the Pandemic Response and Recovery team and it will remain in place until at least the end of 2020.

Council’s declaration of a climate emergency also necessitated a review of organisational structure to provide appropriate focus and influence to this new Council priority. A Climate and Sustainability department was established in the Planning, Place and Sustainability Directorate. A Manager will be appointed early in the new year.

Key challenges

On Monday 16 March 2020, the Victorian Government declared a State of Emergency in Victoria due to the serious risk to public health posed by COVID-19. The announcement of this pandemic meant we had to postpone non-essential services and events and close down some of our key facilities, including the Service Centre front counter at Glen Eira Town Hall, Glen Eira Leisure facilities, Glen Eira Libraries and the Youth Centre. To continue to provide our community with essential services, we had to quickly adopt new working processes to ensure the continued good health of our community. This included moving services online where possible, conducting telephone consultations/appointments and using FaceTime to hold onsite meetings.

At a Council Meeting on Tuesday 17 December, Council endorsed Inkerman Road as the preferred location for a Safe Cycling Corridor, linking Caulfield with the CBD. The decision to progress the Inkerman Road route to design stage followed an extensive process of technical assessment, community and stakeholder feedback and a lengthy and impassioned debate in the Council Chamber. Council explored four alternative route options for the corridor, including Dandenong Road, and options that combined Alma Road and Inkerman Road. The options were assessed against three criteria: safety for cyclists; impact on the neighbourhood; and feasibility of construction. The report presented by officers recommended Inkerman Road to be strongest of the options under consideration. Moving forward, we will be exploring

various design options for the Inkerman Road corridor and will be consulting with the community before a final decision on the design is made in 2021.

In early 2019, Council approached the market calling for submissions from specialist aged care providers to buy and operate our aged care facilities — Rosstown in Carnegie, Spurway in Murrumbeena and Warrawee in Bentleigh East. We approved a shortlist of potential purchasers and submissions from the shortlisted providers were reviewed by an Evaluation Panel. Unfortunately, none of the submissions could meet the strict criteria we had in place to sell these facilities. Therefore, Council made the decision in November not to sell at this time.

In February 2020, it was reported that Glen Eira, Port Phillip and Stonnington Councils may have breached the requirements of the *Infringements Act 2016*, with regard to how parking fine appeals were being managed. Council accepted the recommendations of the Victorian Ombudsman and introduced a scheme to reconsider parking infringements that had been unsuccessfully reviewed between 1 July 2006 and 17 November 2016. Just over \$35,000 in refunds was returned to 246 people under the scheme.

Future outlook

At the end of 2019 and into 2020, we engaged with the community on the Glen Eira 2040 Community Vision — a 20-year vision created by the community to help guide Council in planning for the future. As part of this process, a cross-section of community members was randomly selected to participate in a deliberative panel process to write the Vision. While community engagement was delayed somewhat due to the impacts of COVID-19, we hope that by the end of 2020 we will be able to share a draft *Vision* with the community for feedback. This will then be endorsed by Council and will inform the next *Council Plan 2021–2025*. See [A Community Vision for a future Glen Eira](#) page 45.

We will continue our consultation with the community on the redevelopment of Carnegie Swim Centre and endorse a final concept design in early September 2020. The redevelopment of Carnegie Swim Centre is an important project that will boost the local economy and provide many jobs.

We look forward to working with the Glen Eira community in 2020–2021 on a range of major projects and engagements, including the above, and we will continue to provide quality services and initiatives that will support our community in the recovery from COVID-19.

CR MARGARET ESAKOFF
MAYOR



REBECCA MCKENZIE
CHIEF EXECUTIVE OFFICER





GWEN FITZGERALD VOLUNTEERS TO HELP RUN TONY'S CAFÉ SOUP KITCHEN AT ST ANTHONY'S IN GLEN HUNTLY.

THE COMMUNITY SERVICE RECEIVED TWO COUNCIL COVID-19 COMMUNITY ACTION GRANTS (\$14,998) TO CONTINUE ITS FREE TAKEAWAY AND MEAL DELIVERY SERVICE TO VULNERABLE MEMBERS OF THE COMMUNITY.

“The COVID-19 pandemic has affected our community and workforce significantly. We have all had to be flexible and adapt to new ways of working. We will continue our role in support and recovery to the Glen Eira community throughout 2020 onwards. Our planning will be adjusted to ensure our efforts focus on assisting our local community in the recovery phase through what have been unprecedented times. We will continue to consult widely with the impacted community to ensure that the measures implemented will assist and strengthen community groups, businesses and sporting clubs to remain viable, connected and resilient beyond this challenging time.”

COVID-19 response and recovery overview

On Monday 16 March 2020, the Victorian Government declared a State of Emergency in Victoria due to the serious risk to public health posed by COVID-19.

Our response

In response to the COVID-19 pandemic, we activated our emergency management operations. Local Government performs a critical role in Victoria's emergency management arrangements as it is the level of government closest to communities and has access to specialised local knowledge.

Therefore, we have responsibilities and play an integral role in emergency preparedness, response and recovery.

To ensure a reasonable and proportionate response to the pandemic, we formed several working groups to respond to the emerging needs. This included a COVID-19 Pandemic Committee and a dedicated Response and Recovery team.

COVID-19 Pandemic Committee

The role of the Pandemic Committee is to co-ordinate and orchestrate Council's response to the pandemic. The Committee was and still is responsible for leading the integrated approach and decision making relating to:

- Emergency management and community recovery.
- Authorisation of external and internal communications.
- General cleaning and infection control and advice.
- Advice on interpretation and application of public health directives.
- People and Culture staff matters.
- Business continuity planning.
- Information technology planning.
- Community, contractors and other considerations.

The Pandemic Committee consisted of senior leaders from across Council and representatives from important external agencies including: Victoria Police; Red Cross; Jewish Emergency Management Group; community support agencies; and local health providers.

Response Recovery team

The role of the Response Recovery team is to enact the recommendations of the COVID-19 Pandemic Committee and support the Department of Health and Human Services to minimise impacts of the COVID-19 through the following objectives:

- **Preparedness** — implementing arrangements to reduce the pandemic impact.
- **Containment** — preventing transmission, implementing infection control measures, providing support services to people within the municipality who are isolated or quarantined.
- **Communication** — developing media and communication messages in-line with government messages to inform the community and employees of any changes to normal municipal service delivery.

— **Community support and recovery** — ensuring a comprehensive approach to emergency recovery planning and provision of recovery services based on the [City of Glen Eira Municipal Emergency Management Plan](#).

The Response Recovery team also co-ordinated the provision of emergency relief services to support vulnerable members of our community to access food, pharmaceuticals, community transport and emergency accommodation during the crisis.

Our services

In-line with State Government directives and for the continued good health of our community, we had to postpone non-essential services and events and close some of our facilities, including the Service Centre front counter at Glen Eira Town Hall, Glen Eira Leisure facilities, Glen Eira Libraries and the Youth Centre.

We also had to make several changes to the operation of facilities offered within public open space, including closing playgrounds and fitness equipment across the municipality, closing the Bailey Reserve Skate Park in Bentleigh East and ceasing bookings of sportsgrounds, pavilions and sports facilities, such as multi-purpose courts, rotundas and picnic shelters.

For those essential services we needed to maintain, such as immunisation sessions, in-home support, waste collection and cleaning, customer service and Maternal and Child Health, we adopted innovative processes that allowed us to operate while complying with physical distancing and hygiene measures. This included moving our services online where possible, conducting telephone consultations/appointments and using FaceTime to hold onsite meetings.

On 24 May 2020, the State Government announced the gradual easing of restrictions, which allowed us to reopen key services and facilities, however, the number of patrons was capped in-line with Chief Health Officer directives preventing us from returning to a complete service.

Our staff

Following the Government restrictions, we had to close our Glen Eira Leisure and Glen Eira Library services during the COVID-19 period and some casual and permanent staff were impacted. Four hundred and forty casual staff were unable to be offered shifts from 23 March 2020 and 60 permanent staff were impacted and requested to take their leave entitlements. We did our best to support affected staff members by introducing a special COVID-19 leave entitlement of two weeks and offering redeployment opportunities into other areas of Council. We also successfully advocated to the State Government to participate in the *Working for Victoria* program, which created an additional 169 new roles — 20 per cent of which were able to be set aside for placement of our own at risk staff. More than 75 staff were redeployed between April and June 2020.

Those staff that could work from home, worked from home. All of our 434 office-based staff, including our Customer Service call centre staff, successfully made the transition to working from home with access to business systems and technology. More than 500 of our remaining staff were able to continue working in the field and in their workplaces providing essential services. This included our Residential Aged Care workers, In-Home Support workers, Works Depot team, Immunisation team, Parks Services team and our community compliance officers. We continued to support our staff through the pandemic by promoting safe work environments, providing strategies for good mental health and access to counselling services

Our community

Like many Victorians, our local community and local businesses have been hard hit by COVID-19 and will continue to be impacted for months and years to come.

On Tuesday 7 April 2020, Council approved a \$7.3 million COVID-19 Response and Recovery Package to support the Glen Eira community. This Package aimed to provide immediate financial relief to those most at risk and to mitigate the impact of COVID-19 on the health and wellbeing of residents, particularly those more vulnerable and those already

experiencing disadvantage. The package also provided immediate and ongoing support to local businesses, local community groups and sporting clubs to assist them with their ongoing viability post COVID-19.

Some of the key financial concessions and initiatives included in the Package:

- The ability to defer rates for 15 months without penalty interest or late fees. Six hundred and eighty-six, close to one per cent of ratepayers had taken up deferrals to 30 June 2020. We expect this number to rise in 2020–21.
- Waivers to certain fees and charges and rent relief for 70 Council community tenants (\$62,000) and 29 winter sporting clubs (\$64,000).
- Waivers to footpath trading permits for businesses and some registration fees for businesses that fall under the *Food Act* and *Public Health and Wellbeing Act*. We automatically refunded 612 footpath trading permit fees (\$139,618) and some registration fees of 1,108 food businesses, beauty and personal care service businesses and prescribed accommodation businesses (\$396,000).
- The introduction of the *COVID-19 Community Action Grants* — providing community groups and organisations grants of up to \$10,000. We provided \$127,300 of grants through this program, approving 30 grants to 26 community-based not-for-profit groups. The average amount of grant is \$4,500.
- The introduction of the *COVID-19 Response and Recovery Small Business Grants* — providing local businesses with grants of up to \$2,000. We approved grants for 118 small businesses totalling \$230,000 to June 2020.
- Relaxation of issuing fines for parking infringements in timed parking zones in activity centres and around medical facilities such as hospitals and medical centres.
- The opportunity to access free, professional and confidential counselling sessions for local business owners through Council's existing *Employee Assistance Program*. Three business owners have participated in these sessions so far. An online business portal was developed where businesses could seek advice from other business mentors. Access to webinars developed by our BusEd partner Monash University allows business owners to upskill in e-commerce and cybersecurity methods.
- A dedicated local COVID-19 Hotline to support residents, business and community groups looking for information, advice and support during the COVID-19 crisis. The Hotline received 43 calls throughout May and June 2020 on rates relief, local business support and food relief and recovery.
- Increase the capacity of Council's *Delivered Meals* service and work in partnership with Foodbank Victoria and the Red Cross to address food security issues for vulnerable residents. There was a 64 per cent increase in meals being provided to the community through our *Delivered Meals* service from March (471 meals a week) to 30 June 2020 (737 meals a week), because of the COVID-19 pandemic.
- A *Social Distancing Support Program* supporting young people in crisis whilst self-isolating by providing one-on-one support with a youth worker online. Twenty-six young people accessed the program to 30 June 2020 to seek assistance with feelings of loneliness and isolation, motivation and goal setting, online learning and family relationships stress.
- Establishment of a COVID-19 Community Groups Committee and online portal for information sharing, responding to challenges that are facing the community and providing Council with feedback about issues and priorities for consideration.
- Increase our community vaccination sessions to increase take up of the flu vaccine. During the State of Emergency, 2,069 people accessed our community flu immunisation sessions, an increase of 398 on the previous year. Many of those being vaccinated were accessing the *Over 65s free flu shot* program.
- The *Glen Eira Be Kind* campaign — enabling safe and effective ways to create and strengthen community connections, to lift community spirits and reduce the negative social and mental health impacts of isolation during the COVID-19 crisis.

Looking ahead

The COVID-19 pandemic has affected our community and workforce significantly. We have all had to be flexible and adapt to new ways of working. We will continue our role in support and recovery to the Glen Eira community throughout 2020 onwards. Our planning will be adjusted to ensure our efforts focus on assisting our local community in the recovery phase through what have been unprecedented times. We will continue to consult widely with the impacted community to ensure that the measures implemented will assist and strengthen community groups, businesses and sporting clubs to remain viable, connected and resilient beyond this challenging time.

Every crisis brings an opportunity and COVID-19 is no different. Internally, we will evaluate our response to the pandemic and think about how our people, our skill sets and our core capabilities can be used into the future to grow our current services and invest in more innovations. We will also review our ways of working and our workplace design to ensure that they remain relevant for a contemporary post-COVID workplace.

For further information see our COVID-19 Response and Recovery Package.

Council Meeting Tuesday 7 April 2020

Agenda Item 8.1 — Support for Business, Residents and Community Groups during COVID-19

Agenda Item 8.2 — COVID-19 Rates Financial Hardship Policy

Council Meeting Tuesday 9 June 2020

Agenda Item 8.8 — COVID-19 — Amended Stimulus Package to Support Businesses, Residents and Community Groups

Our COVID-19 Response and Recovery page 44.



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. Cr Delahunty is the Head of Impact of an industry super fund, an authority member of the Emergency Services Telecommunication Authority, Chair of the Ministerial Council on Women's Equality and a member of the Advisory Board for The McKell Institute. She is also a 2015 Churchill Fellow, awarded for the study of equity outcomes 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 Master of Applied Finance (Corporate Advisory) (Kaplan University) and is a Graduate of the Australian Institute of Company Directors.

Mobile: 0427 970 879

Email: mdelahunty@gleneira.vic.gov.au



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 practises 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 completed his Master of Laws.

Mobile: 0499 357 262

Email: jsilver@gleneira.vic.gov.au



Cr Dan Sztrajt Deputy Mayor 2020

Cr Sztrajt was elected Deputy Mayor for the 2019–20 Council year.

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

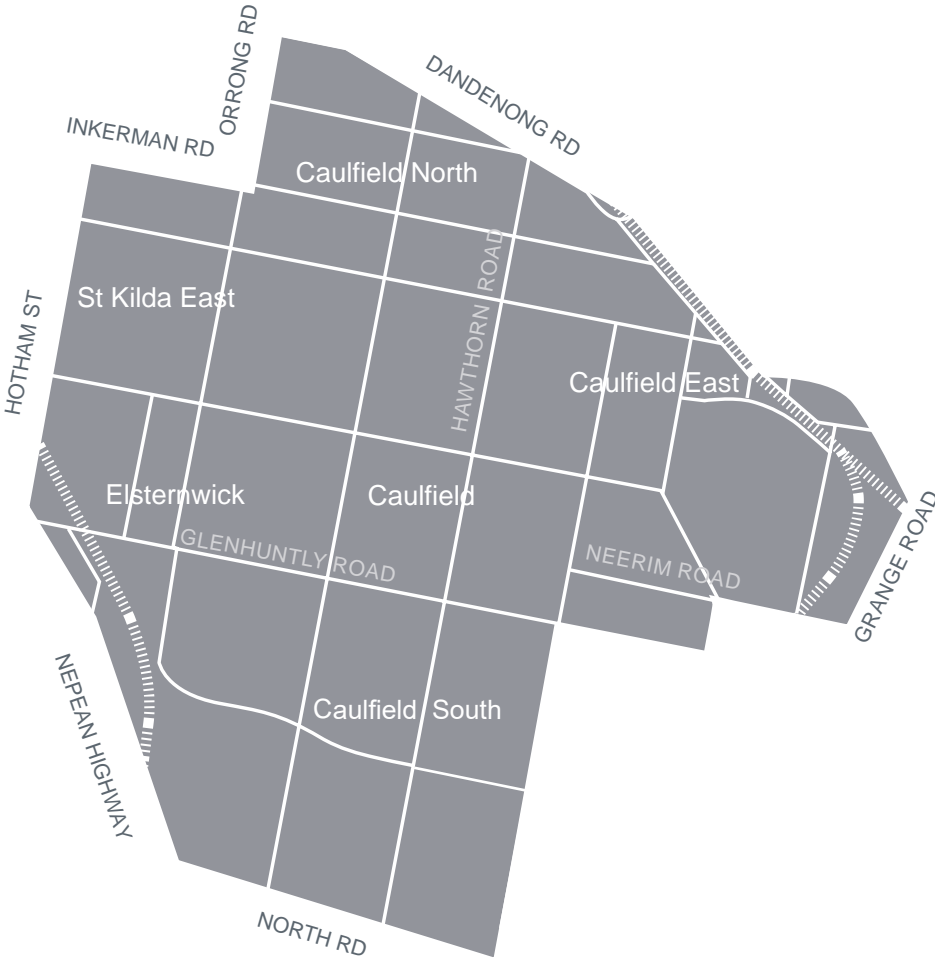
Since he was 16, Cr Sztrajt has volunteered in a range of roles in Glen Eira. These include five years with a local youth movement, seven years with the Jewish Community Council of Victoria and continuous involvement with many charities and educational initiatives.

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



ROSTOWN WARD



Cr Margaret Esakoff
Mayor 2020

Cr Esakoff is a long-time Glen Eira resident. She went to Cr Esakoff was elected Mayor for the 2019–20 Council year.

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 in 2016.

Cr Davey has worked in Local Government as an engineer and project manager for more than eight years. She knows the strong connections Local Government has with the community.

She grew up just across the border in Bayside and has lived in Glen Eira for the last eight 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 three 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 make sure our neighbourhoods thrive and flourish.

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

Mobile: 0466 469 776.

Email: cdavey@gleneira.vic.gov.au



Cr Tony Athanasopoulos

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.

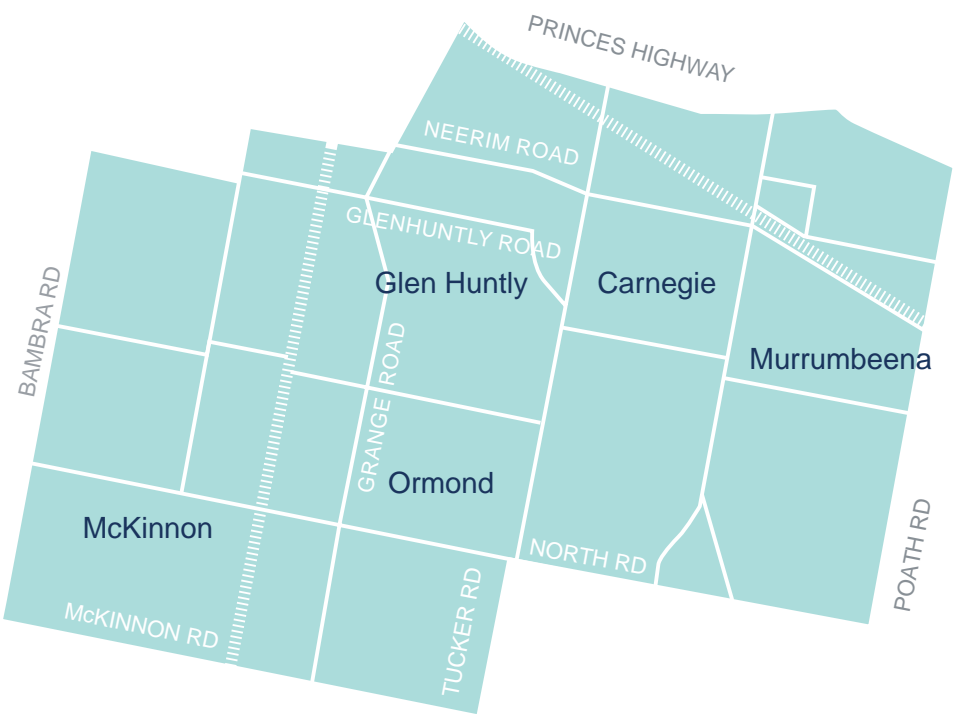
Cr Athanasopoulos lives and works in Carnegie, running a family business with his wife Katherine. They both share a position on the Chrisalis Foundation board, a not-for-profit foundation supporting young people with disabilities.

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

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, 2013 and 2019 and Deputy Mayor in 2011 and 2018.

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.

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 12th 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 17 and 26.

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. She is also a non-executive Director on the Board of Zoos Victoria.



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 INFRASTRUCTURE AND OPEN SPACE

Samantha Krull

Started position in May 2016

Ended position in May 2020

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 16 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, PLACE AND SUSTAINABILITY

Ron Torres

Started position in 2015

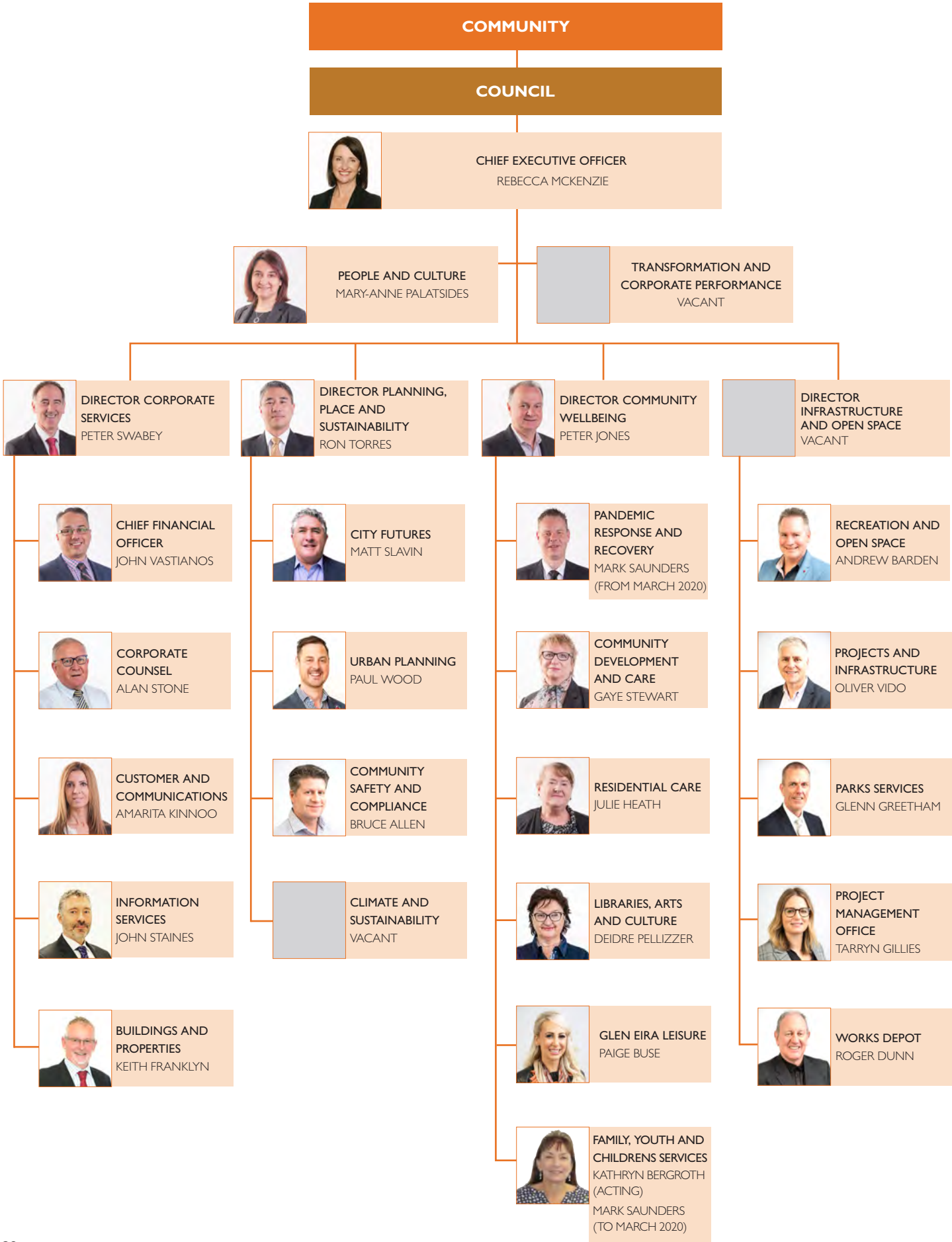
Ron joined us in 1996. He has more than 20 years’ experience in urban planning for inner-city and middle-ring municipalities. His career includes a range of management roles.

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 2020



GLEN EIRA TOWN HALL,
CAULFIELD.

THE YEAR AT A GLANCE

Key projects and activities snapshots



VOLUNTEERS PREPARING COMMUNITY MEALS AT TONY'S CAFÉ, ST ANTHONY'S, GLEN HUNTLY.

Our COVID-19 response and recovery

On Monday 16 March 2020, the Victorian Government declared a State of Emergency in Victoria due to the serious risk to public health posed by COVID-19. With this came Stay at Home restrictions, which had a significant impact on our community, especially our vulnerable residents and local businesses.

Council approved a \$7.3 million Response and Recovery Package to support the Glen Eira community. Key features included: rate relief for residents; rent and fee relief for our community tenants; grants for small businesses; and grants for local organisations supporting the community through the pandemic.

We continued to provide on the ground essential services in Residential Aged Care, In-Home Support, municipal works, immunisation, parks services and community compliance. Our libraries, leisure centres and Youth Centre closed under Stage 3 restrictions and they developed online resources and programs to assist community members

isolating at home. More than 500 of our staff began working from home.

We put in place a COVID-19 Pandemic Committee with senior leaders from Council and external agencies including: Victoria Police; Red Cross; Jewish Emergency Management Group; community support agencies; and local health providers. We established a seven-member dedicated multi-disciplinary response recovery team from across Council, supported by more than 30 project staff, to lead our response and recovery efforts and the work of the Pandemic Committee.

While our community is resilient, we have many vulnerable groups within it. Our response and recovery work will continue into 2020–21 as the pandemic continues.

See [COVID-19 response and recovery overview](#) page 19.

[Mayor and CEO overview](#) page 13.

[Key projects and activities — Our COVID-19 response and recovery](#) page 44.

Glen Eira in the future

We began talking to the community about a future Glen Eira and what sort of place it could be. More than 3,000 people responded to our community engagements and they see a Glen Eira that is sustainable; has an active, healthy and diverse community; is safe and clean; has good transport links and has kept its neighbourhood character. A 42-member community panel is now developing the Glen Eira 2040 Community Vision with a view to presenting it to Council in 2021.

See [Key projects and activities — A Community Vision for a future Glen Eira](#) page 45.



2040 COMMUNITY VISION



HODGSON RESERVE, BENTLEIGH

New active spaces for young people and dogs

We've redeveloped four new play spaces in our parks for teens and young adults to get active. The facilities located in Ormond, Bentleigh, McKinnon and Elsternwick include bouldering walls; hit-up walls for rebound activities; half basketball and netball courts; soccer goals; metal table tennis tables and a climbing tower.

We also opened our first dedicated dog park at The Wedge in Caulfield East. Dogs and their owners use the fenced off-leash park for doggy exercise and socialisation and there is agility equipment for training.

See [Key projects and activities — New active spaces to enjoy](#) page 46.



BUSINESSES GOING PLASTIC-FREE

We're helping reduce single-use plastics from local shops

We worked with 18 food and retail businesses in Glenhuntly Road Elsternwick to replace single-use plastic items they use every day with re-usable alternatives. A first for Glen Eira — the six-month trial eliminated more than 25,000 pieces of single-use plastic from the businesses' operations. Four businesses in the trial have now totally eliminated single-use plastics and three restaurants now use a swap-and-go reusable container and cup system. We'll continue to help Glen Eira's businesses go plastic-free in 2020–21.

See [Key projects and activities — Helping businesses go plastic-free](#) page 47.

THE YEAR AT A GLANCE

Council statistics



1,038,594
LIBRARY LOANS

Glen Eira Libraries are more than just a place for books. 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 56,638 library members.

During Victoria's State of Emergency Glen Eira Libraries were closed but produced online *StoryTime* videos to keep their young readers engaged with books and reading. The videos had more than 14,500 views; more than 48,000 digital items were loaned from March to June 2020; and e-book loans went from 24,256 in 2018–19 to 29,565 in 2019–20. Books were available through a new click and collect service, which saw 9,932 items borrowed by 2,015 library members from March to June 2020 under COVID-19 Stage 3 restrictions.

1,328,604 **2018–19**
1,313,394 **2017–18**
1,357,495 **2016–17**

To join our library service, visit [Glen Eira Libraries](#) website.



39,527
PEOPLE CAME TO OUR
COMMUNITY EVENTS

Bringing our diverse community together 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 events across Glen Eira with live local musicians and food trucks; three *Party in the Park* family concerts and children's entertainment throughout summer; and our major curated exhibitions in Council's Gallery.

COVID-19 physical distancing restrictions meant the March *Party in the Park* event and the April *Groove and Graze* event were cancelled. Our largest annual event the *Glen Eira Storytelling Festival* also did not go ahead this year and will return in 2021.

To bring our community together (while isolated) we presented our *National Reconciliation Week* events online. We also presented online: conversations with artists, curators and local historians; weekly tutor-led art and craft activities; and a successful *Live Sunday Sessions* program of local Glen Eira talent, including comedians, performers and children's entertainers.

62,963 **2016–17**
69,311 **2017–18**
56,562 **2016–17**

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



9,490
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 range of school and community 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 around 270 community and educational sessions per year.

Our face-to-face youth services were closed during Victoria's State of Emergency. The Service continued to support Glen Eira's vulnerable young people by providing online community programs, delivering school holiday activity packs to more than 80 families and providing a new *Social Distancing Support Program* for young people who struggled with the challenges of social isolation and online learning.

10,161 **2018–19**
9,630 **2017–18**
6,538 **2016–17**

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



13,427
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. Key Ages and Stages consultations were conducted over the phone throughout the COVID-19 pandemic. 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.

14,469 **2018–19**
15,100 **2017–18**
16,476 **2016–17**

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

THE YEAR AT A GLANCE

Council statistics continued



11,005
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. During 2020, we introduced ‘super flu clinics’ to provide free flu vaccinations to children aged six months — under five years of age. Glen Eira’s immunisation coverage for children aged five and under is an average of 94.1 per cent. The state average is 95.6 per cent.

During the State of Emergency, 2,069 people accessed our community flu immunisation sessions, an increase of 398 on the previous year. Many of those being vaccinated were accessing the *Over 65s free flu shot* program.

10,590 2018–19
11,534 2017–18
11,575 2016–17

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



29,623
MEALS DELIVERED
AND PROVIDED*

Our *Delivered Meals* service is available for people in Glen Eira who are having trouble maintaining healthy balanced nutrition and who would benefit from receiving a regular cooked meal daily, a few times a week, or for a set period of time while they recover from illness. During 2019–20, more than 250 people used this service.

The service also provides lunch to 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 2019–20, more than 120 people used this service.

There has been a steady reduction in the demand for our *Delivered Meals* service since 2009–10.** The demand dipped further in 2019–20 (8,277) due to a reported *Listeria* outbreak at the site of our contracted meals provider, which resulted in a disruption to the range of meals available and concerns about safety from our clients. Demand stayed low as we onboarded a new provider in September 2019. Our meals demand has grown from March 2020 (471 meals a week) to 30 June 2020 (737 meals a week) as a result of the COVID-19 pandemic.

37,900	2018–19	40,628	2017–18
43,393	2016–17	87,219**	2009–10

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

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



1,239,621
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. Glen Eira Leisure currently has 13,067 members.

During Victoria’s State of Emergency, Glen Eira Leisure facilities were closed, significantly affecting the number of visits for the year. Online exercise and fitness classes were launched via *GEL Anywhere* with 168 instructional videos including high intensity interval training, yoga, pilates and zumba, viewed more than 120,000 times (5,800 hours) locally and internationally.

1,745,039** 2018–19
1,681,785*** 2017–18
1,500,000† 2016–17

*GESAC (1,118,428) Carnegie Swim Centre (62,634), Caulfield Recreation Centre (58,559).
**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 or visit their [Facebook](#) page to see the videos.



1,177
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 2019–20, there was a decrease of 269 houses. The number of newly rateable units and townhouses increased by 508 and newly rateable flats and apartments increased by 938.

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. There are 63,665 households in Glen Eira.

1,345 2018–19 (Houses 443 decrease; units and townhouses 667 increase; flats and apartments 1,121 increase.)
2,282 2016–18* (Houses 668 decrease; units and townhouses 854 increase; flats and apartments 2,096 increase.)

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

THE YEAR AT A GLANCE

Council statistics continued



950
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. Our street tree planting program was suspended in March 2020 due to COVID-19 restrictions. We planted 684 of the planned 1,000 new street trees and replaced 266 of the planned 1,000 replacement street trees before COVID-19 restrictions came into place. In addition to this, we continue to undertake regular monitoring of street trees' health to ensure they are thriving and do not pose any risk to public safety or property.

2,077 2018–19

2,038 2017–18

2,090 2016–17

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



49% (27,079 TONNES)
TOTAL WASTE RECYCLED

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.

Our new food waste recycling service allows residents to recycle food waste that would have otherwise gone to landfill. In 2019–20, we decreased our garbage going to landfill by a further 13 tonnes despite increased activity throughout the COVID-19 pandemic. This means our greenhouse gas emissions into the atmosphere have decreased this year by a further 18.2 tonnes CO₂ equivalent.

46% **23,810 tonnes** **2018–19**

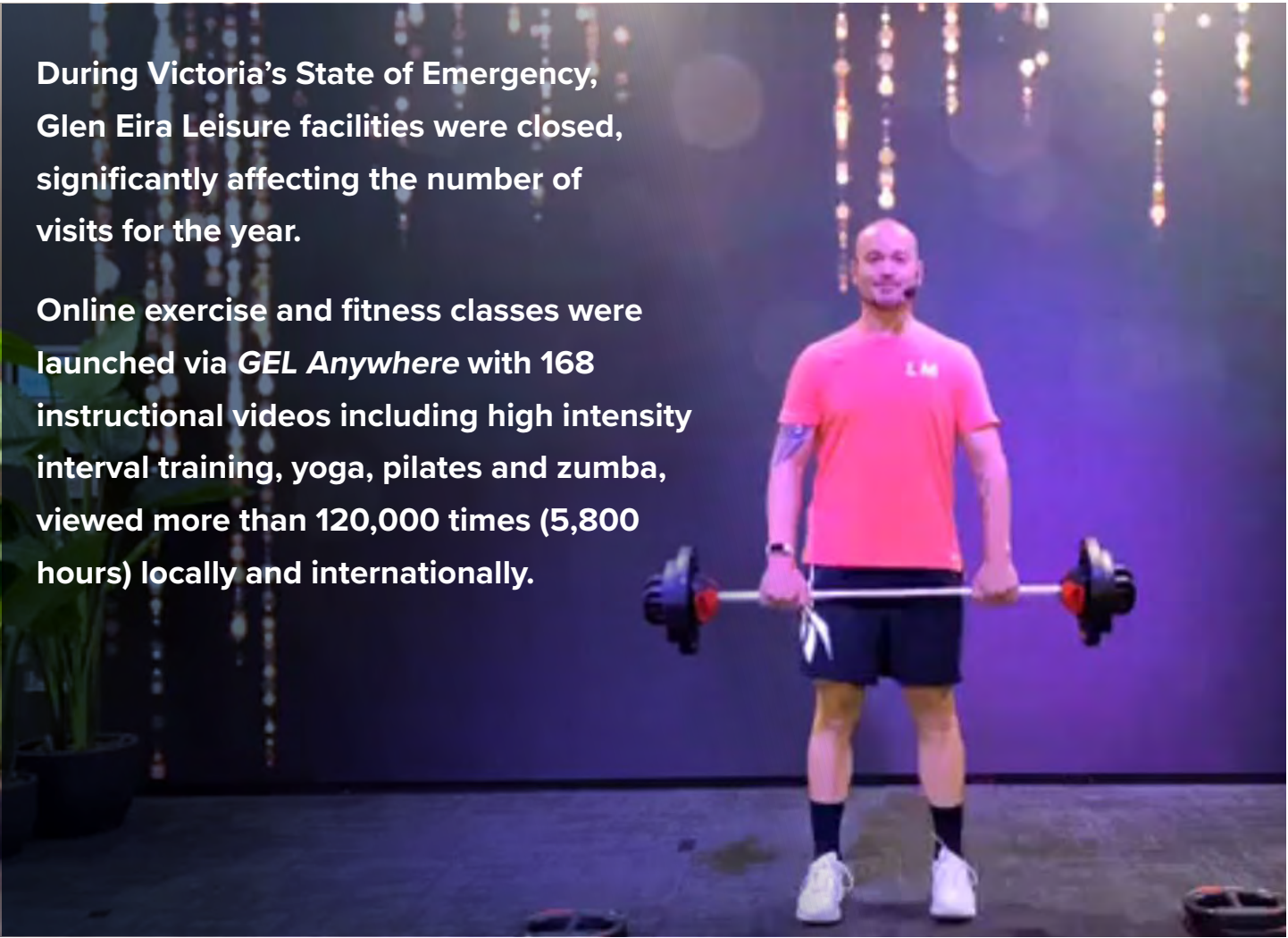
44.3% **24,044 tonnes** **2017–18**

45.3% **13,225 tonnes** **2016–17**

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

During Victoria's State of Emergency, Glen Eira Leisure facilities were closed, significantly affecting the number of visits for the year.

Online exercise and fitness classes were launched via *GEL Anywhere* with 168 instructional videos including high intensity interval training, yoga, pilates and zumba, viewed more than 120,000 times (5,800 hours) locally and internationally.



GEL ANYWHERE ONLINE EXERCISE CLASSES
TOP: BODYPUMP WITH PETE.
BOTTOM: CIRCUIT WITH KATE.

Services that Council delivers for every \$100 of rates and charges revenue (2019–2020):

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



CAPITAL WORKS PROGRAM
\$35.36

PLANNING FOR GROWTH
AND THE FUTURE
\$4.83



URBAN MAINTENANCE
\$13.01

RECYCLING AND WASTE
\$12.82



SERVICES FOR FAMILIES AND
THE COMMUNITY
\$6.84

SERVICES FOR THE AGED
\$5.33



PARKS AND RECREATION
\$15.68

GLEN EIRA LIBRARIES
\$4.05



COMMUNITY SAFETY
\$0.75



CULTURAL SERVICES
\$1.33

Key projects and activities



THE CLEANING OF PUBLIC AMENITIES WAS CRUCIAL THROUGHOUT THE PANDEMIC.

Our COVID–19 response and recovery

In response to the COVID-19 pandemic, at a Council Meeting on Tuesday 7 April 2020, Councillors endorsed a \$7.3 million COVID-19 Response and Recovery Package to support residents and ratepayers during COVID-19.

The Package provided immediate and ongoing financial support for individuals, local businesses, local community groups and sporting clubs that were impacted by the COVID-19 crisis.

Throughout the pandemic, we had an important role to play in supporting community resilience, providing financial relief and in ensuring that the most vulnerable in our community were protected from further harm.

The aim of our \$7.3 million Package was to provide immediate support and relief to those at risk. It contained a mix of financial concessions and new initiatives, ranging from the ability to defer rates without penalty interest and waivers to certain fees and charges to rent relief for Council community tenants and sporting clubs. Several new grants programs were also introduced along with other new initiatives to support our community through the changing circumstances. These included: mentoring and mental health programs; increased capacity in Council services for the vulnerable, such as delivered meals and immunisation;

relaxation of parking restrictions; and a community kindness campaign which encouraged community members to share their stories and be kind to others, themselves, the vulnerable and local businesses.

Adjustments will be made to the package throughout the 2020–21 financial year. We will continue to engage with those who have been hit hard by the pandemic and ensure that our future investment is aligned to those initiatives that will make the most impact in the long-term.

For more information see the [Mayor and CEO overview](#) page 13 and visit the [COVID-19 services update](#) page on our website.

Key projects and activities



WE ARE DEVELOPING A 2040 COMMUNITY VISION WITH MEMBERS OF THE COMMUNITY.

A Community Vision for a future Glen Eira

We are developing a Vision with our community that will provide a clear direction towards a future Glen Eira. Our Glen Eira 2040 Community Vision will guide our strategic actions to achieve this future.

We conducted a comprehensive community engagement process and received more than 3,000 responses to our questions. We listened to the voices of our community members and understand their aspirations and priorities for the future.

Our community sees a future Glen Eira that is green and sustainable, that's well designed with a mix of quality housing and local neighbourhood character. In the future it will be a place for active leisure, sporting activities and a place to connect, create and learn. It will be a safe place, clean and tidy and it will be connected and easy to move around in using any mode of transport. It will be diverse, inclusive and healthy and a home to arts and culture that celebrate our many forms of identity and heritage. The community will be informed and involved and supportive of residents in need. This future Glen Eira will be effectively and efficiently supported by Council.

A Deliberative Citizens' Panel made up of 42 community members is now developing the Vision. The Panel is reviewing all feedback collected so its members can provide a collective response to the question: 'What is our vision for the future of Glen Eira and how can we reflect the aspirations of our diverse and growing community?'

Two meetings of the Panel were held in March 2020 before the restrictions of the COVID-19 pandemic placed further meetings on hold. We hope to have the Panel members complete their deliberation throughout 2020 and present the Vision to Council in 2021.

For more information see the [Mayor and CEO overview](#) page 13, [Theme Five — Informed and Engaged](#) page 85 and visit the [Glen Eira 2040 Community Vision](#) page on our website.

Key projects and activities



A NEW PLAYGROUND IN HARLESTON PARK, ELSTERNWICK.

New active spaces to enjoy

Getting active through social and unstructured sport and play is a great way for young adults to connect and exercise. This year we redeveloped these five parks, playgrounds and open spaces to support the physical activity of our community.

Joyce Park in Ormond is one of our much loved and utilised open spaces. When Glen Eira McKinnon Bowls Club recently converted a turf bowling green to a synthetic green, the remaining turf green was transformed into this new active play space. The space includes a double-sided hit-up wall for any type of rebound activity; two basketball rings and a netball ring; a soccer goal for half-court activities; and a table tennis table. The Federal Government invested \$476,558 of the \$1.01 million investment in the new space.

Hodgson Reserve in Bentleigh already had some outdoor fitness equipment for casual workouts. To further promote social and sporting opportunities we added a basketball goal; netball goal; table tennis table; rebound wall for hitting, throwing and kicking; a bouldering wall; and a new and improved climbing tower.

McKinnon Reserve in McKinnon underwent a playground redevelopment. But for those that needed a different challenge, we constructed a ball court featuring basketball goals; netball goals; ball game line markings; and a bouldering wall to climb.

A major redevelopment of Harleston Park in Elsternwick opened in September 2019. This revitalised play space is now a scene of natural timber play elements reflecting the natural beauty of the Park. The most important part of this redevelopment — for local play adventurers — is a new and improved version of Glen Eira's biggest straight slide. Other new features include a three-point basketball court; a double tower for climbing and looking out below, an acorn cubby house; a five-way swing; lots of speedy slides; a spinner and a new shelter and barbecue area. Council thanks Sport Australia for its contribution to the three-point basketball court as part of the *Community Sport Infrastructure Grant*.

We developed Glen Eira's first — and only — fully-fenced dog off-leash area. The dog park is open at The Wedge — on the western side of Caulfield Racecourse at the end of Glen Eira Road in Caulfield East. Since opening in July 2019, it has been visited by many keen dogs and their owners.

This new doggy play space features turfed areas for exercise, socialisation and obedience training, as well as natural elements, such as rocks and plantings for sniffing investigations and agility equipment made from recycled soft plastics for additional training purposes. It also features seating, natural shade from mature trees and drinking fountains.

For more information visit the [Sports and leisure](#) page on our website.

Key projects and activities



WE WORKED WITH 18 ELSTERNWICK BUSINESSES TO REPLACE SINGLE-USE PLASTIC ITEMS WITH ALTERNATIVES.

Helping businesses to go plastic-free

We delivered our first plastic-free trial throughout the Glenhuntly Road shopping centre in Elsternwick, to help businesses eliminate or reduce their use of single-use plastics. Reducing our use of single-use plastics is an important way to live more sustainably and prevent ocean pollution.

The six-month trial involved working closely with 18 food and retail businesses in the shopping centre to replace single-use plastic items, such as water bottles, food ware (cutlery, cups, plates, bowls), straws, plastic lined coffee cups/lids, takeaway containers and plastic bags with re-usable alternatives. The trial coincided with the Victorian bag ban on 1 November 2019.

From October 2019 to April 2020, the participating Elsternwick businesses eliminated more than 25,000 pieces of single-use plastic in total throughout the trial. Most participants have eliminated at least one type of plastic item. Incredibly, four businesses have eliminated single-use plastic packaging entirely and three restaurants took part in Returnr, a swap-and-go reusable container and cup system.

The six-month trial has helped us understand how we can best support other businesses in Glen Eira to go plastic-free. We will build on this knowledge and deliver a Glen Eira wide plastic-free program to businesses throughout 2020–21.

For more information visit the [Plastic-free Elsternwick](#) page on our website.

Council's priorities

Our online *Annual Report* is a key tool that monitors our 2019–20 performance against our *Council and Community Plan 2017–2021*.

The *Plan* is the strategic framework for our activities. It incorporates our rolling 10-year *Glen Eira Strategic Resource Plan 2020–21 to 2029–30*, 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 year.

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*.

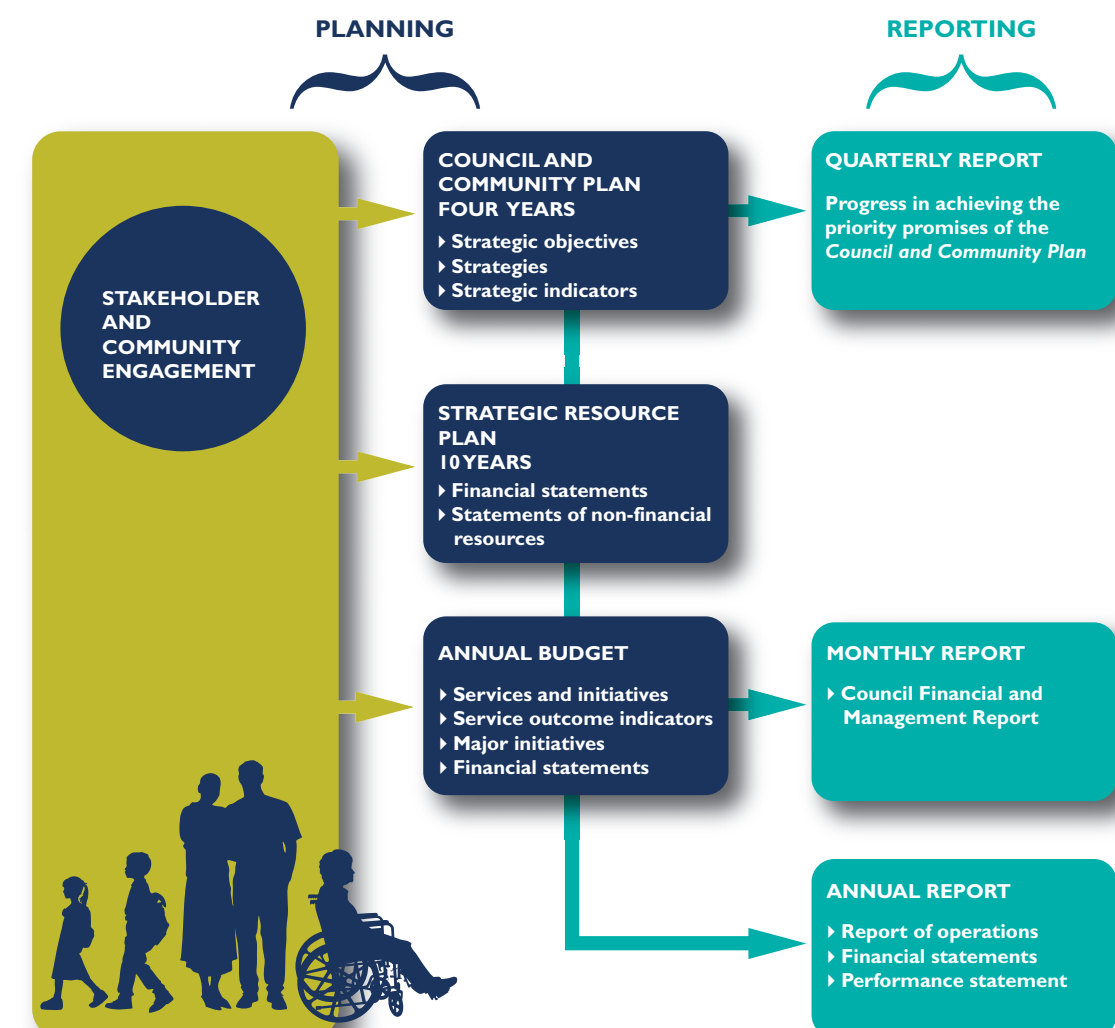
Glen Eira Council and Community Plan results 2019–2020

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

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 Carnegie Swim Centre redevelopment offers access to enhanced public amenity and landscape while providing the highest standard in contemporary indoor aquatics and group fitness to better meet the needs of local community.



CONCEPT DESIGNS FOR THE REDEVELOPMENT OF CARNEGIE SWIM CENTRE IN CARNEGIE.

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 2019–2020 we:

- **continued the work in our *Glen Eira City Plan — Activity Centre, Housing and Local Economy Strategy 2020*.** The *City Plan* is a long-term city strategic framework that ensures growth and change occurs in the right location to continue to meet the community's needs — while ensuring our valued amenity and local character is maintained and respected. The following *Council and Community Plan* commitments on *Structure Plans*; *Hidden Gems Heritage Review*; *Eat Street*; and the *Brightening Bentleigh Project* are part of our efforts under the *City Plan*. The *City Plan* also intersects with our *Social and Affordable Housing Strategy*; *Integrated Transport Strategy* and *Open Space Strategy* to provide the strategic context to update the local planning framework in the *Glen Eira Planning Scheme* and inform the new *Municipal Planning Strategy*;
- **endorsed our *Social and Affordable Housing Strategy 2019–23* in October 2019.** The purpose of the *Strategy* is to assess the need for social and affordable housing in Glen Eira and to identify Council's role in developing solutions that will see an increase in the provision of social and affordable housing. Throughout Year One of the *Implementation Plan* we conducted a feasibility study into providing our own social housing and mapped potential sites for social housing in Glen Eira. We completed a planning framework for affordable housing contributions and worked with other councils to maximise social and affordable housing across the region; and
- **commenced a detailed design of our new Bentleigh Library and Youth Hub.** We are transforming the Bentleigh Library into a new community centre that integrates the adjacent youth centre and provides new multipurpose spaces that can be adapted to deliver a range of programs and events for young people, adults, and families through to senior citizens. A new entry point and civic plaza will be created to improve the visual connection of the community centre to Centre Road and the broader Bentleigh shopping precinct, as well as providing a new public open space. Construction is anticipated to commence in early 2021.

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>The <i>2020 Local Government Community Satisfaction Survey</i> indicates no change in satisfaction with our performance on planning and building permits with an index score of 52 achieved in 2019 and 2020.</p> <p>There has been a slight decrease in Glen Eira’s Town Planning Policy score from 56 in 2019 to 55 in 2020. Council will continue with the implementation of the completed <i>Structure Plans</i> for Bentleigh, Carnegie and Elsternwick into the Glen Eira Planning Scheme. These <i>Plans</i>, developed with the community, will allow us to accommodate growth and new development, while creating vibrant and successful centres which enhance and protect the character of the local area.</p> <p>Council continues to engage with the community on important strategic planning priorities such as the draft <i>Glen Huntly Structure Plan</i>.</p>
Our community will report increased satisfaction with Council’s planning for population growth.	<p>The <i>2020 Local Government Community Satisfaction Survey</i> indicates an increase in satisfaction rating with an index score movement from 52 in 2019 to 53 in 2020.</p> <p>The state-wide average planning for population growth index score is 51.</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 2020 Local Government Community Satisfaction Survey indicates that 94 per cent of residents rate their quality of life as either 'good' or 'very good', 63 per cent rated their quality of life as 'very good' with 31 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 a decrease in commercial vacancy rates in the Bentleigh Activity Centre, from 6.8 per cent (20 of 292 shops) in 2019 to 6.2 per cent (18 of 292 shops) in 2020.</p> <p>There has been a decrease in commercial vacancy rates in the Carnegie Activity Centre, from 4.2 per cent (9 of 211 shops) in 2019 to 3.1 per cent (6 of 211 shops) in 2020.</p> <p>There has been an increase in commercial vacancy rates in the Elsternwick Activity Centre, from 5.1 per cent (19 of 283 shops) in 2019 to 9.9 per cent (28 of 283 shops) in 2020.</p> <p>The <i>Local Economy and Place Making Action Plan</i> was endorsed by Council in February 2020 which outlines a number of actions including strategies to reduce commercial vacancy rates within our activity centres.</p>
We will see an increase in planning decisions upheld at VCAT following the implementation of new policies in our Planning Scheme.	There has been a significant increase in planning decisions upheld at VCAT over the past 12 months from 72.4 per cent in 2018–2019 to 83.3 per cent in 2019–20. 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>Glen Eira continues to see an increase in housing density with standalone houses gradually being replaced by townhouses and apartments. In 2019–20, there was a decrease of 269 houses. The number of newly rateable units and townhouses increased by 508 and newly rateable flats and apartments increased by 938.</p> <p>In 2018–2019 there was 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>In 2017–2018 there was 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 Structure Plans for Carnegie, Bentleigh and Elsternwick.	In February 2018, Council adopted <i>Structure Plans</i> for Bentleigh, Carnegie and Elsternwick.

Achieved =  Not achieved =  Not achieved due to COVID-19 pandemic = 

2019–20 COMMITMENT	PERFORMANCE MEASURE	RESULT
We will endorse and plan to implement Council's <i>Social and Affordable Housing Strategy</i> .	<p>Our <i>Social and Affordable Housing Strategy</i> will be endorsed by Council in 2019.</p> <p>This is also a major initiative of the 2019–20 Annual Budget.</p>	
Comment: The <i>Social and Affordable Housing Strategy 2019–23</i> and <i>Implementation Plan</i> for Year One was endorsed by Council on 16 October 2019. You can find our <i>Social and Affordable Housing Strategy 2019–23</i> here .		
	<p>We will complete 80 per cent of first-year commitments by June 2020.</p> <p>This is also a major initiative of the 2019–20 Annual Budget.</p>	
Comment: Council has achieved eight out of 13 actions for year one with: completion of a planning framework for affordable housing contributions; a feasibility study on its own social housing; mapping of potential sites for social and affordable housing; identifying options for Council's role in provision of social housing; and working with other councils in maximising the quantity of social and affordable housing across Glen Eira and the region. Some actions were not completed in 2019–2020 due to changing priorities in response to COVID-19 where face-to-face activities couldn't proceed and other activities to support the community during the pandemic took precedence. Actions not completed have been incorporated into the <i>2020–2021 Implementation Plan</i> .		
We will progress the redevelopment of the Bentleigh Library and Youth Hub.	<p>Complete detailed design for the new Bentleigh Library and Youth Hub.</p> <p>This is also a major initiative of the 2019–20 Annual Budget.</p>	
Comment: Detailed design has now commenced with a completion date set for the end of August 2020. Construction is anticipated to commence in early 2021.		
We will invest a minimum of \$30 million through Council's <i>Capital Works Program</i> .	More than \$30 million spent on <i>Capital Works Program</i> for 2019–20.	
Comment: We spent \$39.3 million on <i>Capital Works Program</i> for 2019–20. This comprised renewal 38.29 per cent (\$15.05 million); upgrade 34.46 per cent (\$13.54 million); expansion 6.86 per cent (\$2.7 million); and new expenditure 20.39 per cent (\$8.02 million). The major asset expenditure categories of capital works were: buildings \$9.39 million; plant and equipment \$5.48 million; roads \$6.02 million; footpaths \$2.27 million; drainage \$3.97 million; open space and recreation \$5.29 million; car parks \$883,000; streetscape works \$1.77 million; and projects carried forward from 2018–19 \$4.24 million.		

2019–20 COMMITMENT	PERFORMANCE MEASURE	RESULT
Improve the experience of new businesses seeking Council permits through implementation for the Better Approvals Program.	Ninety per cent of planning permit decisions for businesses will be made within 50 statutory days.	✓
Comment: Business based applications have been prioritised through a dedicated concierge service and 92 per cent of applications have been determined within 50 statutory days. The majority of business-based applications fall within the VicSmart category and 95 per cent of these applications have been determined within 10 days. This is well above the performance measure. For more complex applications, 85 per cent of applications have been determined within 50 days.		
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.	Adopt the structure plans for the Caulfield Station Precinct and Glen Huntly by 30 June 2020.	CX
Comment: Council officers have been working with the Victorian Planning Authority (VPA), which was preparing the structure plan for the Caulfield Station Precinct . The VPA has advised that, since COVID-19 their priorities have changed, and the project will be handed over to Council in July 2020, at which time Council officers will take over the preparation of the draft <i>Structure Plan</i> . Adoption of the <i>Structure Plan</i> is now planned by June 2021. Council is leading the Glen Huntly project. Officers have completed the draft Glen Huntly Structure Plan , and this <i>Plan</i> was endorsed for exhibition at the 9 June 2020 Council Meeting. The community consultation process is now underway, and the results will be reported back to Council in August 2020.		
	Implement the <i>Structure Plan</i> in the <i>Planning Scheme</i> for East Village by 30 June 2020.	✗
Comment: The report outlining the Planning Panel's recommendations of this Planning Scheme Amendment was received in January 2020. In the time since, Council officers have been working to make the changes necessary to reflect the Panel's recommendations. This has involved significant additional negotiations with the landowners to ensure that a good community outcome is still achieved. The Amendment will be considered at the Council meeting on 7 July 2020.		

2019–20 COMMITMENT	PERFORMANCE MEASURE	RESULT
We will continue the implementation of our structure plan for Elsternwick	We will seek authorisation to commence the planning scheme amendment process for <i>Elsternwick Structure Plan</i> planning controls by 30 June 2020.	✗
Comment: The implementation of the Elsternwick Structure Plan had been placed on hold pending the outcome of the planning scheme amendment for the implementation of the <i>Bentleigh</i> and <i>Carnegie Structure Plans</i> . The progress for the following two commitments provides background on the State Government procedural challenges Council faced.		
We will continue the statutory implementation of our structure plan for Bentleigh.	We will submit the Bentleigh planning scheme controls (including the quality design guidelines) to the Minister for Planning for approval by 1 April 2020.	✗
Comment: The original amendment package for Bentleigh was lodged for authorisation in January 2019, with written advice received 10 months later from the Minister for Planning that he would not issue authorisation without additional information and changes. The revised Amendment package was lodged in February 2020 and the Minister for Planning provided conditional authorisation for the revised Amendment package in late March 2020. In the last quarter of 2020 Council officers have been working through the requirements and have also been preparing the exhibition material for the Amendment.		
We will continue the statutory implementation of our structure plans for Carnegie.	We will submit the Carnegie planning scheme controls (including the quality design guidelines) to the Minister for Planning for approval by 1 April 2020.	✗
Comment: The original amendment package for Carnegie was lodged for authorisation in January 2019, with written advice received 10 months later from the Minister for Planning that he would not issue authorisation without additional information and changes. The revised Amendment package was lodged in February 2020 and the Minister for Planning provided conditional authorisation for the revised Amendment package in late March 2020. In the last quarter of 2020 Council officers have been working through the requirements and have also been preparing the exhibition material for the Amendment.		
We will progress the Elsternwick Community Hub concept.	To further develop feasibility and prepare concept design.	✗
Comment: Community consultation regarding the kinds of experiences and the types of services the community would like to see at the new Hub has been completed. Our timetable to prepare concept designs was ambitious for this large project involving the co-location of a community kindergarten and Council services including, a Library, Maternal and Child Health services, car parking and open space. The feedback received during engagement is now being be used to develop concept design options for the new Hub.		

2019–20 COMMITMENT	PERFORMANCE MEASURE	RESULT
We will develop, consult and implement policies and controls that protect heritage and the character of our residential areas.	Council will complete the Hidden Gems Heritage Review and seek Minister authorisation to exhibit the planning controls by 1 April 2020.	✗
Comment: The draft <i>Post-war and Hidden Gems Heritage Review</i> , received many complex submissions in pre-amendment community consultation. The draft <i>Review</i> document was reworked to incorporate any relevant submissions and could not be completed by 1 April 2020. A Council report and associated proposed planning scheme amendment are now complete and are scheduled to be considered at the August 2020 Ordinary Council Meeting		
We will further progress the development of a community-focused multi-use recreation precinct for Lord Reserve, Carnegie Swim Centre and Koornang Park, Carnegie	We will complete detailed design on redevelopment of Carnegie Swim Centre.	✗
Comment: We completed initial community consultation on the redevelopment options of Carnegie Swim Centre over summer 2019–20. Council endorsed redevelopment option B (with the dive pool) to progress to concept design stage. A community reference group was formed to help inform future phases of the project due to the high levels of community interest. The reference group was consulted on five occasions during the concept design development process. On 30 June 2020 Council requested further phases of community consultation on the proposed concept design. While the extra consultation will lengthen this stage of the project, the gathered community feedback will be detailed and Council will consider it before adopting a concept design in September 2020. Detailed design will proceed after the concept design has been adopted.		
	We will complete detailed design on <i>Lord Reserve/ Koornang Park Master Plan</i> .	✗
Comment: A landscape architect has developed concept plans for the north-east corner through to the multi-purpose cricket nets at Koornang Park as well as the new cricket nets at Lord Reserve. This will be presented to the Lord Koornang community reference group and future community consultations. Future concept designs for the Moira Avenue multi-purpose space, perimeter car parks and the pool forecourt are pending the formal road discontinuance process and further works on the Carnegie Swim Centre.		
We will commence the construction of a new Eat Street in Bentleigh.	Construction commenced by June 2020.	✗
Comment: Detailed design is complete. A decision was made to delay the project until early 2021 in order to ensure local businesses are not impacted during the peak Christmas trading period. The Eat Street project will go to public tender for construction in late 2020 with construction and works to commence in early 2021.		

2019–20 COMMITMENT	PERFORMANCE MEASURE	RESULT
We will create a new community space on the site of the old furniture warehouse in Neerim Road, Carnegie.	Implementation and activation of new open space area by June 2020.	CX
Comment: In March 2020 when the COVID-19 Stage 3 lockdown occurred this project was in the final stages of preparation of the construction documentation. However, the project was then placed on hold as there was uncertainty around gatherings in public places. It was not considered safe to open a new community space when there were restrictions and social distancing guidelines in place. The project is now progressing and the tender is scheduled to be advertised in late August 2020 with construction commencing as soon as possible. The new plan is to complete the community space and open it to the public only when it is appropriate to do so.		
We will improve safety and walkability in Bentleigh laneways.	Implementation of Bentleigh vibrant laneway project by June 2020.	✓
Comment: The Brightening Bentleigh laneway project is now complete. Bin enclosures have been constructed to remove the unsightly and unsafe large skip bins from the laneway behind Centre Road, Bentleigh. In addition, lighting has been installed to provide a safe environment at night for pedestrians in the area. To increase the general amenity of the area, murals have been painted on the walls of adjoining businesses.		



As part of our *Walking Strategy Action Plan* ...
we partnered with 15 Glen Eira primary schools
(7,552 students) in a Walk to School golden
ticket program.

OUR SCHOOL CROSSING SUPERVISOR SUE
ON DUTY AT WHEATLEY ROAD, ORMOND.

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 2019–2020 we:

- **completed our community and stakeholder consultation for our safe cycling corridor project to link St Kilda Road with the Djerring Trail — a bike trail that runs under and alongside the Dandenong to City train line.** Inkerman Road in Caulfield North has been selected as the safe cycling corridor. The corridor plan is being prepared, however the project design has been paused in response to the COVID-19 restrictions. We will be exploring various design options for the Inkerman Road corridor and will be consulting with the community before a final decision on the design is made in 2021;
- **endorsed the *Glen Eira Parking Policy* in March.** The *Policy* aims to provide a balanced response to the challenge of meeting the needs of car owners/drivers while striving to make sure our public spaces are people-friendly. Important aspects of the *Policy* include: group, carer, visiting tradesperson, community volunteer and unique circumstances permits; a public transport incentive scheme; neighbourhood parking plans which will invite feedback from residents in a local area; and eligibility for two residential parking permits per household in eligible areas; and
- **updated and adopted a *Walking and Accessibility Action Plan 2019–2024* and the *Cycling Action Plan*.** Our *Walking and Accessibility Action Plan* focuses on building an accessible and safe pedestrian network, to support walking as an attractive form of transport within Glen Eira. The *Plan* sets out actions for infrastructure, policy and enforcement, education and behaviour. Our *Cycling Action Plan* aims to improve opportunities for cycling around Glen Eira and identifies areas for improvement to help support cycling as a safe and viable transport option for the community. These include improvements to recognise the role that the cycling network plays in linking people to public transport and walking routes. The *Plan* includes actions on infrastructure, policy and enforcement and education/behaviour.

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?

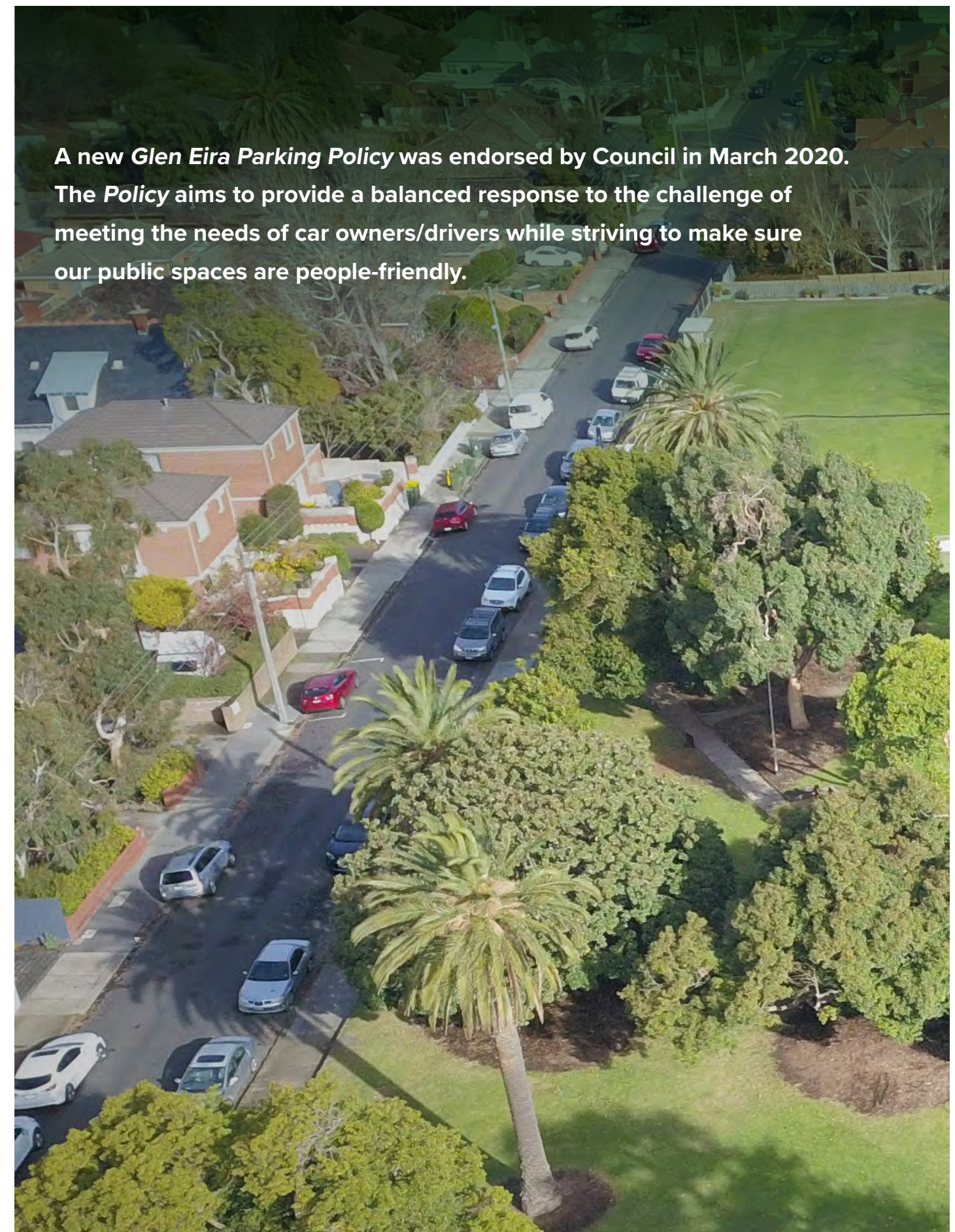
STRATEGIC INDICATOR	RESULT
We will increase bicycle usage by 10 per cent from 2017 figures.	<p>There has been a 6.2 per cent* increase in bicycle usage in 2020 (2,150) from 2016 figures (2,051 movements).</p> <p>In 2019 bicycle usage decreased by two per cent** compared to 2018.</p> <p>In 2018 bicycle usage decreased marginally by one per cent compared to 2016.** The 2018 data indicates there were 2,025 movements in 2018 compared to 2,051 movements*** in 2016.</p> <p>*Source: Super Tuesday Commuter Bike Count (new sites were excluded from this comparison) conducted on Tuesday 3 March 2020 for two hours from 7am to 9am. As this count is a single morning census it can be affected by weather.</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>There has been a small increase in the number of people living close to a train station, to approximately 65.03 per cent up from 65 per cent the previous financial year. This is significantly higher than the 2017 base rate of 43 per cent. The most significant increase was in the area close to Elsternwick Station, which increased 32 per cent from the previous financial year.</p>
We will construct five per cent of our missing link footpaths.	<p>We constructed 1.1 kilometres of missing link footpaths in priority locations across the municipality. This is the third year of the program and a total of 11.6 per cent of the missing link footpaths have now been installed.</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 2020 Walk Score for the Glen Eira municipality is 73*, which is unchanged from 2018 and 2019.</p> <p>A score between 70–89 deems Glen Eira very walkable, where the community can accomplish most errands on foot. It is anticipated that this score will improve once Council's <i>Integrated Transport Strategy</i> pilot projects are implemented which include the Pedestrian Safe Neighbourhood Pilot in Bentleigh East and Safe Cycling Corridor Pilot in Caulfield. Both projects are scheduled for design in 2020–21.</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>The 2020 <i>Local Government Community Satisfaction Survey</i> indicates that there has been an increase in Glen Eira's parking facilities performance index score from 54 in 2019 to 59 in 2020.</p> <p>On 17 March 2020 Council adopted a new <i>Parking Policy</i> and <i>Residential Permit Parking System Policy</i> that will provide a balanced approach for managing parking across the municipality.</p>

Achieved =  Not achieved =  Not achieved due to COVID-19 pandemic = 

2019–20 COMMITMENT	PERFORMANCE MEASURE	RESULT
We will construct a number of new footpaths throughout the municipality, creating connections where there are missing footpaths.	<p>Construct one kilometre of new footpaths in prioritised locations across the municipality.</p> <p>This is also a major initiative of the 2019–20 Annual Budget.</p>	
Comment: 1.1 kilometres of new footpaths across six streets successfully constructed. This is the third year of the program and a total of 11.6 per cent of the missing link footpaths have now been installed.		
We will complete and review the transport pilot projects in line with our new <i>Integrated Transport Strategy</i> , with a focus on creating safer and walkable neighbourhoods.	<p>Commence implementation of the <i>Pedestrian Safe Neighbourhood Project Pilot</i> in Bentleigh East by 30 June 2020.</p>	
Comment: Concept and traffic designs have been prepared. Speed reduction requests have been submitted to the Department of Transport seeking approval. The neighbourhood plan will be finalised with landscape design consultants; however, community consultation is temporarily on hold due to COVID-19 restrictions. Community and stakeholder consultation will recommence in the new financial year with implementation to follow.		
We will complete and review the transport pilot projects in line with our new <i>Integrated Transport Strategy</i> , with a focus on creating safer and walkable neighbourhoods. (continued)	<p>Complete community and stakeholder consultation and a corridor plan for the Safe Cycling Corridor Project by 1 March 2020.</p> <p>This is also a major initiative of the 2019–20 Annual Budget.</p>	
Comment: All scheduled activities including community and stakeholder consultation for the development of a cycling corridor plan have been postponed due to COVID-19 restrictions. All community and stakeholder consultation will recommence in the new financial year, with a commitment to complete all community and stakeholder consultation and present a report to Council by June 2021.		

2019–20 COMMITMENT	PERFORMANCE MEASURE	RESULT
We commence implementation of the action plans for walking and cycling based on the principles of the <i>Integrated Transport Strategy</i> .	Commence implementation of <i>Cycling Strategy Action Plan</i> .	✓
<p>Comment: At the 17 December 2019 Ordinary Council Meeting, the Cycling Action Plan was adopted by Council. The implementation of this <i>Action Plan</i> has commenced including:</p> <ul style="list-style-type: none"> • Implementation of a safe cycling corridor pilot project. <p>We are investigating an appropriate route to establish a safe cycling street to link the St Kilda Road corridor and the Djerring trail. Inkerman Road has been selected as the safe cycling corridor. The corridor plan is in preparation; however the project design has been paused in response to the COVID-19 restrictions.</p> <ul style="list-style-type: none"> • Investigate the completion of missing sections of cycling routes in Glen Eira. <p>The Frankston Rail Trail from Glen Huntly to Caulfield is being investigated as part of <i>Caulfield Station Precinct Structure Plan</i> development and early Level Crossing Removal Authority investigations.</p>		
	Commence implementation of the <i>Walking Strategy Action Plan</i> .	✓
<p>Comment: At the 17 December 2019 Ordinary Council Meeting, the <i>Walking and Accessibility Action Plan</i> was adopted by Council. The implementation of this <i>Action Plan</i> has commenced including these actions:</p> <ul style="list-style-type: none"> • Continue Council's program of assessing the <i>Disability Discrimination Act</i> compliance of our activity centres and prioritise actions. Elsternwick and Carnegie activity centre assessment recently completed and <i>Action Plans</i> adopted by Council. • Continue to educate the community in relation to walking by funding a series of initiatives and programs. In October and November 2019 Council joined VicHealth in its mission to get kids active by walking, riding and scooting to school as part of the Health Promotion Foundation's annual <i>Walk to School</i> program. We partnered with 15 Glen Eira primary schools (7,552 students) in a Walk to School golden ticket program. The more students walked, rode or scooted to school, the more times they could enter the <i>Active Schools Competition</i>. In Glen Eira there were 4,946 tickets collected representing more than 49,000 trips. 		
We will manage car parking guided by the new <i>Parking Policy</i> .	By 1 April 2020, commence implementation of a new residential parking permit framework, as adopted in the <i>Parking Policy</i> and Local Law.	✓
<p>Comment: The Glen Eira Parking Policy was endorsed at the 17 March 2021 Council meeting and is available on Council's website. Residents applying for permits as of 1 July 2020 will be governed by the new <i>Policy</i>. One hundred visitor permits, tradesperson permits and carers' permits are available for new applicants. All residents will reapply for permits in 2022 as per the <i>Policy</i>.</p>		



A new *Glen Eira Parking Policy* was endorsed by Council in March 2020. The *Policy* aims to provide a balanced response to the challenge of meeting the needs of car owners/drivers while striving to make sure our public spaces are people-friendly.

PARKSIDE STREET,
ELSTERNWICK.

During 2019–20 role descriptions have been developed for all categories of volunteers at Council.



VOLUNTEERS AT WARRAWEE COMMUNITY,
BENTLEIGH EAST.

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 2019–2020 we:

- **staged our largest annual *Glen Eira Youth Art Exhibition* and delivered our *Moving Up* program to more than 1,000 Year 6 students who will enter high school next year.** We could only achieve 76 per cent of our first-year commitments (target 90 per cent) in our *Youth Strategy Action Plan 2019–2020* due to COVID-19 social distancing restrictions and school closures;
- **built the *Glen Eira Community Shed at Moorleigh Village in East Bentleigh*.** The key tenants of our new community facility include a men's shed, a community house a U3A and other groups that will engage, support and educate community members; and
- **saw a decrease in construction activity and associated complaints from March to June 2020 due to the impact of COVID-19.** Our compliance activity remained consistent and we achieved a 3.75 per cent decrease in complaints. Our target for 2019–20 year was 10 per cent.

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 lifestyle.
- 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.	<p>The <i>2020 Local Government Community Satisfaction Survey</i> indicates that 62 per cent of residents agree ‘... that people live in a close neighbourhood’ with 19 per cent that ‘strongly agree’ and 43 per cent ‘agree’.</p> <p>The <i>2019 Local Government Community Satisfaction Survey</i> indicated 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 <i>VicHealth Indicator Survey</i>.</p>
The level of satisfaction with the ‘family support service’ in the <i>Community Satisfaction Survey</i> , will be consistent with, or better than, industry benchmarks.	<p>The <i>2020 Local Government Community Satisfaction Survey</i> indicates residents’ satisfaction with family support services has remained stable at an index score of 70 in the period 2019 and 2020, following an increase from 67 in 2018. The 2020 state-wide average index score for family support performance is 66.</p>
There will be an increase in the percentage of residents that report that they feel safe to walk alone at night time.	<p>The <i>2020 Local Government Community Satisfaction Survey</i> indicates that 63 per cent of residents feel very safe walking in their local area alone after dark. This compares with 60 per cent in 2019.</p>
There will be an increase in the percentage of residents who participate in volunteering.	<p>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.</p> <p><small>*Source: Australian Bureau of Statistics <i>Census</i> 2011 and 2016.</small></p>

Achieved =  Not achieved =  Not achieved due to COVID-19 pandemic = 

2019–20 COMMITMENT	PERFORMANCE MEASURE	RESULT
We will implement our Glen Eira Youth Strategy.	We will complete 90 per cent of first-year commitments by June 2020. This is also a major initiative of the 2019–20 Annual Budget.	
<p>Comment: A total of 28 actions (76%) of the <i>Glen Eira Youth Strategy Action Plan 2019–2020</i> were completed, nine actions (28%) were unable to be completed by 30 June 2020 due to COVID-19 restrictions and the closure of local primary and secondary schools throughout the pandemic.</p> <p>While restrictions on public gatherings during COVID-19 impacted some actions, there were still many highlights of the <i>Youth Strategy Action Plan</i> including: our largest <i>Youth Art Exhibition</i>; the delivery of the <i>Moving Up</i> program to more than 1,000 Year 6 students about to enter high school; and establishing the new Glen Eira Multicultural Youth Network.</p>		
We will build a Community Shed at Moorleigh Village.	Community Shed completed by June 2020. This is also a major initiative of the 2019–20 Annual Budget.	
<p>Comment: The Glen Eira Community Shed is currently built and following some minor construction delays is now near completion. The contractor is carrying out final finishing tasks, ready for handover in mid-July 2020. Key tenants will then move into the new facility including: the Bentmoor Men's Shed; Moongala Community House; Moorleigh U3A; MiCare; and East Bentleigh Village Garden that currently operates a community garden at Moorleigh Village. The aim of the shed is to encourage use by diverse groups, including; age, culture, gender and socioeconomic situation.</p>		
We will support crime prevention in the municipality through the delivery of key activities under our Community Safety Plan 2018–2022.	We will support crime prevention in the municipality through the delivery of key activities under our <i>Community Safety Plan 2018–2022</i> .	
<p>Comment: The <i>Community Safety Action Plan 2018–2020</i> has completed 94 per cent of actions. A recent achievement of the <i>Action Plan</i> is the completion of the research into community views of safety. The research highlighted that lighting and having other people around had the biggest impact on making people feel safer in their neighbourhood and parks. Of those who reported being concerned about their home being burgled the most common action taken was to problem solve the issue with neighbours. Speeding cars and graffiti were most commonly identified as major issues.</p>		

2019–20 COMMITMENT	PERFORMANCE MEASURE	RESULT
We will support crime prevention in the municipality through the delivery of key activities under our Community Safety Plan 2018–2022. (continued)	We will undertake research on community views of safety as part of a midway check-in on our <i>Community Safety Plan</i> to inform future directions.	
<p>Comment: <i>Community Confidence and Feelings of Safety Survey</i> was completed with the Glen Eira Community Voice online panel. The survey findings were distributed to the community and three community focus groups were scheduled: one took place on 17 March at Town Hall and due to COVID-19 restrictions, the remaining sessions were conducted online via Council's <i>Have Your Say</i> page. The analysis of the data and responses will be presented to the Community Safety Committee in July 2020.</p> <p>Additionally, Glen Eira asked further tailored questions regarding community safety and social cohesion as part of the <i>2020 Local Government Community Satisfaction Survey</i>. Ninety-four per cent indicated they felt safe or very safe when walking in their local area alone during the day, and 64 per cent felt safe or very safe when walking in their local area alone after dark.</p>		
We will develop role descriptions for all categories of Council volunteers and deliver training programs to build their capacity to support the community.	Role descriptions developed for all categories of volunteers.	
<p>Comment: Role descriptions have been developed for all the categories of volunteers at Council. These role descriptions were approved by the Executive team in June 2020.</p>		
	We will develop a <i>Volunteer Induction Program</i> and commence rollout by June 2020.	
<p>Comment: A <i>Volunteer Induction Program</i> was developed in consultation with key stakeholders. The <i>Program</i> was approved by the Executive team. However, due to the impacts of COVID-19, many of Council's volunteers have temporarily ceased their engagement and the implementation of the induction program has not been able to be implemented. When our volunteers re-engage, following COVID-19 impacts, the <i>Induction Program</i> will be implemented.</p>		
We will develop health and fitness programs in community venues to expand our reach.	We will engage 400 participants in our Active Parks programs.	
<p>Comment: We ran another <i>Active Parks</i> program starting in February 2020 which ran for six weeks. The attendance for this program was 478 which was a great result. The program has been well received and we plan to continue it once COVID-19 restrictions are eased.</p>		

2019–20 COMMITMENT	PERFORMANCE MEASURE	RESULT
We will develop health and fitness programs in community venues to expand our reach. (continued)	We will implement <i>Dive in and Learn to Swim</i> — an eight-week program for culturally and linguistically diverse communities.	CX
Comment: Four weeks of the Learn to Swim program was completed in February 2020. The program was then put on hold due to COVID-19 restrictions and will resume when the restrictions allow. The participants loved the program and were very thankful Council started such an initiative.		
We will implement our ‘innovate’ Reconciliation Action Plan.	We will complete 90 per cent of the 2019–20 actions.	✓
Comment: The <i>Reconciliation Action Plan 2019–20</i> has 50 actions: 96 per cent of those are complete or on target. There are two actions (four per cent) which cannot be completed due to dependencies on external organisations. Highlights in the final quarter of 2019–20 include: <i>National Reconciliation Week</i> activities which covered a ‘You can’t ask that’ panel for Council staff; an online community event with Welcome to Country and Smoking Ceremony from Boon Wurrung Foundation, a Bush Tukka workshop by Cassie Leatham and musical performance by <i>Pirrutu</i> ; cultural awareness online staff training hosted by the Koorie Heritage Trust; an Indigenous history report by Dr Ian Clark provided in draft; and workshop planning commenced for our <i>Reconciliation Action Plan 2020–2022</i> .		
We will engage our community through a diverse program of events and activities.	We will deliver 50 programs to the community, including literacy-based and community interest programs in libraries, cultural and celebratory events at indoor venues and outdoor in Council’s parks and gardens to engage the community.	✓
Comment: Target exceeded with 128 programs delivered throughout 2019–20. Libraries and Arts and Culture presented the community with ways to create, learn, experience, and connect through diverse programs held in libraries, Council venues, parks and gardens. Since the COVID-19 pandemic, online programming now engages our usual audiences as well as new audiences across Glen Eira. Online events included <i>Artynoons</i> for children and families, <i>Living through History with COVID</i> , art lessons, <i>Library@Home StoryTimes</i> and workshops, and <i>Inconversations</i> with artists, international and local presenters and authors. Formats include pre-recorded, live and streaming to reach the widest audiences, creating an added benefit to those who normally could not attend programs in person because of busyness or mobility challenges.		
We will continue to implement all-abilities access in Council managed community facilities, aligned with Council’s Disability Action Plan 2017–2021.	Implement upgrades to ensure all-abilities access at Bentleigh Reserve Pavilion.	✓
Comment: The <i>Disability Action Plan</i> works at Bentleigh Reserve Pavilion are completed. We updated the accessible parking space to allow a clear space from other vehicles; adjusted four internal doors so that they could be easily opened; updated a backrest and the braille and tactile signage in the accessible toilet; and provided new recessed mats at the main entrance.		

2019–20 COMMITMENT	PERFORMANCE MEASURE	RESULT
We will continue to implement all-abilities access in Council managed community facilities, aligned with Council’s Disability Action Plan 2017–2021. (continued)	Implement upgrades to ensure all-abilities access at Caulfield Park Pavilion.	✓
Comment: The <i>Disability Action Plan</i> works at Caulfield Park Pavilion are completed. We installed a new kerb ramp in the Pavilion car park; provided a compliant handrail in the lift lobby area; updated the facilities in the accessible toilet; adjusted the doors; and provided compliant braille signage.		
	Implement upgrades to ensure all-abilities access at McKinnon Reserve Pavilion.	✓
Comment: The <i>Disability Action Plan</i> works at McKinnon Reserve Pavilion are completed. We constructed two new accessible ramps to both change rooms, including new handrails and compliant entry doors; ensured there was 30 per cent luminance contrast to bike racks on the external pathway; provided a continuous accessible path of travel to the main entrance; and provided new braille and tactile signage in the accessible toilets.		
	Implement upgrades to ensure all-abilities access at Packer Park Pavilion.	✓
Comment: The <i>Disability Action Plan</i> works at Packer Park Pavilion are completed. We provided correct accessible parking signage in off street parking areas; installed new compliant handrail extensions to a main hall entry; and installed new compliant braille signage and updated the facilities in the accessible toilets.		
We will increase compliance activity around building sites in order to improve safety and amenity during major construction works.	Decrease in the number of complaints received from neighbours by 10 per cent.	✗
Comment: There was a notable decrease in construction activity and associated complaints over the last four months of the financial year due to the impacts of COVID-19. Despite this decrease Council’s compliance activity remained consistent with the previous year. In 2018–19, 4,529 complaints were received, compared to 4,359 complaints received in 2019–20. This represents a 3.75 per cent decrease in complaints.		
We will increase park patrols with a focus on educating the importance of cleaning up after your dog.	Increase the number of park patrols in ‘hot spot’ locations by 10 per cent.	✓
Comment: There has been a 10.09 per cent increase in park patrols compared to the previous year. In 2018–19 were 2,338 park patrols, compared to 2,574 in 2019–20.		
Council will provide digital kiosks in two activity centres. These spaces will allow customers to complete transactions, find information about Council, its services, events and amenities.	Two digital kiosk spaces implemented by June 2020	CX
Comment: The digital kiosks were ready to be installed in Bentleigh and Carnegie Libraries by the end of March 2020. However due to COVID-19 Stage 3 restrictions resulting in the closure of the libraries this was not achievable. When the libraries reopen in a greater capacity and we can meet safety, cleaning and social distancing requirements the kiosks will be installed.		



Glen Eira recycled 903 tonnes of food waste in 2019–20.

COUNCIL PROVIDES BENCHTOP CADDIES FOR RESIDENTS TO GATHER THEIR FOOD WASTE FOR RECYCLING.

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 2019–2020 we:

- continued to invest in solar energy generation and installed solar panels at 19 of our facilities across Glen Eira. The new solar panels allow us to generate clean energy onsite, cut our carbon footprint and protect against rising energy costs;
- completed the detailed design of a new park in Aileen Avenue, Caulfield South. The park will provide a range of recreation opportunities for the local community, including passive seating areas, open lawn and a play space focussing on nature play with a variety of natural materials. A range of landscape materials including rocks and logs and both native and exotic vegetation will be used in the design which will provide a focus for local residents to meet and to play; and
- conducted annual waste bin audits and sampled waste from all three kerbside streams of 250 homes across Glen Eira. The audit was completed in November 2019 and measured an 11 per cent increase of food waste recycled in Council’s green bin, compared to the 2018 audit. We recycle 903 tonnes of food waste annually in Glen Eira which decreases emissions by 1,715 tonnes of CO₂ equivalent per year.

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>An audit of the garbage stream was undertaken in November 2019 which showed a 4.73 per cent improvement in the recovery of recycled material at Town Hall, but a 16.23 per cent decrease in recovery at the Glen Eira Sports and Aquatic Centre.</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.</p>
Greenhouse gas emissions will be a further 25 per cent lower from Council buildings, waste and outdoor lighting by 2021.	<p>Our 2019–20 carbon footprint decreased by 10 per cent to 8,399 tonnes CO₂ equivalent (CO₂e) compared to 9,287 tonnes in the previous financial year. This decrease was the result of upgrading 1,315 street lights to energy-efficient LEDs and the installation of new solar photovoltaic systems at 19 Council facilities. We’ve reduced our emissions by 27 per cent since our baseline year of 2014–15.</p> <p>Our 2018–19 carbon footprint decreased by 6.8 per cent to 9,287 tonnes 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 Open Space Strategy 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 <i>2020 Local Government Community Satisfaction Survey</i> , Glen Eira residents rated their level of satisfaction with the appearance of public areas an index score of 78. The state-wide average is 72. Residents rated their level of satisfaction with recreational facilities an index score of 80. Additionally, residents were asked: 'What is the one best things about Glen Eira City Council?' The top mention was parks and gardens — 22 per cent and recreational/sporting facilities — 13 per cent.
Traders' associations will report an increased level of satisfaction with the cleanliness and amenity of our activity centres.	Traders' associations reported a 33 per cent increase in satisfaction with the cleanliness of the activity centres with 33 per cent stating no change and 33 per cent stating a decrease in cleanliness. One hundred per cent of respondents stated there was no change in the amenity of the centres.
New generation garbage disposal facilities will be well progressed toward opening.	Council partnered with 16 councils in the south east region of Melbourne and the Metropolitan Waste and Resource Recovery Group (MWRRG) to tender for an advanced waste processing alternative to landfill. On 29 June 2020 MWRRG announced three shortlisted tenderers for the new waste management infrastructure. Contracts are to be awarded in 2022 with construction expected to begin in 2023.
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.

Achieved =  Not achieved =  Not achieved due to COVID-19 pandemic = 

2019–20 COMMITMENT	PERFORMANCE MEASURE	RESULT
We will invest in solar energy generation on Council buildings and support the community to implement initiatives that contribute to our sustainability objectives.	Additional solar generation to be installed at kindergartens. (four sites) This is also a major initiative of the 2019–20 Annual Budget.	
Comment: The solar installation works at five Kindergarten sites have been completed. These included the Glen Eira Kindergarten Association facilities at: McKinnon Road, McKinnon; Brady Road, Bentleigh East; Higgins Road, Bentleigh; Orrong Road, Elsternwick; and Patterson Road, Bentleigh.		
	Additional solar generation to be installed at Centenary Park Pavilion. This is also a major initiative of the 2019–20 Annual Budget.	
Comment: The solar installation works at Centenary Park Pavilion, Bentleigh have been completed. We also installed a solar system at East Caulfield Pavilion.		
	Additional solar generation to be installed at Council independent living units. (six units) This is also a major initiative of the 2019–20 Annual Budget.	
Comment: The solar installation works at 11 independent living units in Jasper Road, Bentleigh have been completed.		
	Additional solar generation to be installed at Godfrey Street Community House. This is also a major initiative of the 2019–20 Annual Budget.	
Comment: The solar installation works at Godfrey Street Community House, Bentleigh have been completed.		
We will implement our updated <i>Open Space Strategy 2019–2031</i> priority actions, including design and construction of open space projects.	Complete detailed design of a new park in Aileen Avenue, Caulfield South. This is also a major initiative of the 2019–20 Annual Budget.	
Comment: Detailed design of the new park is now complete. The tendering process and construction of the new park and associated drainage works will begin in August 2020.		

2019–20 COMMITMENT	PERFORMANCE MEASURE	RESULT
We will implement our updated <i>Open Space Strategy 2019–2031</i> priority actions, including design and construction of open space projects. (continued)	Invest \$900,000 in improvements under the <i>Outer Circle Railway Management Plan</i> .	✗
Comment: \$805,000 has been spent on improvements under the <i>Outer Circle Railway Management Plan</i> . Melbourne Water handed the land back to Council for reinstatement and development in March 2020 causing a three-month delay. Final landscaping work will be completed in August 2020.		
We will commence the implementation of actions from the <i>Tennis Strategy</i>.	Install Tennis Australia's Book a Court system in four locations across the municipality.	CX
Comment: Expressions of interest were sought from all tennis clubs that wished to be considered for installation of the Book a Court system to allow casual access to tennis courts. Pre-installation electrical works have been undertaken at five tennis facilities. Completion of this project is awaiting installation of the hardware and activation of software by Tennis Victoria which was delayed due to COVID-19. This project is now due for completion in August 2020.		
Five per cent of the capital budget for all new and large refurbishment building projects will be allocated 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 plan.	✓
Comment: The project team ensured this requirement was incorporated into the design and the current cost plan.		
	Five per cent of Murrumbeena Pavilion budget allocated to sustainable initiatives and separately reflected in cost plan.	✓
Comment: The project team ensured this requirement was incorporated into the design and the current cost plan.		
We will update and refresh a minimum of two key Council community infrastructure strategies relating to recreation, open space and facilities.	Council endorsement of a <i>Playground Strategy</i> .	CX
Comment: The <i>Playground Strategy</i> was deferred to allow for the community consultation phase to be undertaken when COVID-19 social distancing restrictions are lifted. This will allow for valuable community input to inform the <i>Strategy</i> and to ensure it reflects community needs.		

2019–20 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. (continued)	Dog off-leash areas reviewed and community consultation undertaken.	✓
Comment: A review of the dog off-leash areas was undertaken and the report endorsed by Council on 5 May 2020. The report included the data and information collected during the community consultation period throughout 2019. Further to this, Council also endorsed an amended Order of the <i>Domestic Animals Act</i> to commence implementation of the new off-leash areas.		
We will see an increase in food waste recycling in the municipality.	Ten per cent increase in food waste recycling measured through annual waste bin audit.	✓
Comment: The annual waste bin audit completed in November 2019 measured an 11 per cent increase in food waste recycled in Council's green bin, compared to an audit completed during a similar period in 2018.		



GLEN EIRA COMMUNITY VISION 2040
COMMUNITY WORKSHOP

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 2019–2020 we:

- **began developing a Community Vision for Glen Eira and sought the views of our community on what they wanted Glen Eira to look like in 2040.** The feedback was given to a Deliberative Citizens' Panel to form the Vision. COVID-19 restrictions placed the deliberation on hold and we were unable to prepare a draft of the Vision. This will be re-initiated in early 2020–21;
- **in November 2019 we endorsed the new Glen Eira City Council Community Local Law.** Local laws help us to maintain a safe, enjoyable, peaceful and healthy environment for the community and provide for the administration of Council's powers and functions; and
- **launched our new website, enabling the community to do more business with us online.** We have seen a 46 per cent increase in click-throughs to pages where transactions and bookings can be made.

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:
<ul style="list-style-type: none">• 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 2019–20 the average rates per assessment was \$1,404. We anticipate that we will continue to be the second lowest 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>2020 Local Government Community Satisfaction Survey</i> Council remained consistent in its advocacy (lobbying on behalf of community) with an index score of 55 in 2020. The state-wide average advocacy index score is 53.
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 <i>2020 Local Government Community Satisfaction Survey</i> Glen Eira residents continue to rate customer service levels higher than the state average with an index score of 77. The state-wide average customer service score is 70.
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 2019–20 we consulted on 53 projects receiving 8,403 responses.
The community will receive regular reporting on our performance.	<p>Council reports to the community quarterly via the <i>Quarterly Service Performance Report</i> (endorsed by Council and published on Council's 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>13 August 2019 — quarter year ending June 2019</p> <p>26 November 2019 — quarter year ending September 2019</p> <p>25 February 2020 — quarter year ending December 2019</p> <p>19 May 2020 — quarter year ending March 2020</p>

HOW WILL WE KNOW IF WE HAVE BEEN SUCCESSFUL? (continued)	
STRATEGIC INDICATOR	RESULT
The level of satisfaction with the 'community engagement' score in the <i>Community Satisfaction Survey</i> , will be consistent with, or better than, industry benchmarks.	In the 2020 <i>Local Government Community Satisfaction Survey</i> Glen Eira residents continue to rate customer engagement levels higher than the state-wide average with an index score of 60. The state-wide average community consultation and engagement index score is 55.
Staff engagement levels will be consistent with, or better than, industry benchmarks.	The <i>Employee Engagement Survey</i> is conducted every two years. Last year's result indicated that staff engagement at Glen Eira City Council is 34 per cent above relevant industry benchmarks with 63 per cent overall engagement. Across Australia, the Local Government staff engagement average is 29 per cent. We will begin the process of preparing the next survey for distribution in 2021.

Achieved =  Not achieved =  Not achieved due to COVID-19 pandemic = 

2019–20 COMMITMENT	PERFORMANCE MEASURE	RESULT
We will develop a Community Vision that represents the aspirations and priorities of our community.	We will have a draft Community Vision for Council endorsement by the end of June 2020. The Vision will involve engaging with the community, including co-design of the process and reaching out to capture views from diverse communities. This is also a major initiative of the 2019–20 Annual Budget.	
Comment: Community engagement to develop the Community Vision has been completed. A Deliberative Citizens' Panel has been put in place to develop the Vision considering the more than 3,000 responses we had to our community engagement on the Vision. The 42-member panel is unable to proceed with face to face sessions due to the COVID-19 pandemic. Currently officers are looking at potential options to resume the work of the Panel with an online approach or face-to-face (if permissible) using different timelines. Council will review options presented by officers and inform the preferred approach in July 2020.		
We will complete the review of our Local Law in consultation with the community.	Local Laws endorsed by Council by November 2019. This is also a major initiative of the 2019–20 Annual Budget.	
Comment: Council endorsed new Local Laws in November 2019. Local Laws help us maintain a safe, enjoyable, peaceful and healthy environment for the community and provide for the administration of Council's powers and functions.		
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 20 messages per month that inform the community on a range of Council services and events via Glen Eira City Council's Facebook and Instagram pages and an increase in the use of video.	
Comment: We increased our social media presence by posting on average 57 messages per month throughout 2019–20. A total of 641 posts have been placed on Facebook and Instagram showcasing and informing the community of Council's services and events as well as relevant State Government initiatives. Fifty three videos were streamed across Facebook and Instagram in 2019–20 compared to 23 in 2019–20.		
	Improvement in the Community Satisfaction Rating (index score) with how Council has performed in making decisions in the interest of the community.	
Comment: Council's performance on this measure in the 2020 <i>Local Government Community Satisfaction Survey</i> was an index score of 58 as compared to 61 in 2019 but was significantly higher than the state-wide average of 53.		

2019–20 COMMITMENT	PERFORMANCE MEASURE	RESULT
Council will improve the ability of the community to complete transactions online outside of core business hours.	Five per cent increase in transaction volume outside of core business hours through Council's website .	
<p>Comment: The total transaction volume at the end of the final quarter shows that 20 per cent of online transactions have been performed outside of Council's business hours. This is a two per cent increase from the previous end-of-year results. Overall online transactions have increased by 11 per cent from the previous year.</p> <p>Previous quarters this year showed increases in after-hours transactions, with a drop seen in quarter four. It is expected that the downturn in the last quarter is partly due to the impact of COVID-19 restrictions, meaning people who are working at home are more easily able to transact during business hours and are less likely to wait until after hours to complete online transactions.</p> <p>After hours has been defined as weekends, public holidays and any time outside of regular 9am–5pm business hours during the week. A transaction is defined as a form submitted through our website, and any application or request.</p>		
	Increase of activity on Council's homepage to reflect a five per cent increase in click-throughs.	
<p>Comment: We are seeing much higher engagement with Council's new website, compared with the old one. Where comparable services existed on the previous homepage, there has been a 46 per cent increase in click-through for those transactions. This combined with a lower site bounce rate, tells us that people are navigating through the site with more ease and are finding what they want quicker than before.</p>		
We will continue to implement our <i>Community Engagement Strategy 2018–2021</i>.	We will consult with Glen Eira Community Voice on at least six occasions.	
<p>Comment: We exceeded our commitment with seven Community Voice activities. Five surveys and two quick polls have been undertaken with an average of 515 community members. An average of 215 (41%) Community Voice members responded to the polls and surveys.</p> <p>The most recent activities asking our Community Voice members how they are coping during the COVID-19 pandemic. Nearly three-quarters (69%) of the 200 participants indicated they were very knowledgeable about how to prevent the spread of COVID-19. Eighty two per cent of participants agreed with the statement that they were aware of mental health services and support should they require it. Eighty two per cent of respondents indicated their level of online communication had increased compared with before COVID-19, and later indicated it was due to a mix of work and social reasons. Eighty six per cent of respondents agreed that they would get a vaccine if it became available and was recommended for them.</p> <p>This information will help to inform Council's decisions and priorities for 2020–22.</p>		

2019–20 COMMITMENT	PERFORMANCE MEASURE	RESULT
We will report quarterly to the community on our progress against all of our promises outlined in this <i>Council and Community Plan</i>.	Quarterly reporting to be considered by Council in August, November, February and May annually.	
<p>Comment: The <i>Council and Community Plan</i> progress was considered by Council on the 13 August 2019, 26 November 2019, 25 February 2020, and 19 May 2020. The results are published on our community dashboard.</p>		



CYCLING WITHOUT AGE PROGRAM PARTICIPANTS
ENJOYING A RIDE THROUGH CAULFIELD PARK,
CAULFIELD.

FINANCIAL SUSTAINABILITY

FINANCIAL OVERVIEW

On Monday 16 March 2020, the Victorian Government declared a State of Emergency in Victoria due to the serious risk to public health posed by COVID-19.

On 7 April 2020, Council endorsed a \$7.3 million COVID-19 Response and Recovery Package, which contains a mix of financial concessions and new initiatives for the Glen Eira community. This package aimed to provide immediate financial relief to those most at risk and to mitigate the impact of COVID-19 on the health and wellbeing of residents, particularly those more vulnerable and those already experiencing disadvantage.

The Package also provided immediate and ongoing support to local businesses, local community groups and sporting clubs and contributed to their ongoing viability post COVID-19. The Council's Relief and Recovery Package has been designed to mitigate risks to our community and local economy arising from the impact of COVID-19 and ensures Council is providing an appropriate co-ordinated response.

In the 2019–20 financial year, it was resourced through re-prioritisation of existing budgets and the reallocation of resources (staffing and budgetary) from activities now unable to progress due to COVID-19. The value of initiatives was estimated at \$3.2 million for 2019–20 and this has been reflected in Council's financial position.

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*.

See a summary of our performance below.
See [the Financial Report, Appendix A page 172](#).

OPERATING POSITION

Our 2019–20 operating position was a \$10.94 million surplus, which is \$7.37 million less than our 2019–20 budget. Factors that contributed to this include:

INCOME

Our total revenue for the 2019–20 financial year was \$183.85 million, \$3.99 million unfavourable to budget (two per cent). The main factors contributing to the variance included:

- reduced user fees of \$5.87 million; and
- increased capital grants of \$1.86 million.

Rates and charges revenue was in-line with the 2019–20 *Annual Budget*. Our rates and charges are still much lower than the average of all inner metropolitan councils (we are the second lowest).

Statutory fees and fines were favourable to budget by \$462,000, mainly due to higher than anticipated revenue from parking infringements of \$1.0 million. There was also lower than budgeted planning permit income due to COVID-19 (\$312,000) and a refund of the *Food Act* and public health fees to support businesses impacted by the pandemic (\$396,000).

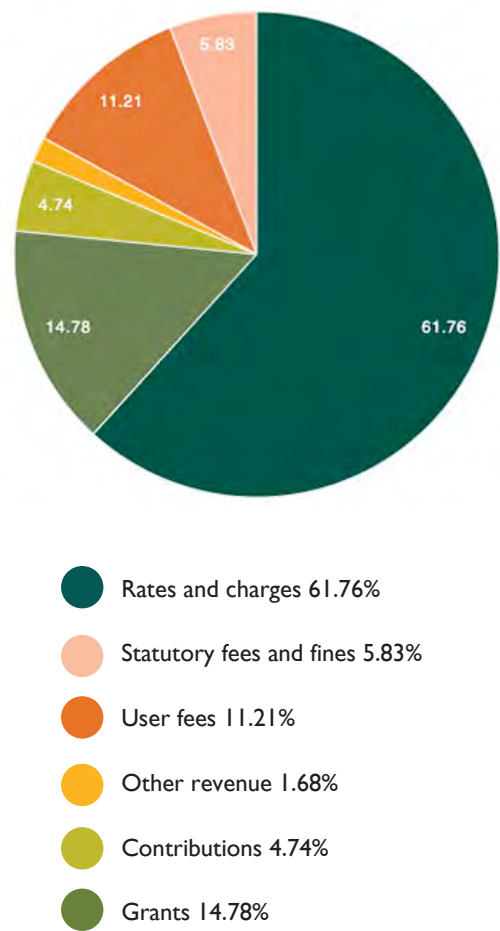
User fees were lower than anticipated due to COVID-19 restrictions, mainly related to the closure of Glen Eira Leisure facilities (\$3.19 million), reduced fees received for Family and Children's services (\$1.4 million) and Council initiatives in response to the pandemic (\$354,000).

Grants — operating were favourable to budget by \$959,000 due to:

- early receipt of the 2020–21 payment from the Victorian Grants Commission. The amount of \$2.08 million (50 per cent of the 2020–21 grants) was received for financial assistance and local roads funding during the 2019–20 financial year;
- increased subsidy funding of Family Day Care and Early Learning centres mainly due to government initiatives during the pandemic (\$978,000); and
- the above favourable variances were offset by reduced residential aged care income due to vacant beds (\$2.11 million).

Grants — capital was favourable to budget by \$1.86 million due to early receipt of income for future projects. Refer to Figure 1.

FIGURE 1.
2019–20 SOURCES OF INCOME (%)



EXPENSES

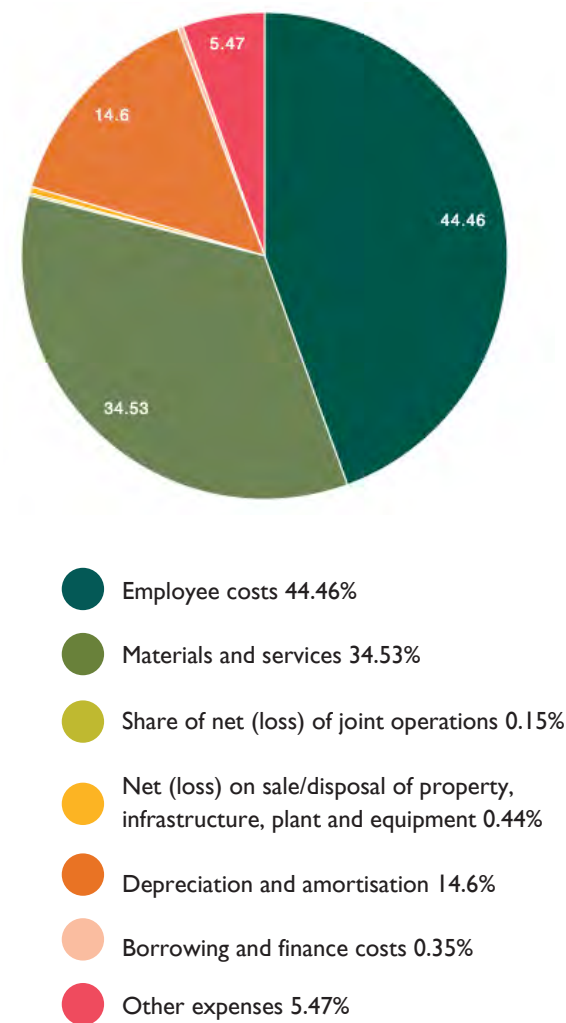
Our total expenditure for 2019–20 was \$172.9 million (two per cent unfavourable to budget). Contributing factors to this unfavourable variance:

Materials and services — unfavourable variance of \$2.09 million due to agency staff used to fill temporary staff vacancies (\$1.0 million), increased costs of waste processing, recycling contractor costs and waste disposal (\$993,000) and funding of COVID-19 Community Action Grants (\$325,000).

Other expenses — unfavourable variance of \$3.52 million relating to the provision for parking infringement debtors (\$3.01 million) and court lodgement fees (\$523,000).

These unfavourable variances are partly offset by employee costs favourable variance of \$4.38 million. This is due

FIGURE 2.
2019–20 CATEGORIES OF EXPENDITURE (%)



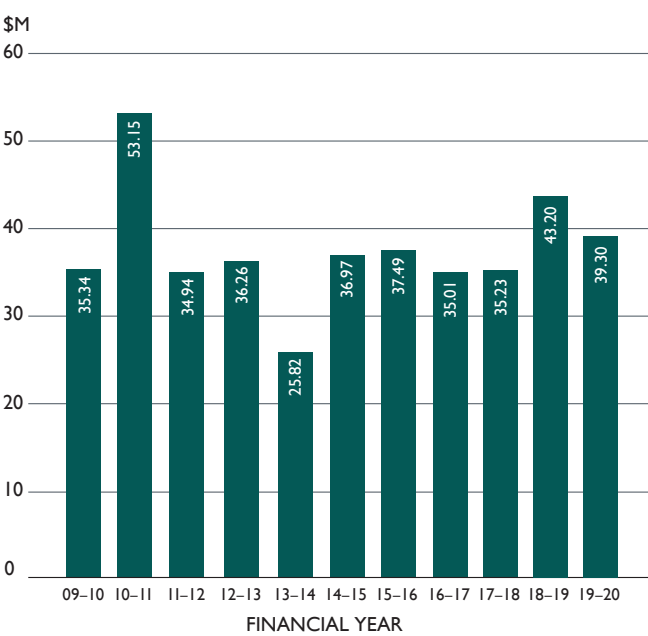
partially to the closure of Glen Eira Leisure facilities during the COVID-19 pandemic (\$1.1 million) and other savings due to staff vacancies and reduced recruitment costs. For more information see note 1 starting on page 10 of the *Financial Report*. Refer to Figure 2.

CAPITAL INVESTMENT

During 2019–20 we expended \$39.3 million on capital works. Variance to budget for total capital works was \$6.75 million across the following activities:

Buildings — we underspent by \$952,000 in 2019–20 due to works that were not complete at Murrumbeena Park Pavilion, Murrumbeena. This will be carried forward into 2020–21.

FIGURE 3.
CAPITAL WORKS EXPENDITURE 2009–10 TO 2019–20



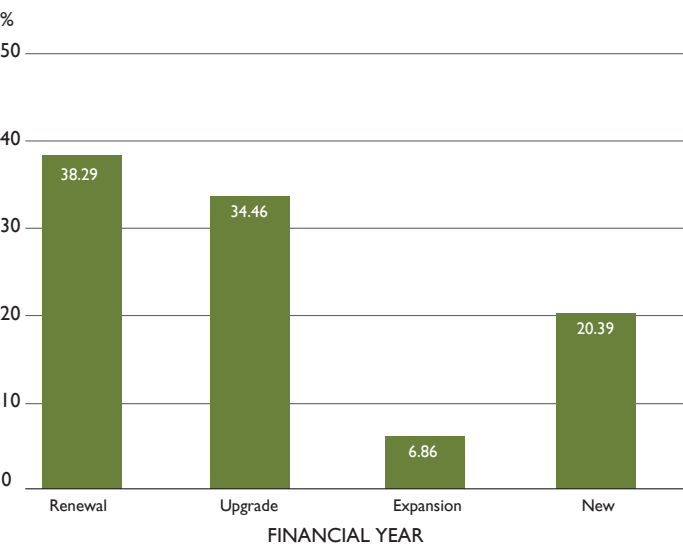
Plant, machinery and equipment — was under budget due to a delay in receipt of ordered vehicles and plant as a result of COVID-19 (\$977,000). This will be carried forward into 2020–21.

Roads — was underspent by \$1.05 million mainly due to progress of works at Coorigil Road, Carnegie \$976,000 and Neville Street, Carnegie \$186,000. These funds will be carried forward to the 2020–21 financial year.

Streetscape works — relates to development and beautification of Council's streets and shopping precincts. These projects are under budget by \$959,000 due to works delayed by COVID-19 restrictions (\$470,000) and the narrow nature strip program \$321,000. Funding for these projects will be carried forward to the 2020–21 year.

Carried forward expenditure from 2018–19 — under budget by \$1.76 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 \$4.77 million in July 2019 of which \$4.24 million was spent as at 30 June 2020. Refer to Figure 3.

FIGURE 4.
2019–20 CAPITAL WORKS EXPENDITURE — BY TYPE (%)



ASSET EXPENDITURE CATEGORIES

The major asset expenditure categories of capital works were:

- buildings \$9.39 million;
- plant and equipment \$5.48 million;
- roads \$6.02 million;
- footpaths \$2.27 million;
- drainage \$3.97 million;
- open space and recreation \$5.29 million;
- car parks \$883,000;
- streetscape works \$1.77 million; and
- projects carried forward from 2018–19 \$4.24 million.

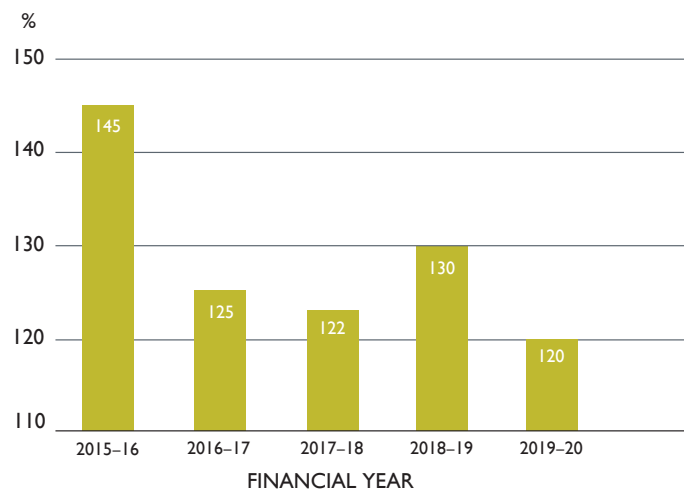
For more information see note 1.2 starting on page 13 of the *Financial Report*.

The \$39.30 million comprised:

- renewal 38.29 per cent (\$15.05 million);
- upgrade 34.46 per cent (\$13.54 million);
- expansion 6.86 per cent (\$2.7 million); and
- new expenditure 20.39 per cent (\$8.02 million).

Refer to Figure 4.

FIGURE 5.
ASSET RENEWAL RATIO (INCLUDING UPGRADE) 2015–16 TO 2019–20 (%)



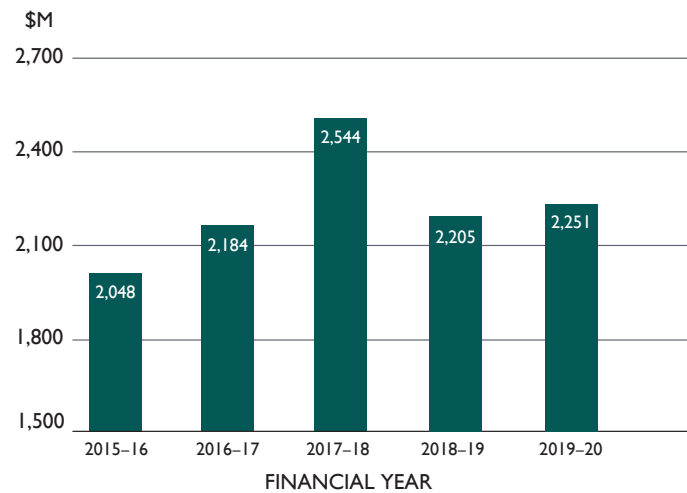
ASSET RENEWAL

To bridge the infrastructure gap, we invested \$28.59 million in renewing, upgrading and expanding assets in 2019–20. This was funded from operations.

Our asset renewal ratio, measured by comparing asset renewal and upgrade expenditure to depreciation was 120 per cent.

Refer to Figure 5.

FIGURE 6.
PROPERTY, INFRASTRUCTURE, PLANT AND EQUIPMENT AND INTANGIBLES 2015–16 TO 2019–20 (\$M)



ASSETS

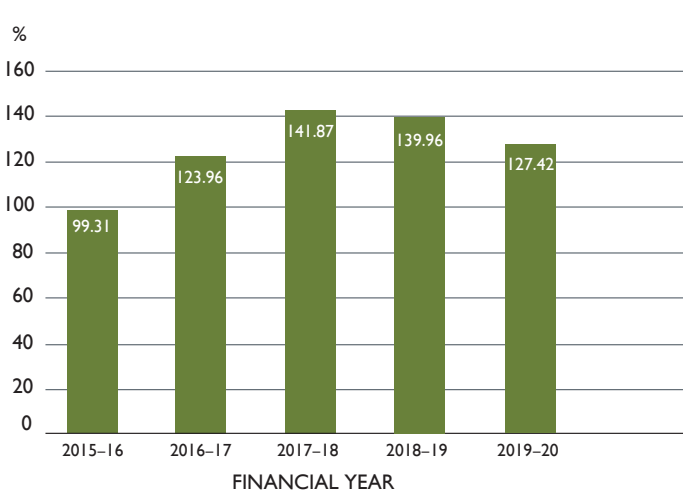
Our net asset base increased from \$2,220 million to \$2,263 million. This was mostly due to a decrease in the value of our fixed assets from \$2,205 million to \$2,251 million.

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 7.
LIQUIDITY RATIO (WORKING CAPITAL) 2015–16 TO 2019–20 (%)



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 \$87.74 million as at 30 June 2020. This is enough to cover our short-term restricted liabilities, which include \$40.41 million in trust funds and aged care deposits, and \$24.2 million in Public Open Space Reserve funds.

We must ensure we maintain working capital and 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.

PUBLIC OPEN SPACE STRATEGY

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

We received contribution income of \$8.71 million during the 2019–20 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 \$3.1 million on projects that met the conditions and the remainder will be held in the reserve for future years.

SERVICE DELIVERY

Services that we deliver for every \$100 of rates and charges revenue (2019–2020):

- *Capital Works Program* \$35.36
- Planning for growth and the future \$4.83
- Urban maintenance \$13.01
- Recycling and waste \$12.82
- Services for families and the community \$6.84
- Services for the aged \$5.33
- Parks and recreation \$15.68
- Glen Eira Libraries \$4.05
- Community safety \$0.75
- Cultural services \$1.33

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

LOOKING AHEAD

We've prepared a *2020–21 Annual Budget*, which is aligned to the vision in the *Council and Community Plan 2017–2021*. It seeks to maintain and improve services and infrastructure as well as deliver projects and services that are valued by our community and do this within the rate increase mandated by the State Government. The strategy in the *2020–21 Annual Budget* is to:

- mitigate risks to our community and local economy arising from the impact of the COVID-19 pandemic;
- 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 2020–21 *Annual Budget* is based on a rate increase of two 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.

Our focus for the next year is to provide community leadership throughout the pandemic and for the recovery process that follows, while continuing, as much as possible, to deliver on the projects and services that make our City a great place to live, work and do business.

Our challenges for 2020–21 include:

- Redirecting significant resources into response and recovery associated with COVID-19.
- Continuing to operate and enhance our Residential Aged Care service in a way that responds to the recommendations of the Royal Commission for the aged care sector, despite declining income and increased cost of operation.
- Reducing our reliance on self-sourced income through parking revenue due to a shift in philosophy to one that prioritises community education over infringements to achieve behaviour change.
- Responding to the general slow-down in economic activity that will impact income streams.
- Topping-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.

To support our \$2,251 million of community assets, we projected an investment of \$35.68 million in new capital expenditure for asset renewals, upgrades and expansions.

Highlights of the 2020–21 *Capital Works Program* include:

— **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 (\$15.41 million).

— **Recreation and Open Space** — this includes open space initiatives; parks; playing surfaces; and playground equipment. Construction works on the Murrumbeena Park Pavilion and Community Hub facility will start during 2020–21 (\$9.32 million).

— **Community facilities** — this comprises buildings and building improvements, upgrade and renewal of community facilities; municipal offices; sports facilities; and pavilions. Major upgrade works to Bentleigh Library will also start in 2020–21 (\$5.34 million).

— **Sustainability** — installation of photovoltaic systems to generate renewable energy, double glazing and insulation on Council assets and other building sustainability improvements (\$493,000).

— **Community safety** — this includes safety projects: cross-intersection, pedestrian and safer speed limits; school safety; shopping centres; sustainable transport and disabled parking upgrades (\$510,000).

— **Strategic projects** — activity centre streetscape works, *Integrated Transport Strategy* implementation and structure plan designs (Elsternwick, Bentleigh, Carnegie) and Carnegie sports precinct (\$3.35 million).

— **Great@GlenEira** — includes technological solutions to enable customers to better transact with Council. Customer-focused projects include a single customer view and increased online presence to make it easier for you to do business with us without needing to come to the Town Hall (\$1.25 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 2020. 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 2020 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
- 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.
 - 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

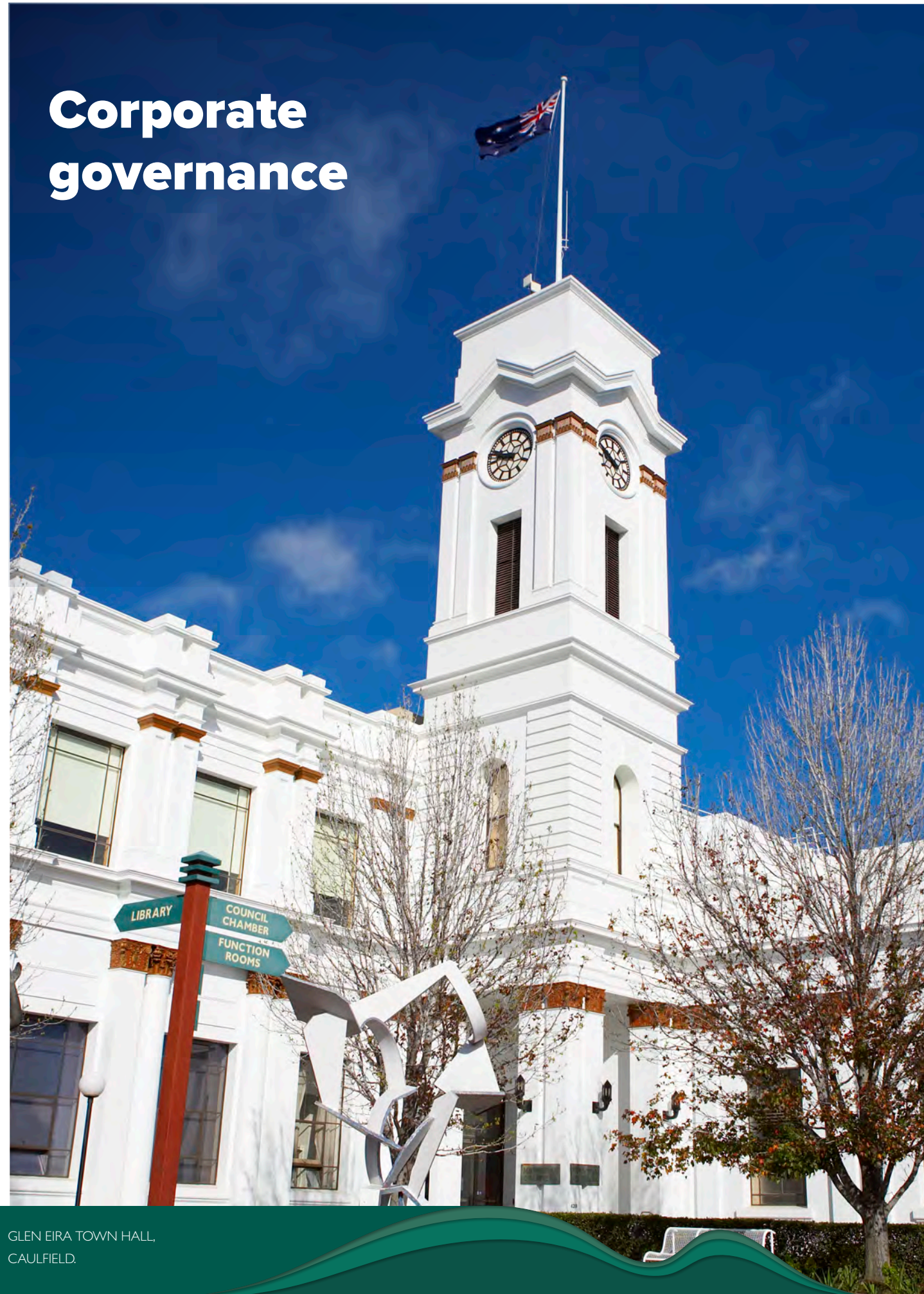
The Auditor-General’s audit reports provide an external and independent opinion on the *Financial Report* and Performance Statement. They cover the statutory and professional requirements, and the fairness aspects of the statements. They also advise if there are any issues of concern. In this *Annual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

2019–20 Financial Report
Financial Statements and Performance Statement
for the year ended 30 June 2020
See Appendix A, page 172.



ANOTHER MURAL PAINTED AS PART OF OUR BRIGHTENING BENTLEIGH PROJECT. BENTLEIGH SHOPPING CENTRE CAR PARK.

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*) and the *Local Government Act 2020* (the new *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.

Consistent with the new *Act*, Council's primary objective is to be accountable, transparent, collaborative, efficient and engaged with the community.

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

- Providing good governance for the benefit and wellbeing of the community.
- Complying with relevant law when making decisions and acting.
- Giving priority to achieving the best outcomes for the community, including future generations.
- Promoting the economic, social and environmental sustainability of the municipal district, including mitigation and planning for climate change risks.
- Engaging the community in strategic planning and strategic decision-making.
- Pursuing innovation and continuous improvement.
- Collaborating with other councils and governments and statutory bodies.
- Ensuring the ongoing financial viability of Council.
- Considering regional, state and national plans and policies in strategic planning and decision-making.
- Ensuring transparency of Council decisions, actions and information.

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:

- Participating in the decision-making of Council.
- Representing the interests of the community in that decision-making.
- Contributing to the strategic direction of Council through the development and review of key strategic documents, including the *Council Plan*.

In performing their role each Councillor must:

- consider the diversity of interests and needs of the community;
- support the role of Council;
- acknowledge and support the role of the Mayor;
- act lawfully and in accordance with the oath or affirmation of office;
- act in accordance with the standards of conduct; and
- comply with Council procedures required for good governance.

Delegations

Not all decisions are made at Council meetings. Operational decisions are either delegated by Council to staff or to the Chief Executive Officer (CEO) who, in turn, may subdelegate 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.

During Victoria’s State of Emergency, Council resolved to endorse additional delegations to the CEO which would only be enacted if Council was unable to achieve a quorum, and the matter could not be delayed to the next meeting of Council. This is a risk control measure as Councillors may, due to COVID-19 restrictions, require to self-isolate and Council may, therefore, be unable to achieve a quorum. When the additional delegations were adopted there was no provision under State legislation for Council to conduct its meetings online. The Minister for Local Government has since introduced the capacity for councils to conduct meetings online. The CEO has not used the additional delegations.

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 MEETING, GLEN EIRA TOWN HALL —
COUNCIL CHAMBERS, CAULFIELD.

Council’s strategies, plans and policies 2019–2020

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 2019–20.

- Glen Eira Family Violence Prevention Action Plan 2019–2021 — endorsed 23 July 2019.
- Glen Eira Election Period Policy — adopted 23 July 2019.
- Glen Eira Council Leasing and Licensing Policy 2019 — adopted 23 July 2019.
- Glen Eira Elster Creek Catchment Flood Management Plan 2019–2024 — endorsed 3 September 2019.
- Glen Eira Environmental Sustainability Action Plan 2019–20 — endorsed 3 September 2019.
- Glen Eira Open Data Policy — adopted 24 September 2019.
- Glen Eira Social and Affordable Housing Strategy 2019–2023 — adopted 16 October 2019.
- Glen Eira City Council Community Local Law 2019 — adopted 6 November 2019 to commence from 7 November 2019.
- Glen Eira Mobile Garbage Bins Recycling and Organics Containers Policy — adopted 6 November 2019.
- Glen Eira Residential Parking Permit System Policy — adopted 6 November 2019.
- Glen Eira City Council Meeting Procedure 2019 — adopted 6 November 2019 to commence from 7 November 2019.
- Glen Eira Heritage Digitisation Strategy 2019–23 — adopted 26 November 2019.
- Councillor Child Safe Policy — adopted 26 November 2019.
- Glen Eira Walking and Accessibility Action Plan 2019–2024 — adopted 17 December 2019.
- Public Transport Advocacy Plan 2019–2023 — endorsed 17 December 2019.
- Glen Eira Cycling Action Plan 2019–2024 — endorsed 17 December 2019.
- Glen Eira City Plan — adopted 4 February 2020.
- CCTV Policy — adopted 25 February 2020.
- Glen Eira Parking Policy 2020 — adopted 17 March 2020.
- Glen Eira COVID-19 Rates Financial Hardship Policy — adopted 7 April 2020.
- Glen Eira Local Economy and Place Making Action Plan 2020–2025 — endorsed 5 May 2020.
- Glen Eira Open Space Strategy Refresh — adopted 9 June 2020.
- Glen Eira Bluestone Laneway and Kerb and Channel Reconstruction Policy — adopted 9 June 2020.
- Glen Eira City Council 2020–21 Annual Budget — adopted 30 June 2020.
- Glen Eira Council and Community Plan commitments 2020–2021 — adopted 30 June 2020.
- Glen Eira City Council Strategic Resource Plan 2020–2021 to 2029–2030 — adopted 30 June 2020.

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 engagement 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. We reduced the number of our community engagements throughout the COVID-19 pandemic. We are slowly resuming safe ways to engage with our community.

The *Strategy* is available on [our website](#).

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 2019–20, 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-on-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 53 community engagement activities in 2019–20.

We had 8,403 responses to consultations and Community Voice surveys and polls.

Our community engagements were on the following topics:

- New footpath installation
- Murrumbeena Park, Murrumbeena — *Master Plan*
- Dogs in our parks and off-leash areas
- EE Gunn Reserve, Ormond — sportsground floodlighting upgrade
- Social and Affordable Housing Strategy* — stage two consultation†
- Local Law review 2019†
- Community Voice review
- Community Voice July 2019 Survey
- Community Voice September 2019 Quick Poll
- Community Voice October 2019 Survey
- Community Voice November 2019 Survey
- Community Voice March 2020 Survey
- Community Voice May 2020 Quick Poll
- Community Voice June 2020 Survey
- Neerim Road, Carnegie — parking restrictions
- Speed hump in laneway between Alexandra and Oak Avenues, Elsternwick
- Fallon Street, Caulfield — parking conditions
- Railway Parade, Murrumbeena — traffic and parking conditions
- McArthur Street, Bentleigh — parking conditions
- Bentleigh Eat Street — parking conditions
- Healthy Ageing Newsletter* review
- Learning stone site exploration
- Pedestrian Safe Neighbourhood Plan*
- New community space for Carnegie
- Glen Eira Draft Parking Policy*
- Glen Eira Draft Cycling Action Plan*
- Glen Eira Draft Walking and Accessibility Action Plan*
- Glen Eira Draft Public Transport Advocacy Plan*
- Safe Cycling Corridor Pilot† — route assessment
- Safe Cycling Corridor Pilot† — design phase
- Carnegie Swim Centre redevelopment
- East Village Planning Scheme* Amendment
- A new Community Hub for Elsternwick
- Bailey Reserve, Bentleigh East — sportsground floodlighting upgrade
- Lord Reserve, Carnegie — pavilion redevelopment

- Elsternwick Heritage Review
- Glen Eira 2040 Community Vision*†
- Glen Eira 2040 Community Vision*† peoples' panel
- Glen Eira Open Space Strategy* refresh
- Community safety forums — March 2020
- Community safety forums — June 2020
- Post-War and Hidden Gems heritage — initial findings consultation
- Glen Eira Community Shed
- Amendment C190 — Bentleigh and Carnegie heritage public exhibition
- Amendment C197 — Field Street Bentleigh heritage public exhibition.
- Bluestone Laneway Kerb and Channel Reconstruction Policy*
- Draft Annual Budget 2020–21, Draft Council Plan 2020–2021* (including *Strategic Resource Plan 2020–2021 to 2029–2030*) May 2020
- Draft Annual Budget 2020–21, Draft Council Plan 2020–2021* (including *Strategic Resource Plan 2020–2021 to 2029–2030*) June 2020
- Draft Glen Eira Smoke-Free Outdoor Policy*
- Glen Huntly Structure Plan* — October/November 2019
- Glen Huntly Structure Plan* — June 2019
- Governance Rules and Public Transparency Policy*
- Glen Eira online Community Hub*
- For more information visit the [Have Your Say Glen Eira](#) page on our website.

† Major initiatives of the 2019–20 Annual Budget

Community Voice online surveys and polls conducted in 2019–20.

Online survey conducted 29 July–13 August 2019

Members: 549
Respondents: 254
Topics in questionnaire: future of libraries and community engagement.

Online quick poll conducted 2 September–16 September 2019

Members: 559
Respondents: 238
Topic: Community safety.

Online survey conducted 14 October–28 October 2019

Members: 487
Respondents: 190
Topics in questionnaire: Glen Eira 2040 Community Vision and draft *Glen Eira Parking Policy*.

Online survey conducted 27 November–11 December 2019

Members: 506
Respondents: 207
Topics in questionnaire: Carnegie Swim Centre and community confidence and feelings of safety.

Online survey conducted 3–17 March 2020

Members: 506
Respondents: 191
Topics in questionnaire: gambling in Glen Eira; attitudes about gender equality; *Glen Eira Playground Strategy 2020*; and you and your household.

Online quick poll conducted 23 April–7 May 2020

Members: 582
Respondents: 224
Topic: we polled Community Voice members on how they would like to be engaged during the COVID-19 pandemic.

Online survey conducted 17–30 June 2020

Members: 418
Respondents: 200
Topics in questionnaire: social impacts of COVID-19 pandemic and draft *Glen Eira Smoke-Free Outdoor Policy*.

For more information visit the [Glen Eira Community Voice](#) page on our website.



WE UNDERTOOK COMMUNITY ENGAGEMENT ON THE GLEN EIRA 2040 COMMUNITY VISION AT OUR SUMMER OUTDOOR EVENTS.

Glen Eira City Council

significant media coverage

2019–20

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 2019–20, we sent out 94 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 2019–20.

August 2019

Council continues to seek heritage protection for the former ABC studios site (called the Dream Factory) on Gordon Street, Elsternwick, moving to seek approval for a heritage overlay to be placed over the site.

Council considered coverage of this issue relatively accurate and comprehensive. Reports mostly referenced previous steps taken towards this goal, the different views of stakeholders and the various authorities involved. Council did not make any changes because of the coverage.

September 2019

Council proposes a new *Parking Policy* which includes changes to parking permit availability and introduces new actions that include a public transport incentive scheme, offering households eligible for a parking permit, a free Myki travel pass if they forgo all access to a permit.

Council considered that most of the coverage of this issue was relatively balanced, referencing a broad range of aspects of the *Policy* and discussing its intent and the challenges it sought to respond to. The reporting mostly included community and Council comment and covered a range of views. While Council did not take direct action because of the coverage, it helped us to understand more about which aspects of the *Policy* were generating most interest and why. The coverage encouraged people to engage with our consultation process, enabling us to further tailor and improve the consultation opportunities. Comments received through consultation enabled us to make amendments to the *Policy* to ensure that it had broader community support.

December 2019

After a consultation process, Council votes to progress the Inkerman Road route to design stage for the Safe Cycling Corridor pilot project.

The coverage of this decision by Council was comprehensive, with reporting covering passionately held views on the project. Some reporting lacked accuracy in terms of the language used and the scope of the decision made (selection of a preferred route), in relation to decisions yet to be considered further into the project (design aspects). As a result of the coverage, Council focused on providing further communications to clarify the scope of the decision made and what future steps would involve. These communications included a media release, emails to project subscribers and stakeholders and website content.

February 2020

Victorian Ombudsman releases report — *Investigation into three councils’ outsourcing of parking fine internal reviews.*

Glen Eira was one of three councils named in the report which was covered by a range of media outlets reporting the Ombudsman’s findings. The coverage was fair and reasonable and relatively minimal amidst saturation media coverage of COVID-19. Council did not make any changes as a result of the coverage.

In advance of the tabling of the report, Council proactively implemented an easy-to-use refund process for parking fines unsuccessfully challenged and paid between 1 July 2006 and 17 July 2016. We were transparent about the process with information prominently displayed on our website and we published social media posts and articles in the *Glen Eira News* encouraging individuals to apply for a refund.

June 2020

Indeterminant case of COVID-19 at Council’s Rosstown Community aged care facility.

In a press conference on Wednesday 17 June the Victorian Health Minister Jenny Mikakos announced there had been 21 new cases of COVID-19 in the previous 24 hours. (These numbers indicated the first sign of an uptick in daily cases.) The Minister named Council’s aged care facility Rosstown Community as having a positive case which initiated some coverage but generally in the context of all the new positive cases.

Council was concerned about the reputational damage the press coverage was causing particularly since the resident never tested positive. The resident’s initial result was indeterminant and all subsequent tests were negative. However, despite this, the Department of Health and Human Services (DHHS) treated the indeterminant result as a confirmed case. All residents and staff were immediately tested, and all returned a negative COVID result. The following day Council’s CEO and Director Community Wellbeing met with DHHS and Aged Care Quality and Safety Commission officials to discuss the situation. Eleven days later all residents were retested and again all returned a negative result. When the aged care facility’s lockdown ended on Thursday 2 July, we distributed a media release and included information on the fact that the resident never tested positive to COVID-19.

Council Meetings

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

From 1 July 2019 to 29 April 2020, all Council Meetings were held in the Council Chamber at Glen Eira Town Hall. Due to COVID-19 restrictions, the *Local Government Act 2020* was amended to include a new Part 12— COVID-19 temporary measures to temporarily change the operation of this Act for the period 1 May 2020 until 1 November 2020. This amendment permitted Councillors to participate in a Council Meeting by electronic means of communication, if the meeting is streamed lived on Council's internet site. All Council Meetings held from 1 May 2020 were held in accordance with the COVID-19 temporary measures.

We occasionally call an additional Ordinary Council Meeting or Special Council Meeting to consider specific matters. Ordinary and Special Meetings are live streamed 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 more information visit the [Council Meeting Webcast](#) page on our website.

Meetings must comply with our Council Meeting Procedure Local Law that was reviewed and adopted in 2019 and also be in accordance with the *Local Government Act 1989* and the new *Local Government Act 2020*. Staff members independently prepare reports for the agenda, which include recommendations for Council to consider.

Councillors must disclose any direct or indirect conflict of interest on any item discussed at a Council Meeting. Once a Councillor declares a conflict of interest, the Councillor must leave the meeting and cannot be present for the discussion or voting on that matter.

Public participation is available for you to address Ordinary Meetings under clause 35 of the Local Law, except for the period that the COVID-19 temporary measures are in place.

You are welcome to submit questions to the Ordinary Meetings, under clause 37 Written public questions to Council and the associated guidelines.

For more information see the [Meetings and agendas](#) page on our website.

Councillor attendance at Council Meetings July 2019–June 2020

There were 18 Ordinary Meetings and three Special Meetings.

Number of meetings attended by each Councillor and number of meetings held (shown in brackets)

COUNCILLOR	ORDINARY MEETINGS (18 held)	SPECIAL MEETINGS (3 held)	TERM OF OFFICE
Cr Tony Athanasopoulos	12 (18)	3 (3)	1 July 2019–30 June 2020
Cr Anne-Marie Cade	14 (18)	3 (3)	1 July 2019–30 June 2020
Cr Clare Davey	10 (18)	2 (3)	1 July 2019–30 June 2020
Cr Mary Delahunty	15 (18)	2 (3)	1 July 2019–30 June 2020
Cr Margaret Esakoff	16 (18)	3 (3)	1 July 2019–30 June 2020
Cr Jamie Hyams	18 (18)	3 (3)	1 July 2019–30 June 2020
Cr Jim Magee	17 (18)	3 (3)	1 July 2019–30 June 2020
Cr Joel Silver	17 (18)	3 (3)	1 July 2019–30 June 2020
Cr Dan Sztrajt	14 (18)	2 (3)	1 July 2019–30 June 2020

Election of Mayor and Deputy Mayor

We elect our Mayor and Deputy Mayor for one-year terms. On 13 November 2019, Rosstown Ward Councillor Margaret Esakoff was elected Mayor and Camden Ward Councillor Dan Sztrajt 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.
- 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 an Oath or Affirmation 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 2019) are \$31,444 plus 9.5 per cent superannuation for Councillors and \$100,434 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 is provided with an office, computer and phone at Town Hall. Our *Councillor 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 2019–20 details are set out in the following table:

Schedule of Councillor allowances and expenses 1 July 2019–30 June 2020*

COUNCILLOR	COUNCILLOR ALLOWANCES	CONFERENCES, FUNCTIONS AND TRAINING	TRAVEL	INFORMATION AND COMMUNICATION TECHNOLOGY	CHILD CARE AND CARER EXPENSES	TOTAL EXPENSES
Cr Tony Athanasopoulos	\$34,149	—	—	\$878	—	\$35,027
Cr Anne-Marie Cade	\$34,149	\$1,595	—	\$407	—	\$36,151
Cr Clare Davey	\$34,149	—	—	\$383	—	\$34,532
Cr Mary Delahunty	\$34,149	—	—	\$592	\$2,137	\$36,878
Cr Margaret Esakoff Mayor 2020	\$81,920	\$127	\$38	\$641	—	\$82,726
Cr Jamie Hyams Mayor 2019	\$61,306	—	—	\$909	—	\$62,215
Cr Jim Magee	\$34,149	\$500	\$174	\$229	—	\$34,378
Cr Joel Silver Deputy Mayor 2019	\$34,149	—	—	\$395	—	\$35,350
Cr Dan Sztrajt Deputy Mayor 2020	\$34,149	—	—	\$647	\$806	\$35,470
CATEGORY TOTAL	\$382,269	\$2,222	\$212	\$5,081	\$2,943	\$392,727

*No car mileage expenses were incurred.

**Includes 9.5 per cent superannuation.

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 13 November 2019)

Role: to make recommendations for our arts and culture programs.

Current composition: Cr Margaret Esakoff, Cr Jamie Hyams, Cr Joel Silver and Cr Anne-Marie Cade

Number of meetings held during 2019–20: 5

Audit and Risk Committee

(new membership as of 13 November 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 Margaret Esakoff and Cr Tony Athanasopoulos as substitutes

Independent representatives: Lisa Woolmer (Chair), Craig Geddes and Menchi Schneier

Number of meetings held during 2019–20: 4

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

Lisa Woolmer (Chair)	\$12,495
Craig Geddes	\$8,906
Dr Craig Nisbet	\$3,563 (1 July 2019 to 31 December 2019)
Menchi Schneier	\$3,563 (1 January 2020 to 30 June 2020)

CEO Employment Matters Committee

(membership as of 13 November 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 2019–20: 0

* These matters were dealt with in Council Meetings rather than convening the sub-committee of the Council.

Citizen of the Year Advisory Committee

(new membership as of 13 November 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 Margaret Esakoff, Cr Dan Sztrajt and Cr Anne-Marie Cade

Independent representatives: Julie Walker and Emily Qiao

Number of meetings held during 2019–20: 1

Community Engagement Advisory Committee

(new membership as of 13 November 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 Jamie Hyams

Independent representatives: Iris Levin, Elizabeth Orlov (1 July 2019–30 October 2019), Alex Palamarczuk (17 December 2019–30 June 2020), Megan Dunkley and Ann Van Leerdam

Number of meetings held during 2019–20: 6

Community Grants Advisory Committee

(new membership as of 13 November 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 Clare Davey, Cr Anne-Marie Cade and Cr Dan Sztrajt

Number of meetings held during 2019–20: 11

Elsternwick Cultural Precinct Advisory Committee

(new membership as of 13 November 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 and Cr Mary Delahunty

Independent representatives: Jewish Holocaust Centre; Jewish Culture and Arts Precinct; Jewish Museum of Australia; Sholem Aleichem College; Classic Cinema; The Community Security Group Victoria; Professor, Fine Arts, Monash University Kathy Temin; Woolworths; 19 Selwyn Street; Elsternwick Traders' Association

Number of meetings held during 2019–20: 2

Local Laws Advisory Committee

(new membership as of 13 November 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 Mary Delahunty and Cr Jamie Hyams

Number of meetings held during 2019–20: 0

Recreation and Leisure Advisory Committee

(new membership as of 13 November 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 Anne-Marie Cade, Cr Mary Delahunty, Cr Jamie Hyams and Cr Tony Athanasopoulos

Number of meetings held during 2019–20: 3

Strategic Transport Advisory Committee

(new membership as of 13 November 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 Jim Magee

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

Number of meetings held during 2019–20: 3

Sustainability Advisory Committee

(new membership as of 13 November 2019 — Councillors)

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 2019–20: 6

Other committees with Councillor representatives

Municipal Association of Victoria

Delegate: Cr Jim Magee

Substitute: Cr Margaret Esakoff

Metropolitan Transport Forum

Representative:

Cr Tony Athanasopoulos

Substitute: Cr Jim Magee

Metropolitan Local Government Waste Forum

Delegate: Cr Mary Delahunty

Substitute: Cr Clare Davey

Compliance

Local Law

On 6 November 2019, after extensive consultation and review, we resolved to adopt the Glen Eira City Council Community Local Law 2019. It came into effect on 7 November 2019. The Local Law prohibits, regulates and controls certain activities, practices and behaviours, ensuring we provide for the peace, order and good government of Glen Eira, maintain neighbourhood amenity and protect Council and public assets. It also ensures residents are protected from nuisance and personal property is not detrimentally affected.

The Community Local Law is divided into several parts including:

Permits required — outlines activities that require a Council permit. This includes the protection of Council assets; building activity; 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.

You can download the Community Local Law 2019 and Council Meeting Procedure Local Law 2019 from [our website](#) and inspect or get copies at our Service Centre.

Documents and other information available for public inspection

Council is committed to transparent decision-making. We make our information available to members of the community in accordance with our legal requirements. We're also committed to diversity and inclusion, and we take steps to make sure our information is understandable and accessible for everyone.

You can access a range of documents and publications on our website . These include the *Council and Community Plan*, *Annual Reports*, annual budgets, Council Meeting agendas and minutes, the Local Laws and Council-adopted policies and strategies.

You can also inspect certain documents and information in accordance with the *Local Government Act 1989* (the *Act*) the *Local Government Act 2020* (the new *Act*) and other legislation and all relevant regulations.

Documents available for public inspection include:

- Register of interests under section 81 of the *Local Government Act 1989*. Under section 135(1) of the new *Act* a summary of personal interests will be available when this comes into effect on 24 October 2020.
- Registers of gifts, benefits and hospitality offered to Councillors or Council staff (with names removed).
- Registers of interstate travel undertaken by Councillors or Council staff.
- Registers of donations and grants made by Council.

— Registers of leases entered into by Council.

— Register of delegations.

— Register of authorised officers.

— Register of election campaign donations.

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](#).

Requesting information from Council

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 2015–16 to 2019–20

DETAILS	2015–16	2016–17	2017–18	2018–19	2019–20
Total number of new requests	28	27	51*	45	57
Requests determined not to be <i>Freedom of Information Act</i> requests	1	2	9	8	10
Access granted in full	0	5	11	10	16
Access granted in part	16	8	12	6	11
Other	1	1	7	11	13**
Access denied in full	3	7	4	1	3
Requests still under consideration***	5	2	4	5	0
Requests withdrawn	2	3	4	4	4
Number of decisions referred to the Victorian Information Commissioner	2	4	6	1	6
Appeals lodged with VCAT	0	0	1	0	1

*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 (6); requests which were administratively resolved (6); and requests that were determined to be a substantial and unreasonable diversion of Council resources (1).

***As of the date of reporting.

Protected disclosure

The *Public Interest Disclosures Act 2012 (PIDA)* formerly called the *Protected Disclosure Act 2012* 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 *PIDA*, 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 *PIDA's* aims and objectives. 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 2019–2020, our CEO received one disclosure, which IBAC considered was not actionable.

Statutory reporting

Local Government Performance Reporting Framework

For the year ended 30 June 2020

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 Sustainable Capacity Indicators, which assess our ability to meet agreed service and infrastructure needs.
- A set of 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 2020

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 sustainability capacity indicators, which aim to assess councils ability to meet agreed service and infrastructure needs.
- A set of 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 <i>(Policy outlining Council's commitment to engaging with the community on matters of public interest)</i>	<i>Policy</i>	✓
	Date of operation of current <i>Policy</i>	22/05/2018
Community engagement guidelines <i>(Guidelines to assist staff to determine when and how to engage with the community)</i>	Guidelines	✓
	Date of operation of current guidelines	22/05/2018
Strategic Resource Plan <i>(Plan under section 126 of the Act outlining the financial and non-financial resources required for at least the next four financial years)</i>	Adopted in accordance with section 126 of the Act	✓
	Date of adoption	30/06/2020
Annual Budget <i>(Plan under section 130 of the Act setting out the services to be provided and initiatives to be undertaken over the next 12 months and the funding and other resources required)</i>	Adopted in accordance with section 130 of the Act	✓
	Date of adoption	30/06/2020

GOVERNANCE AND MANAGEMENT CHECKLIST (CONTINUED)

Governance and management items	Assessment	Outcome
Asset management plans <i>(Plans that set out the asset maintenance and renewal needs for key infrastructure asset classes for at least the next 10 years)</i>	<i>Plans</i>	✓
	Date of operation of current <i>Plans</i>	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 <i>(Strategy setting out the rating structure of Council to levy rates and charges)</i>	<i>Strategy</i>	✓
	Date of operation of current <i>Strategy</i>	30/06/2020
Risk Policy <i>(Policy outlining Council's commitment and approach to minimising the risks to Council's operations)</i>	<i>Policy</i>	✓
	Date of operation of current <i>Policy</i>	— <i>Risk Management Framework and Policy</i> (5/02/2019);
Fraud Policy <i>(Policy outlining Council's commitment and approach to minimising the risk of fraud)</i>	<i>Policy</i>	✓
	Date of operation of current <i>Policy</i>	Includes the: <ul style="list-style-type: none"> — <i>Fraud and Corruption Policy and Procedure</i> (26/9/2017); — <i>Fraud Control Plan</i> (12/9/2017); and — <i>Protected Disclosure Policy</i> (August 2013).

GOVERNANCE AND MANAGEMENT CHECKLIST (CONTINUED)

Governance and management items	Assessment	Outcome
Municipal Emergency Management Plan <i>(Plan under section 20 of the Emergency Management Act 1986 for emergency prevention, response and recovery)</i>	Prepared and maintained in accordance with section 20 of the <i>Emergency Management Act 1986</i>	✓
	Date of preparation	1/11/2019
Procurement Policy <i>(Policy under section 186A of the Local Government Act 1989 outlining the matters, practices and procedures that will apply to all purchases of goods, services and works)</i>	Prepared and approved in accordance with section 186A of the <i>Local Government Act 1989</i>	✓
	Date of approval	30/06/2020
Business Continuity Plan <i>(Plan setting out the actions that will be taken to ensure key services continue to operate in the event of a disaster)</i>	<i>Plan</i>	✓
	Date of operation of current <i>Plan</i>	1/01/2020
Disaster Recovery Plan <i>(Plan setting out the actions that will be undertaken to recover and restore business capability in the event of a disaster)</i>	<i>Plan</i>	✓
	Date of operation of current <i>Plan</i>	20/08/2019
Risk Management Framework <i>(Framework outlining Council's approach to managing risks to the Council's operations)</i>	<i>Framework</i>	✓
	Date of operation of current <i>Framework</i>	5/02/2019
Audit Committee <i>(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)</i>	Established in accordance with section 139 of the <i>Act</i>	✓
	Date of establishment	26/11/2019
Internal audit <i>(Independent accounting professionals engaged by the Council to provide analyses and recommendations aimed at improving Council's governance, risk and management controls)</i>	Engaged	✓
	Date of engagement of current provider	28/04/2020
Performance Reporting Framework <i>(A set of indicators measuring financial and non-financial performance, including the performance indicators referred to in section 131 of the Act)</i>	<i>Framework</i>	✓
	Date of operation of current <i>Framework</i>	30/06/2020

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: 3/08/2019; 26/11/2019; 25/02/2020; and 19/05/2020.
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: 03/09/2019; 24/09/2019; 06/11/2019; 26/11/2019; 17/12/2019; 04/02/2020; 25/02/2020; 17/03/2020; 28/04/20; 19/05/2020; and 30/06/2020.
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: 16/08/19; 22/11/19; 28/02/20; and 27/05/20
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 and reports presented: 13/08/2019; 03/09/2019; 24/09/2019; 06/11/2019; 26/11/2019; 17/12/2019; 04/02/2020; 25/02/2020; 17/03/2020; 28/04/20; 19/05/2020; and 30/06/2020. <i>Local Government Performance Reporting Framework</i> Indicators to Council on: 17/03/2020 Audit Committee received reports covering the <i>Local Government Performance Reporting Framework</i> on 28/02/2020 and 27/05/2020.

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	16/10/2019
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	Amended to include <i>Child Safety</i> when the Code is next reviewed (26/11/2019)
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	17/12/2019; 17/03/2020; 7/04/2020; and 30/06/2020.
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	6/11/2019

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



Rebecca McKenzie
CHIEF EXECUTIVE OFFICER

Dated: 11 August 2020



Councillor Margaret Esakoff
MAYOR

Dated: 17 August 2020

STATE GOVERNMENT SERVICE PERFORMANCE INDICATORS — AQUATIC FACILITIES

FOR THE YEAR ENDED 30 JUNE 2020

SERVICE / Indicator / Measure	Results 2017	Results 2018	Results 2019	Results 2020	Material variations
AQUATIC FACILITIES					
Service standard					
Health inspections of aquatic facilities	5.50	5.50	4.50	4.50	No material variations.
[Number of authorised officer inspections of Council aquatic facilities/number of Council aquatic facilities]					
Utilisation					
Utilisation of aquatic facilities	10.39	10.76	10.85	7.55	Aquatic facilities attendance this year is significantly lower than previous years as there have been multiple closures due to bush fire smoke pollution and the COVID-19 pandemic.
[Number of visits to aquatic facilities /municipal population]					
Service cost					
Cost of aquatic facilities	-	-	-	\$3.38	Note: new measure for 2019–20 financial year.
[Direct cost of aquatic facilities less income received/ number of visits to aquatic facilities]					This measure replaced two previous measures: 'Cost of indoor aquatic facilities' and 'Cost of outdoor aquatic facilities'. See <i>retired measures</i> at the end of this table.

STATE GOVERNMENT SERVICE PERFORMANCE INDICATORS — ANIMAL MANAGEMENT

FOR THE YEAR ENDED 30 JUNE 2020

SERVICE / Indicator / Measure	Results 2017	Results 2018	Results 2019	Results 2020	Material variations
ANIMAL MANAGEMENT					
Timeliness					
Time taken to action animal management requests	1.31	1.45	1.17	1.29	Improved reporting has produced a more accurate result.
[Number of days between receipt and first response action for all animal management requests/number of animal management requests]					
Service standard					
Animals reclaimed	63.33%	61.31%	64.67%	66.25%	No material variations.
[Number of animals reclaimed/number of animals collected] x100					
Animals rehomed	-	-	-	20.75%	Note: new measure for 2019–20 financial year.
[Number of animals rehomed/number of animals collected] x100					
20.75% is the total animals rehomed (83) divided into the animals impounded (400). Of the 400 animals impounded, 265 (66%) were returned to their owners.					
Service cost					
Cost of animal management service per population	-	-	-	\$4.70	Note: new measure for 2019–20 financial year.
[Direct cost of the animal management service/population]					
This measure is replacing previous 'Cost of animal management service' which was based on cost per number of registered animals. See <i>retired measures</i> at the end of this table.					
Health and safety					
Animal management prosecutions	-	-	-	100%	Note: new measure for 2019–20 financial year.
[Number of successful animal management prosecutions/number of animal management prosecutions] x100					
This measure is replacing previous 'Animal management prosecutions' which was a measure of number, not proportion. See <i>retired measures</i> at the end of this table.					
The total number of prosecutions has decreased significantly as the Magistrates Court was closed from March 2020 due to the COVID-19 restrictions. There are six pending prosecutions to be heard when the Magistrates Court is reopened.					

STATE GOVERNMENT SERVICE PERFORMANCE INDICATORS — FOOD SAFETY

FOR THE YEAR ENDED 30 JUNE 2020

SERVICE / Indicator / Measure	Results 2017	Results 2018	Results 2019	Results 2020	Material variations
FOOD SAFETY					
Timeliness					
Time taken to action food complaints	2.00	1.49	1.69	1.85	No material variations.
[Number of days between receipt and first response action for all food complaints/number of food complaints]					
Service standard					
Food safety assessments	103.21%	104.03%	100.00%	102.37%	No material variations.
[Number of registered class 1 food premises and class 2 food premises that receive an annual food safety assessment in accordance with the <i>Food Act 1984</i> / number of registered class 1 food premises and class 2 food premises that require an annual food safety assessment in accordance with the <i>Food Act 1984</i>] × 100					
Service cost					
Cost of food safety service	\$606.38	\$640.40	\$747.12	\$810.05	No material variations.
[Direct cost of the food safety service/number of food premises registered or notified in accordance with the <i>Food Act 1984</i>]					
Health and safety					
Critical and major non-compliance outcome notifications	98.52%	100.00%	96.52%	100%	No material variations.
[Number of critical non-compliance outcome notifications and major non-compliance notifications about a food premises followed up/number of critical non-compliance outcome notifications and major non-compliance notifications about a food premises] × 100					

STATE GOVERNMENT SERVICE PERFORMANCE INDICATORS – GOVERNANCE

FOR THE YEAR ENDED 30 JUNE 2020

SERVICE / Indicator / Measure	Results 2017	Results 2018	Results 2019	Results 2020	Material variations
GOVERNANCE					
Transparency					
Council decisions made at meetings closed to the public	5.86%	9.35%	9.86%	12.81%	The higher than normal decisions closed to the public can be attributed to a high number of contracts awarded.
[Number of Council resolutions made at Ordinary or Special Meetings of Council, or at meetings of a special committee consisting only of Councillors, closed to the public/number of Council resolutions made at Ordinary or Special Meetings of Council or at meetings of a special committee consisting only of Councillors] × 100					Council is working towards greater transparency with regard to decision making by including these items in the public agenda.
Consultation and engagement					
Satisfaction with community consultation and engagement	54.00	55.00	60.00	60.00	No material variations.
[Community satisfaction rating out of 100 with how Council has performed on community consultation and engagement]					
Attendance					
Councillor attendance at Council Meetings	93.89%	88.36%	87.37%	83.07%	No material variations.
[The sum of the number of Councillors who attended each Ordinary and Special Council Meeting/(number of Ordinary and Special Council meetings) × (number of Councillors elected at the last Council general election)] × 100					
Service cost					
Cost of elected representation	\$40,379.33	\$43,244.78	\$43,359.11	\$43,636.33	No material variations.
[Direct cost of the governance service/number of Councillors elected at the last Council general election]					
Satisfaction					
Satisfaction with Council decisions	55.00	55.00	61.00	58.00	Glen Eira remains above the state-wide average of 53.
[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 — LIBRARIES

FOR THE YEAR ENDED 30 JUNE 2020

SERVICE / Indicator / Measure	Results 2017	Results 2018	Results 2019	Results 2020	Material variations
LIBRARIES					
Utilisation					
Physical library collection usage [Number of physical library collection item loans/number of physical library collection items]	8.21	8.01	7.95	5.62	<p>Note: from 2019–20, this indicator measures the performance of 'physical library items' as a subset of the wider library collection.</p> <p>This measure previously measured 'Library collection usage'. See <i>retired measures</i> at the end of this table.</p> <p>Library closures due to COVID-19 restrictions caused a drop in the use of the physical library collection. All library branches were closed from the 23 March 2020, with restricted re-opening from the 3 June 2020.</p>
Resource standard					
Recently purchased library collection [Number of library collection items purchased in the last five years/number of library collection items] x100	73.17%	72.21%	71.96%	68.98%	No material variations.
Participation					
Active library borrowers in municipality [Number of active library borrowers in the last three years/the sum of the population for the last three years] x100	16.88%	16.50%	16.54%	16.03%	No material variations.
Service cost					
Cost of library service per population [Direct cost of the library service/population]	-	-	-	\$26.50	<p>Note: new measure for 2019–20 financial year.</p> <p>This measure is replacing the previous 'Cost of library service' indicator which measured based on number of library visits. See <i>retired measures</i> at the end of this table.</p>

STATE GOVERNMENT SERVICE PERFORMANCE INDICATORS — MATERNAL AND CHILD HEALTH

FOR THE YEAR ENDED 30 JUNE 2020

SERVICE / Indicator / Measure	Results 2017	Results 2018	Results 2019	Results 2020	Material variations
MATERNAL AND CHILD HEALTH (MCH)					
Service standard					
Infant enrolments in the MCH Service	100.00%	97.27%	100.93%	100.74%	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	\$75.16	\$77.47	\$77.55	\$82.92	No material variations.
[Cost to Council of the MCH Service/hours worked by MCH nurses]					
Participation					
Participation in the MCH Service	87.37%	87.11%	81.49%	77.32%	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	87.50%	92.86%	95.24%	100.00%	No material variations.
[Number of Aboriginal children who attend the MCH Service at least once (in the year)/number of Aboriginal children enrolled in the MCH Service] x100					
Satisfaction					
Participation in four-week key age and stage visit	-	-	-	96.42%	Note: new measure for 2019–20 financial year.
[Number of four-week key age and stage visits/number of birth notifications received] x100					This measure is replacing the previous 'Participation in first MCH home visit'. See <i>retired measures</i> at the end of this table.

STATE GOVERNMENT SERVICE PERFORMANCE INDICATORS — ROADS

FOR THE YEAR ENDED 30 JUNE 2020

SERVICE / Indicator / Measure	Results 2017	Results 2018	Results 2019	Results 2020	Material variations
ROADS					
Satisfaction of use					
Sealed local road requests [Number of sealed local road requests/kilometres of sealed local roads] × 100	66.20	69.62	63.45	56.22	Investment in road reinstatement work following the railway level crossing removal projects improved the condition of the road network in Glen Eira. This has led to fewer requests for road maintenance.
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] × 100	96.58%	94.17%	92.17%	88.96%	No material variations.
Service cost					
Cost of sealed local road reconstruction [Direct cost of sealed local road reconstruction/square metres of sealed local roads reconstructed]	\$126.16	\$135.11	\$137.86	\$143.70	No material variations.
Cost of sealed local road resealing [Direct cost of sealed local road resealing/square metres of sealed local roads resealed]	\$17.61	\$19.39	\$20.58	\$24.50	Council resurfaced busy Poath Road that needed more than average asphalt and works were completed over the weekend to minimise traffic disruption. The annual bitumen price increased and the works associated with the resurfacing were higher than usual. Council only resurfaces its roads with asphalt and not spray seal.
Satisfaction					
Satisfaction with sealed local roads [Community satisfaction rating out of 100 with how Council has performed on the condition of sealed local roads]	67.00	70.00	70.00	73.00	No material variations.

STATE GOVERNMENT SERVICE PERFORMANCE INDICATORS — STATUTORY PLANNING

FOR THE YEAR ENDED 30 JUNE 2020

SERVICE / Indicator / Measure	Results 2017	Results 2018	Results 2019	Results 2020	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]	103.00	89.00	66.00	50.00	The Urban Planning Department has continued to focus on the timeliness of decision making embedding process improvements as part of its whole of service review service transformation. Key aspects of the transformation that have assisted reducing timeframes include digitising the service and setting ambitious key performance indicators for staff while focusing on achieving great outcomes for customers.
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	57.81%	57.48%	70.39%	87.71%	The Urban Planning Department has continued to focus of efficient processing of planning applications following a whole of service transformation. As a result there has been an improvement in the percentage of applications determined within statutory timeframes.
Service cost					
Cost of statutory planning service [Direct cost of the statutory planning service/number of planning applications received]	\$2,287.66	\$2,376.77	\$2,695.71	\$3,093.79	The overall cost of running the Urban Planning Department has increased due to two factors. There has been a downturn in the property market along with impacts on the development sector as a result of COVID-19. This has resulted in less planning applications being received and as such the cost per application has increased. In addition to this, Council has had a prolonged and complex planning appeal that has resulted in a higher than usual spend to defend Council's decision.
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	41.80%	57.33%	72.41%	83.33%	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 a positive outcome. This has seen an increased number of mediated planning decisions and a consequential reduction in the number of applications refused by the department. The department has also continued to reflect on key themes in the tribunal's decision making. These factors have led to less VCAT appeals and improved alignment in the way Council interprets policy.

STATE GOVERNMENT SERVICE PERFORMANCE INDICATORS — WASTE COLLECTION

FOR THE YEAR ENDED 30 JUNE 2020

SERVICE / Indicator / Measure	Results 2017	Results 2018	Results 2019	Results 2020	Material variations
WASTE COLLECTION					
Satisfaction					
Kerbside bin collection requests	116.90	96.12	94.14	94.97	No material variations.
[Number of kerbside garbage and recycling bin collection requests/number of kerbside bin collection households] ×1,000					
Service standard					
Kerbside collection bins missed	1.18	1.21	0.93	2.41	The number of missed bins remains low and reflects a consistently high performance by Council's kerbside waste contractor. The 2019–20 figure appears to be slightly higher than recent years, but this is due to some request types that were excluded in previous reporting years.
[Number of kerbside garbage and recycling collection bins missed/Number of scheduled kerbside garbage and recycling collection bin lifts] ×10,000					
Service cost					
Cost of kerbside garbage bin collection service	\$115.29	\$109.60	\$105.87	\$106.96	No material variations.
[Direct cost of the kerbside garbage bin collection service/number of kerbside garbage collection bins]					
Cost of kerbside recyclables collection service	\$10.80	\$19.25	\$37.63	\$55.30	The cost of processing recycling has increased over the last few years due to a number of factors, including that Council used to receive a rebate for recycling, and now must pay to process recyclables.
[Direct cost of the kerbside recyclables bin collection service/number of kerbside recyclables collection bins]					
Waste diversion					
Kerbside collection waste diverted from landfill	45.28%	44.51%	46.02%	49.24%	Council's diversion rate steadily increased between July 2019 and March 2020, reaching over 50 per cent diversion in October and November 2019 and February and March 2020. Increased waste generation due to COVID-19 may have impacted diversion during April, May and June 2020.
[Weight of recyclables and green organics collected from kerbside bins/weight of garbage, recyclables and green organics collected from kerbside bins] ×100					

STATE GOVERNMENT SERVICE PERFORMANCE INDICATORS — RETIRED MEASURES

FOR THE YEAR ENDED 30 JUNE 2020

RETIRED MEASURES					
SERVICE / Indicator / Measure	Results 2017	Results 2018	Results 2019	Results 2020	Material variations
AQUATIC FACILITIES					
Heath and safety					
Reportable safety incidents at aquatic facilities [Number of WorkSafe reportable aquatic facility safety incidents]	9.00	12.00	6.00	Retired in 2020	As of July 1 2020, councils are no longer required to report on this indicator for the <i>Local Government Performance Reporting Framework</i> .
Service cost					
Cost of indoor aquatic facilities [Direct cost of indoor aquatic facilities less income received/number of visits to indoor aquatic facilities]	-\$1.93	-\$1.72	-\$1.48	Retired in 2020	This measure was replaced from 1 July 2019 by 'Cost of aquatic facilities' [Direct cost of aquatic facilities less income received/number of visits to aquatic facilities].
Cost of outdoor aquatic facilities [Direct cost of outdoor aquatic facilities less income received/number of visits to outdoor aquatic facilities]	\$4.42	\$5.26	\$2.38	Retired in 2020	This measure was replaced from 1 July 2019 by 'Cost of aquatic facilities' [Direct cost of aquatic facilities less income received/number of visits to aquatic facilities].
ANIMAL MANAGEMENT					
Service cost					
Cost of animal management service [Direct cost of the animal management service/number of registered animals]	\$38.63	\$42.89	\$42.62	Retired in 2020	This measure was replaced from 1 July 2019 by 'Cost of animal management service per population'. [Direct cost of the animal management service/population].
Health and safety					
Animal management prosecutions [Number of successful animal management prosecutions]	4	11	14	Retired in 2020	This measure was replaced from 1 July 2019 by 'Animal management prosecutions'. [Number of successful animal management prosecutions/ number of animal management prosecutions] x100.
LIBRARIES					
Service cost					
Cost of library service [Direct cost of the library service/number of visits]	\$5.54	\$6.39	\$6.37	Retired in 2020	This measure was replaced from 1 July 2019 by 'Cost of library service per population'. [Direct cost of the library service/population].
MATERNAL AND CHILD HEALTH (MCH)					
Satisfaction					
Participation in first MCH home visit [Number of first MCH home visits/number of birth notifications received] x100	104.1%	102.3%	98.9%	Retired in 2020	This measure was replaced from 1 July 2019 by 'Participation in four-week Key Age and Stage visit'. [Number of four-week key age and stage visits/number of birth notifications received] x100.

SUSTAINABLE CAPACITY INDICATORS

FOR THE YEAR ENDED 30 JUNE 2020

Indicator / Measure	Results 2017	Results 2018	Results 2019	Results 2020	Material variations
Population					
Expenses per head of municipal population	\$970.70	\$1,018.43	\$1,069.21	\$1,104.73	No material variations.
[Total expenses/municipal population]					
Infrastructure per head of municipal population	\$3,209.91	\$3,402.84	\$3,462.69	\$3,488.29	No material variations.
[Value of infrastructure/municipal population]					
Population density per length of road	299.49	305.32	308.95	314.28	No material variations.
[Municipal population/kilometres of local roads]					
Own-source revenue					
Own-source revenue per head of municipal population	\$935.63	\$960.40	\$1,006.57	\$945.40	The reduction in 2019–20 is mainly due to the reduced fee income from parking and Glen Eira Leisure during COVID-19 closures.
[Own-source revenue/municipal population]					
Recurrent grants					
Recurrent grants per head of municipal population	\$170.20	\$157.73	\$156.12	\$143.85	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]					
Workforce turnover					
Percentage of staff turnover	9.2%	11.7%	11.5%	11.7%	No material variations.
[Number of permanent staff resignations and terminations/average number of permanent staff for the financial year] ×100					

FINANCIAL PERFORMANCE INDICATORS

FOR THE YEAR ENDED 30 JUNE 2020

DIMENSIONS / Indicator / Measure	Results				Forecasts				Material variations
	2017	2018	2019	2020	2021	2022	2023	2024	
EFFICIENCY									
Expenditure level									
Expenses per property assessment	\$2,230.99	\$2,341.87	\$2,449.65	\$2,542.68	\$2,562.51	\$2,629.31	\$2,672.77	\$2,695.36	No material variations.
[Total expenses/number of property assessments]									
Revenue level									
Average rate per property assessment	-	-	-	\$1,403.85	\$1,439.09	\$1,464.27	\$1,493.34	\$1,523.01	Note: new indicator for 2019–20 financial year.
[General rates and municipal charges/number of property assessments]									The indicator now includes all property types. This indicator replaced 'Average residential rate per residential property assessment' [Residential rate revenue/Number of residential property assessments] from 1 July 2019.
LIQUIDITY									
Working capital									
Current assets compared to current liabilities	123.96%	141.87%	139.96%	127.42%	114.19%	123.83%	100.01%	100.36%	Our liquidity has been impacted by COVID-19 closures, in particular by our reduced ability to generate fee income. The impact of further closures during the 2020–21 year has been included in the forecast.
[Current assets/current liabilities] x100									
Unrestricted cash									
Unrestricted cash compared to current liabilities	45.31%	44.41%	38.39%	34.46%	22.45%	52.97%	26.00%	27.43%	The forecast is based on the assumption that some business units, such as Glen Eira Leisure facilities, will be operating for only part of 2020–21 due to the COVID-19 pandemic, but will return to full operation in 2021–22. In addition, future borrowings are in line with our <i>Strategic Resource Plan</i> .
[Unrestricted cash/current liabilities] x100									

FINANCIAL PERFORMANCE INDICATORS

FOR THE YEAR ENDED 30 JUNE 2020

DIMENSIONS / Indicator / Measure	Results				Forecasts				Material variations
	2017	2018	2019	2020	2021	2022	2023	2024	
OBLIGATIONS									
Loans and borrowings									
Loans and borrowings compared to rates [Interest bearing loans and borrowings/rate revenue] ×100	21.38%	17.56%	13.56%	9.96%	6.37%	11.17%	22.17%	35.98%	Our loan borrowings are decreasing in line with scheduled repayments. Future borrowings are in line with our <i>Strategic Resource Plan</i> .
Loans and borrowings repayments compared to rates [Interest and principal repayments on interest bearing loans and borrowings/rate revenue] ×100	3.94%	3.83%	3.63%	3.50%	3.33%	3.21%	4.96%	3.23%	\$10 million of loan borrowings have been provided to fund capital works projects in 2021–22, a further \$20 million of borrowings is expected in 2022–23. The budget is based on our expected repayment schedules.
Indebtedness									
Non-current liabilities compared to own source revenue [Non-current liabilities/own source revenue] ×100	15.91%	13.06%	9.84%	9.67%	6.97%	9.26%	18.93%	28.36%	The increase in non-current liabilities is due to \$10 million of loan borrowings that have been provided to fund capital works projects in 2021–22, a further \$20 million of borrowings is expected in 2022–23.
Asset renewal and upgrade									
Asset renewal and upgrade compared to depreciation [Asset renewal and asset upgrade expense/asset depreciation] ×100	-	-	-	120.31%	115.05%	135.25%	287.79%	189.60%	<p>Note: new indicator for 2019–20 financial year.</p> <p>The indicator now includes renewal and upgrade expenditure.</p> <p>This indicator replaced ‘Asset renewal compared to depreciation’ [Asset renewal expense/asset depreciation] ×100 on 1 July 2019.</p> <p>The 2023 forecast is based on a capital program of \$98 million which includes construction of major strategic projects.</p>

FINANCIAL PERFORMANCE INDICATORS

FOR THE YEAR ENDED 30 JUNE 2020

DIMENSIONS / Indicator / Measure	Results				Forecasts				Material variations
	2017	2018	2019	2020	2021	2022	2023	2024	
OPERATING POSITION									
Adjusted underlying result									
Adjusted underlying surplus (or deficit)	16.20%	14.15%	11.91%	3.51%	-0.48%	7.08%	6.66%	7.13%	Our results in 2019–20 and 2020–21 are impacted by the COVID-19 restrictions, particularly in generating fee income due to forced closures. The adjusted underlying result for the 2021–22 financial year is based on the assumption that all business units, such as Glen Eira Leisure facilities, will be operational for a full year.
[Adjusted underlying surplus (deficit)/adjusted underlying revenue] ×100									
STABILITY									
Rates concentration									
Rates compared to adjusted underlying revenue	58.73%	57.90%	58.67%	63.36%	68.17%	62.56%	62.90%	63.14%	The underlying revenue in 2020–21 is expected to be impacted by COVID-19 restrictions.
[Rate revenue/adjusted underlying revenue] ×100									
Rates effort									
Rates compared to property values	0.17%	0.17%	0.15%	0.17%	0.18%	0.17%	0.17%	0.17%	Property values in 2020 have decreased when compared to the previous year.
[Rate revenue/capital improved value of rateable properties in the municipality] ×100									

Best Value and continuous improvement

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

Continuous improvement

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

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 consider 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 2019–20 some of the benefits achieved include:

- The first 15 months of usage data of the new Glen Eira City Council website has shown that:
 - users are finding what they want faster with a 47 per cent increase of click rates from the home page.
 - there is improved user-experience with a reduced bounce rate from 46.71 per cent in 2018–19 to 31.88 per cent in 2019–20.
 - online transactions increased 11 per cent from last year with 20 per cent conducted outside business hours.
 - improvement to the user-experience of the hard rubbish collection online form leading to 60 per cent of hard rubbish booking transactions performed online.
 - Live Chat introduced to website to facilitate improved customer service online providing 2,840 chats since the launch in April 2020.
- Parking and Fines process reviewed resulting in greater clarity on what will be accepted as an appeal. Reduced number

- of non-compliant appeals coupled with improved back end processes has reduced processing time from 75 days to 36 days.
- Review of the noise complaints process with improvements including a centralised triage process saving 50 minutes in processing time per complaint and an online form to provide 24-hour accessibility.
- Reduction in total noise complaints received by Council due to improved content on the website.
- Council planning decisions upheld at VCAT improved 15.08 per cent from 72.41 per cent in 2018–19 to 83.33 per cent in 2019–20.
- Time taken to decide planning decision reduced 24.24 per cent or from 66 days to 55 days with 87.71 per cent decided within the statutory timeframes.
- Kerbside waste collection diverted from landfill 46 per cent in 2018–19 to 49.24 per cent in 2019–20.

Significant achievements for this year include:

- A smooth transition to conducting Council meetings remotely in response to COVID-19 restrictions.
- A new service delivery model for Parking and Traffic Enforcement with a greater focus on road safety and education.
- Virtual reality capability developed to further engage and consult the community.
- Pilot to explore the capabilities of mobile cameras installed on waste trucks to pick up road surface and line marking defects and inform parking and traffic sign inventory.
- Improving our reporting capability to enable more effective, efficient reporting leading to data informed decision making.
- Climate Emergency declared and a commitment to zero net emissions for corporate emissions by 2025 and zero net community emissions by 2030.
- Installation of free LoRaWAN gateways to provide Council and any member of the community that installs sensors to access valuable data on things such as temperature, noise pollution, humidity pedestrian movements.
- Sensors installed in Bentleigh Eat Street to collect relevant information to better inform decision making, for example during Covid-19 we measured a pedestrian down turn of 52 per cent.
- Progress in facilitating decentralised service transactions with Digital kiosks ready to be installed in Libraries when the COVID-19 restrictions are eased.

New initiatives for next year include:

- Introduction of virtual reality technology as part of our consultation processes give community members the opportunity to dive into the virtual world of Inkerman Road proposed bike path with a head set and controllers.
- Launch of a new *Transformation Action Plan* to inform our next round of improvements including single customer view development, cohesive customer experience measurement, a service planning framework and Build Smart Communities by using new technology and data.
- A *Customer Strategy* to make transacting with Glen Eira Council more empathetic, accessible, timely, simple and consistent.

Reporting to the community

Further information on Council's service improvements is available in Council's [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 [Know Your Council](#) website.

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.

Our staff did not raise any discrimination matters with external bodies in 2019–20.

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 2019–20 we:

- reviewed our *Recruitment Policy* and processes to ensure its approach enables and encourages the attraction and recruitment of staff from diverse backgrounds;
- incorporated unconscious bias into our revised recruitment training;
- partnered with specialist recruitment services to promote employment opportunities to people from diverse backgrounds;
- developed and implemented a *Flexible Work Arrangements Policy* and *Working from Home/Other Environment Policy*;
- Continued to deliver diversity awareness courses as part of our new employee onboarding program and our ongoing corporate development calendar; and
- continued to celebrate diversity in the workplace through key events, such as *NAIDOC Week*, *Reconciliation Week*, *International Day of People with a Disability*, *International Day Against Homophobia and Transphobia*, *International Women's Day* and *Wear it Purple Day*.

Family Violence Prevention Action Plan update

In July 2019 Council endorsed a *Family Violence Prevention Action Plan 2019–2021* to outline our commitment and priorities in the prevention of family violence across our diverse community. The *Action Plan* aims to take a primary prevention approach to eliminating family violence against women and children, recognise the importance of gender equality, use evidence, research and policy and establish partnerships, participation and collaborations. The *Action Plan* is informed by the *Glen Eira City Council Family Violence Prevention in the Community Policy*, the *Municipal Public Health and Wellbeing Plan 2017–2021* and its implementation is guided by the Family Violence Prevention Champions Group, an internal working group of Council officers from across the organisation.

In 2019–20 we:

- achieved implementation of 92 per cent of year one actions of the *Family Violence Prevention Action Plan 2019–2021*;
- recorded more than 1,000 contacts from young people requesting information to help them with family or relationship issues;
- supported a *Father's Day Walk* in September 2019 to celebrate the important role played by fathers in families;
- provided respectful relationship content in every maternal and child health record which has prompted many conversations with mothers;
- successfully delivered the *16 Days of Activism* which included a *Bystander Action Campaign* and training, supporting the delivery of a *Preventing Violence Breakfast* run by Jewish Care and distributing key messages about preventing family violence through footpath stickers, social media and *Glen Eira News*;
- awarded four community grants that were focused on the drivers of family violence and gender equality;
- hosted an online *Safety for Women* forum; and
- published and distributed fact sheets about family violence in multiple languages and at key community locations.

Our workforce tables

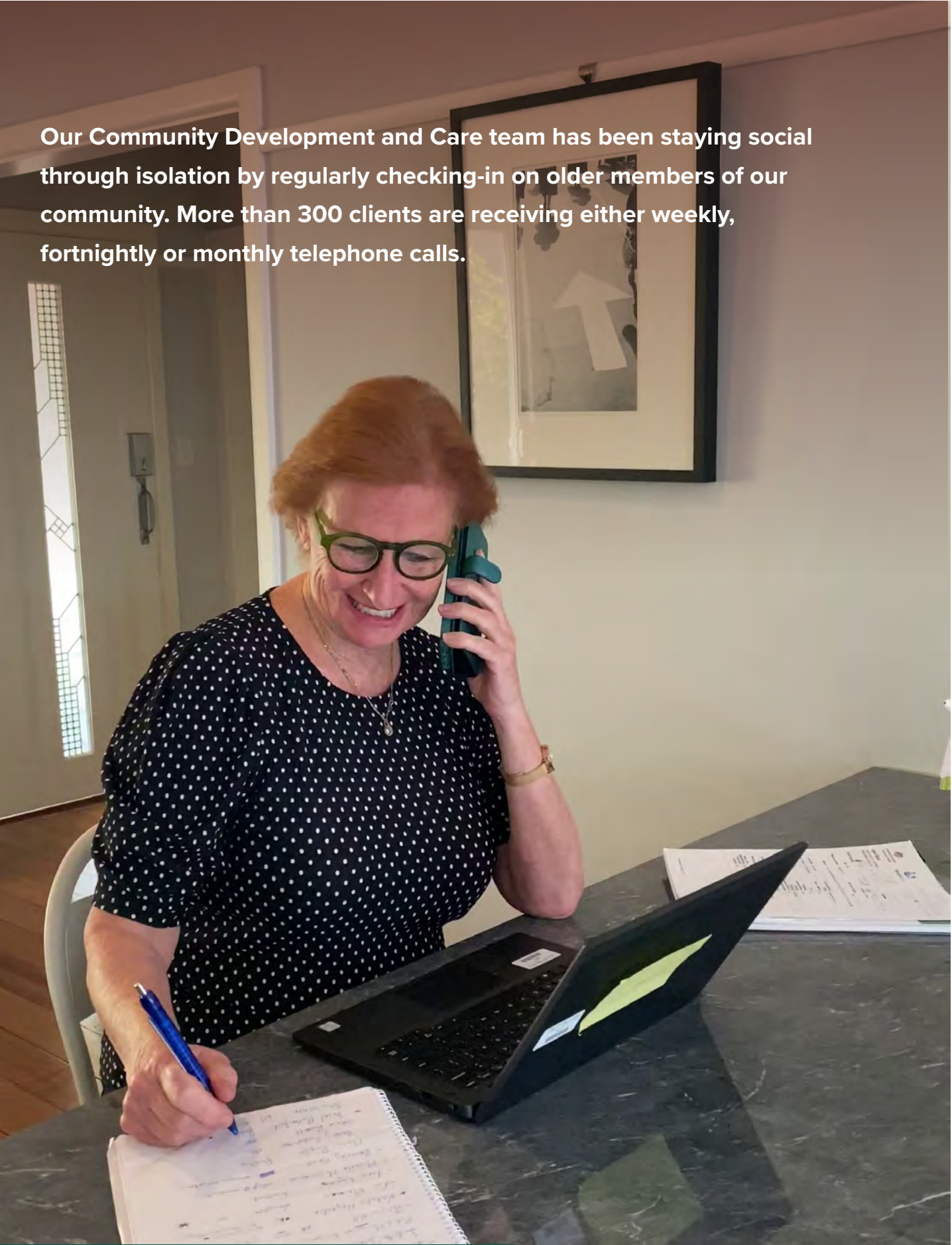
Effective full-time workforce by contract, gender and division 2019–20

Division	CASUAL FEMALE		PERMANENT PART-TIME FEMALE		PERMANENT FULL-TIME FEMALE		CASUAL MALE		PERMANENT PART-TIME MALE		PERMANENT FULL-TIME MALE		TOTAL	
	Count	E.F.T.	Count	E.F.T.	Count	E.F.T.	Count	E.F.T.	Count	E.F.T.	Count	E.F.T.	Count	E.F.T.
City Management	3	0.48	9	5.94	12	12.00	–	–	1	0.8	5	5.00	30	24.22
Community Wellbeing	359	47.58	310	183.89	103	103.00	168	23.93	45	25.25	29	29.00	1,014	412.65
Corporate Services	5	2.34	20	14.40	36	36.00	14	6.79	3	2.43	38	38.00	116	99.96
Infrastructure and Open Space	1	0.23	7	4.62	25	25.00	3	0.68	2	1.78	112	112.00	150	144.31
Planning, Place and Environment	43	7.78	30	13.87	31	31.00	46	6.05	21	5.11	47	47.00	218	110.81
TOTAL	411	58.41	376	222.72	207	207	231	37.45	72	35.37	231	231	1,528	791.95

Workforce by age, gender and contract 2019–20*

Age	PERMANENT FULL-TIME		PERMANENT PART-TIME		CASUAL		TOTAL
	Female	Male	Female	Male	Female	Male	
< 30	28	30	15	2	197	139	411
30–50	83	97	146	21	117	37	501
>50	98	102	213	51	97	55	616
TOTAL	209	229	374	74	411	231	1,528

*Data on temporary staff unavailable.



Our Community Development and Care team has been staying social through isolation by regularly checking-in on older members of our community. More than 300 clients are receiving either weekly, fortnightly or monthly telephone calls.

CHERYL SPEAKS TO OLDER MEMBERS OF THE GLEN EIRA COMMUNITY THROUGHOUT THE PANDEMIC.

Net cost of services we delivered 2019–2020

The table indicates the services we provided to the community in 2019–20 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.	14,065
		14,842
		777
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.	912
		180
		(732)
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.	3,844
		(173)
		(4,017)
Park services	This service manages and maintains our open recreational spaces, 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.	11,489
		12,628
		1,139
Recreation and open space	This service manages the strategic planning of our reserves, including implementation of infrastructure to provide diverse sporting facilities and support recreational activities. It manages the use of facilities within our reserves, including sportsgrounds, sports facilities, open space and picnic shelters. It also provides ongoing support for external community events held within our parks and opportunities for sports clubs.	1,014
		1,258
		245

SERVICES	DESCRIPTION OF SERVICES	Net cost \$'000 Actual Budget Variance
Glen Eira Libraries	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 Libraries. It includes school holiday programs, book-reading sessions and access to computers and community rooms.	3,085
		3,157
		72
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.	162
		558
		396
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</i> in consultation with the community. This aims to improve programs and services and ensure the health and wellbeing of children and families.	7,382
		6,718
		(664)
Cultural services	This service provides a comprehensive art and cultural program with exhibitions, events, concerts and festivals to entertain and educate you.	1,448
		1,596
		148

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.	5,008
		1,190
		(3,818)
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.	8,423
		9,102
		679
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> .	1,127
		1,208
		81
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.	2,060
		2,369
		309
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 structure plans 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.	4,087
		4,311
		224
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.	6,782
		7,074
		292

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>	1,783
		(580)
		(2,363)

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 (PDP Act)* and the Information Privacy Principles in relation to all personal information we collect.

For more information download our [Privacy Policy](#).

Privacy breaches

We identified four data breaches involving our email system in 2019–20. In each instance, Council responded to the breach promptly and in-line with its *Data and Privacy Breach Response Procedure*. We assessed necessary steps to take and which affected individuals should be contacted and sought the assistance and guidance of the Office of the Victorian Information Commissioner (OVIC) where appropriate. Our prompt response to each incident and compliance with internal breach processes resulted in no complaints being received by us or OVIC regarding the data breaches. We have taken further actions to reduce the possibility of further breaches by implementing procedural controls where warranted and providing additional staff training.

No complaints from regulatory bodies were received.

Our obligations under the PDP 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.
- 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 may be incorporated into the agenda of the Council Meeting at which they are considered. Council redacts name and contact information where appropriate. 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 Act 2020* 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 Action Plan highlights 2019–20

We adopted our *Disability Action Plan 2017–21* in February 2017. In 2019–20, we achieved 100 per cent of the 68 actions outlined in the *Plan*.

In 2019–20 we delivered:

- upgraded all-abilities access in Bentleigh Reserve Pavilion; Caulfield Park Pavilion; McKinnon Reserve Pavilion; and Packer Park Pavilion;
- worked with community organisations and Glen Eira staff to raise awareness of disability issues;
- ensured all our community events considered access issues and ran a *Have a Try Day* at Glen Eira Sports and Aquatic Centre for *International Day of People with a Disability*. More than 300 people came along and tried Australian Rules football, basketball, gymnastics, netball, dancing, soccer, volleyball, zumba and cricket. Students from Kilvington Grammar volunteered to help on the day;

- ran one sensory-friendly movie session for 60 people at Glen Eira Town Hall before COVID-19 Stage 3 restrictions postponed further sessions;
- commenced all-abilities projects focused on employment with Kevin Heinz Grow and Careers Ahead, which aim to increase employment opportunities for people with disabilities in 2020–21 financial year;
- implemented initiatives to increase participation in early years' programs, such as renovations at Bentleigh East Kindergarten and the *Mother Goose* program at Glen Eira Libraries;
- expanded our *Disability Awareness in Schools Program* to secondary schools and employed three people with the lived experience of disability to deliver the *Program*. We visited four primary schools and spoke to 120 students before COVID-19 Stage 3 restrictions postponed further sessions;
- completed accessibility reviews in two major shopping precincts, Carnegie and Elsternwick, and developed a plan to improve accessibility in these areas;
- developed plans to build a second *Changing Places* accessible bathroom for people with physical disabilities at Murrumbeena Park Pavilion and Community Hub. The design specification includes an adult sized change table; ceiling hoist; peninsular toilet; privacy screening and additional circulation space to meet the needs of people with complex disabilities and their carers.
- added a tag for all events being staged in Glen Eira Town Hall Auditorium to acknowledge hearing loop access and promotion across Council;
- implemented Glen Eira Libraries' initiatives, including *Auslan StoryTimes*, large print keyboards, materials offered in alternative formats and expansion of Library home delivery service
- expanded inclusive programs at GESAC for people with disabilities through 50 assisted support sessions weekly, an attendant care program and partnership with MIND Australia. GESAC delivered 2,000 hours of one-on-one support to 60 active clients throughout 2019–20;
- initiated a volunteer program to increase opportunities for people with disabilities to volunteer for Council. Currently, Marriot Support Services volunteers support Council's *Delivered Meals* service; and
- increased opportunities for Council's Disability Reference Committee to influence Council policy and plans, for example in transport, parking, structure planning and accessibility reviews.

For more information visit the [Disability and accessibility](#) page on our website

Food Act 1984

During 2019–2020, we received no ministerial directions under the provisions of Section 7e of the *Food Act 1984*.

Road Management Act 2004

During 2019–2020 we received no ministerial directions under the provisions of the *Road Management Act 2004*.

Contracts

During 2019–2020 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 two of the nine performance indicators in 2019–20.

Although we did not meet the cat registration target, it was pleasing to see the registration rate has increased to 82 per cent from the previous two years and is now only marginally below target (85 per cent) with 224 more cats registered.

The ratio of infringements to official warnings target was also not met. However, this can be attributed to the positive community response to our increased educative approach to enforcement, resulting in a significant drop in official warnings.

Our industry-leading cat reclaim/return rate continues to rise and be well above our target. This is a positive outcome and remains a strong focus for our Animal Management team. 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 continue to fall, by selling or adopting a large number of cats.

To download the *Plan*, visit the [Pets and animals](#) page on our website.

Domestic Animal Management (DAM) Plan performance indicators 2019–20

INDICATOR		TARGET (%)	2015–16 (%)	2016–17 (%)	2017–18 (%)	2018–19 (%)	2019–20 (%)	2019–20 FIGURES
1	Dog registration rate: (per cent dogs registered/estimated dog population)	85	88.1	92	89	91	97	13,214/13,558
2	Cat registration rate: (per cent cats registered/estimated cat population)	85	83.8	86	80	78.5	82	5,032/6,102
3	Enforcement success rate: (per cent successful prosecutions/total prosecutions)	100	100	100	100	100	100	6/6
4	Dog return/reclaim rate: (per cent total dogs reclaimed-returned/total dogs impounded) (includes adopted/sold dogs)	90	95.1	93	94.1	98	98	219/222
5	Cat reclaim/return rate: (per cent total cats reclaimed/total cats impounded) (includes adopted/sold cats)	20	65.41	71	73.9	83	85	175/206
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	78.2	79	80	81	78.4	10,365/13,214
8	Cat desexing rate (per cent cats desexed/actual registered)	80	92.7	93	94	94.4	89.4	4,498/5,032
9	Infringements versus official warnings rates (per cent of infringements/warnings)	<40	38.1	43.5	43	39.4	54	152/281

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.nrs.call.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 2019–2020*. 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 Leisure](#)

[Glen Eira Libraries](#)

[Glen Eira Maternal and Child Health](#)

[Sustainable living in Glen Eira](#)

[Glen Eira Youth Services](#)

Twitter

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

Instagram

[City of Glen Eira](#)

[Glen Eira Leisure](#)

[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 2019–2020* 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 2019–2020* 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 team on 9524 3333.

ΧΡΕΙΑΖΕΣΤΕ ΓΛΩΣΣΙΚΗ ΜΕΤΑΦΡΑΣΗ;

Εάν θέλετε μέρος αυτού του εγγράφου να μεταφραστεί στην γλώσσα της προτίμησής σας, παρακαλούμε τηλεφωνήστε την ομάδα μας Μέσων Ενημέρωσης και Επικοινωνιών στο 9524 3333.

תופש םוגרת יתורישל מיקוקז בתא םא?
תפדעומה הפשל הזה ךמסמה קלח םגרתל מיצור סכנה םא
9524 3333 ןופלטב ונלש תרושקתה תווצל ורשקתה אגא, םכילע

क्या आपको भाषाई अनुवाद की आवश्यकता है?

यदि आप चाहते/चाहती हैं कि इस दस्तावेज़ का भाग आपकी पसंदीदा भाषा में अनुवाद किया जाए, तो कृपया हमारी मीडिया और संचार (Media and Communications) टीम से 9524 3333 पर संपर्क करें।

需要为您翻译成中文吗？

如果您希望将本文件的某一部分翻译成中文，请致电 9524 3333 联系我们的媒体与传播团队。

ВАМ НУЖЕН ПЕРЕВОД?

Если вам нужен перевод какой-то части этого документа на ваш родной язык, позвоните в Отдел информации и общественных связей по тел. 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

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Statutory reporting index quick links

- [Best Value and continuous improvement \(PI 48\)](#)
- [Charter of Human Rights \(PI 50 *Discrimination and Equal Employment Opportunity Program*\)](#)
- [Chief Executive Officer \(P30\)](#)
- [Committee member remuneration \(PI 18\)](#)
- [Contracts \(PI 61\)](#)
- [Councillor membership of committees \(PI 21\)](#)
- [Council's contact details \(PI 64\)](#)
- [Council's priorities \(P48\)](#)
- [Council role and governance \(PI 05 *Our role*\)](#)
- [Councillors \(P24\)](#)
- [Councillor attendance at Council Meetings July 2019 to June 2020 \(PI 14\)](#)
- [Councillors' Code of Conduct \(PI 18\)](#)
- [Councillor expenses \(PI 19\)](#)
- [Councillor and Mayoral remuneration and support \(PI 18\)](#)
- [Description of the operations of Council during the financial year \(PI 3 *Mayor and CEO Overview*\)](#)
- [Disability Action Plan highlights 2019–20 \(PI 60\)](#)
- [Discrimination and Equal Employment Opportunity Program \(PI 50\)](#)
- [Documents and other information available for public inspection \(PI 24\)](#)
- [Domestic Animals Act 1994 \(PI 62\)](#)
- [Economic factors \(P93 *Financial Sustainability*\)](#)
- [Effective full-time workforce by contract, gender and division 2019–20 \(PI 52\)](#)
- [Family Violence Prevention Action Plan update \(PI 51\)](#)
- [Financial Statements \(PI 72 *Financial Statements and Performance Report*\)](#)
- [Food Act 1984 \(PI 61\)](#)
- [Freedom of Information \(PI 25\)](#)
- [Information privacy and *Privacy Policy* \(PI 58\)](#)

- [Key projects and activities \(P44\)](#)
 - [Local Government Performance Reporting Framework \(PI 29\)](#)
 - [— Governance and management checklist \(PI 29\)](#)
 - [— Service performance indicators \(PI 34\)](#)
 - [— Sustainable capacity indicators \(PI 44\)](#)
 - [— Financial performance indicators \(PI 45\)](#)
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 - [Major change \(PI 3 *Mayor and CEO overview*\)](#)
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 - [Mayor and CEO overview \(PI 3\)](#)
 - [Net cost of services we delivered 2019–20 \(PI 54\)](#)
 - [Organisational structure \(P32\)](#)
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Glossary — terms and acronyms

- AAS** — Australian Accounting Standards.
- AASB** — Australian Accounting Standards Board.
- ABC** — Australian Broadcasting Commission.
- ABS** — Australian Bureau of Statistics.
- Activity centre** — an area that includes 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. Glen Eira's major activity centres are Elsternwick; Carnegie; Moorabbin Junction; Caulfield Station Precinct and East Village in Bentleigh East. Our neighbourhood activity centres are: Alma Village; Bentleigh East; Caulfield Park; Caulfield South; Gardenvale; Hughesdale; McKinnon; Murrumbeena; Ormond; Patterson; and Ripponlea.
- 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.
- Bounce rate** — represents the percentage of visitors who enter a website and then leave rather than continuing to view other pages within the same site.
- CALD** — Culturally and linguistically diverse. CALD programs have staff that speak a foreign language, organise specific cultural activities or meet spiritual 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.
- Continuous improvement** — the process that ensures review and improvement practices are built into operational activities.
- Coronavirus** — a family of viruses that cause illnesses ranging from the common cold to more severe diseases, including SARS and MERS. Coronaviruses predominantly affect animals, but in rare cases can spread to humans. The viruses can cause respiratory problems, fever and other issues. The strain of coronavirus that caused this global pandemic is COVID-19.
- Corporate governance** — the systems established by Council to ensure compliance with legislative and other obligations in the management of the municipality.

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

Councillors — the elected representatives of Council.

Council asset — 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.

COVID-19 — is the disease caused by the virus SARS-CoV-2. The World Health Organisation gave this strain of the novel (new) coronavirus its name in early February 2020. Symptoms include fever, difficulty breathing, coughing and loss of the sense of smell.

COVID-19 Stage 3 restrictions — (Stay at Home restrictions). Restrictions to gathering and business operations directed by the Chief Health Officer under Victoria’s State of Emergency declared on 16 March 2020.

Timeline:

Monday 16 March 2020

State of emergency declared by Victorian Premier Daniel Andrews.

Sunday 22 March 2020

Non-Essential Business Closure Directions were issued by Victoria’s Deputy Chief Health Officer. These Directions necessitated that the following Glen Eira City Council services were closed: Glen Eira Leisure; Glen Eira Libraries; Glen Eira Youth Centre; Town Hall Service Centre front counter; Glen Eira Gallery; and use of sportsgrounds, pavilions and sports facilities, such as skate parks, multi-purpose courts, rotundas and picnic shelters.

Wednesday 25 March 2020

Prime Minister Scott Morrison announced new Australia-wide Stage 3 restrictions would come into effect from midnight on Monday 30 March 2020. Under these restrictions there were only four reasons people could leave their home: food and necessary supplies; medical care; daily exercise; work or education that cannot be done remotely. Playgrounds, skate parks and outdoor gyms were closed and non-essential businesses were to cease operating. Gatherings of more than two people from outside your home were not allowed. Restrictions were placed on attendances at weddings (five people) and funerals (10 people). People were urged to self-isolate in their homes. Shopping centres, schools, universities and businesses deemed essential are still allowed to stay open under the Stage 3 measures, as long as they complied with physical distancing rules.

Monday 1 June 2020

The following Council services were permitted to reopen with restrictions: Glen Eira Leisure’s aquatic and gym facilities; Glen Eira Libraries; community sporting activity on municipal land.

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.

Deliberative panel process — in March 2020, 42 community members were selected from more than 300 community members who had registered to be part of the process. These 40 people form the Deliberative Citizens’ Panel. The panel will review community engagement information and provide a collective response to the following question: What is our vision for the future of Glen Eira and how can we reflect the aspirations of our diverse and growing community?

DHHS — Department of Health and Human Services

Expense — an outgoing payment made by Council.

FaceTime — a mobile phone video chat app that allows people to speak to each other over a video call.

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.

GEL Anywhere — Glen Eira Leisure’s online fitness hub providing training and exercise videos for home-workouts.

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.

High intensity interval training — HIIT is a cardio workout with intense exercise periods followed by recovery periods.

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

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

The following index score levels display Councils’ performance. 75–100: Council is performing very well in this service area. 60–75: Council is performing well in this service area, but there is room for improvement. 50–60: Council is performing satisfactorily in this service area but needs to improve. 40–50: Council is performing poorly in this service area. 0–40: Council is performing very poorly in this service area.

Infrastructure — the basic facilities required for the functioning of the community, such as parks, roads and drainage and waste systems.

In Home Support Program — a program of services provided when frailty, disability or illness prevent a person from undertaking the tasks of daily living for themselves. The program consists of Home Care, Personal Care and Respite Care services.

JobKeeper — a Federal Government wage subsidy available to eligible businesses that are seriously impacted by COVID-19 restrictions.

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, Boonwurrung 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 Boonwurrung.

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.

Marriot Support Services — a local organisation assisting people with intellectual disabilities and autism to lead connected, healthy and independent lives, through a wide range of employment, training, volunteering, social and recreational opportunities.

Maternal and Child Health (MCH) Key Ages and Stages consultations — a schedule of 10 Key Ages and Stages visits provided by Council’s Maternal and Child Health nurses for families and children from birth to three-and-a-half years.

Middle East Respiratory Syndrome (MERS) — is a strain of coronavirus (MERS-CoV) which infects humans, bats and camels through close contact. Patients develop severe respiratory illness with symptoms of fever, cough and shortness of breath.

Moeities — together with totems and skin names make up the primary foundations in Aboriginal and Torres Strait Islander kinship systems, where everything is split in half, including people and the environment. Each half of these entities are a mirror of each other.

Moorleigh Community Village — is a multipurpose facility in Bentleigh East that caters for a wide range of community activities.

Municipal Association of Victoria — the Local Government peak body for Victoria’s 79 councils.

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.

Pandemic — the worldwide spread of a new disease. The World Health Organisation declared the COVID-19 outbreak a pandemic on 11 March 2020.

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 — 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 gardens.

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.

Severe Acute Respiratory Syndrome (SARS) — is a viral respiratory illness caused by a coronavirus called SARS-associated coronavirus (SARS-CoV). Patients develop fever, dry cough, headache, muscle aches and difficulty breathing. SARS appeared in 2002 in China. It spread worldwide within a few months and was quickly contained.

Single customer view — is an aggregated, consistent and holistic representation of the data held by an organisation about its customers that can be viewed in one place.

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.

State of emergency — a situation that grants authorities increased powers in a certain area during occurrences, such as civil unrest, a natural disaster or a pandemic.

Stay at Home restrictions — see COVID-19 Stage 3 restrictions

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.

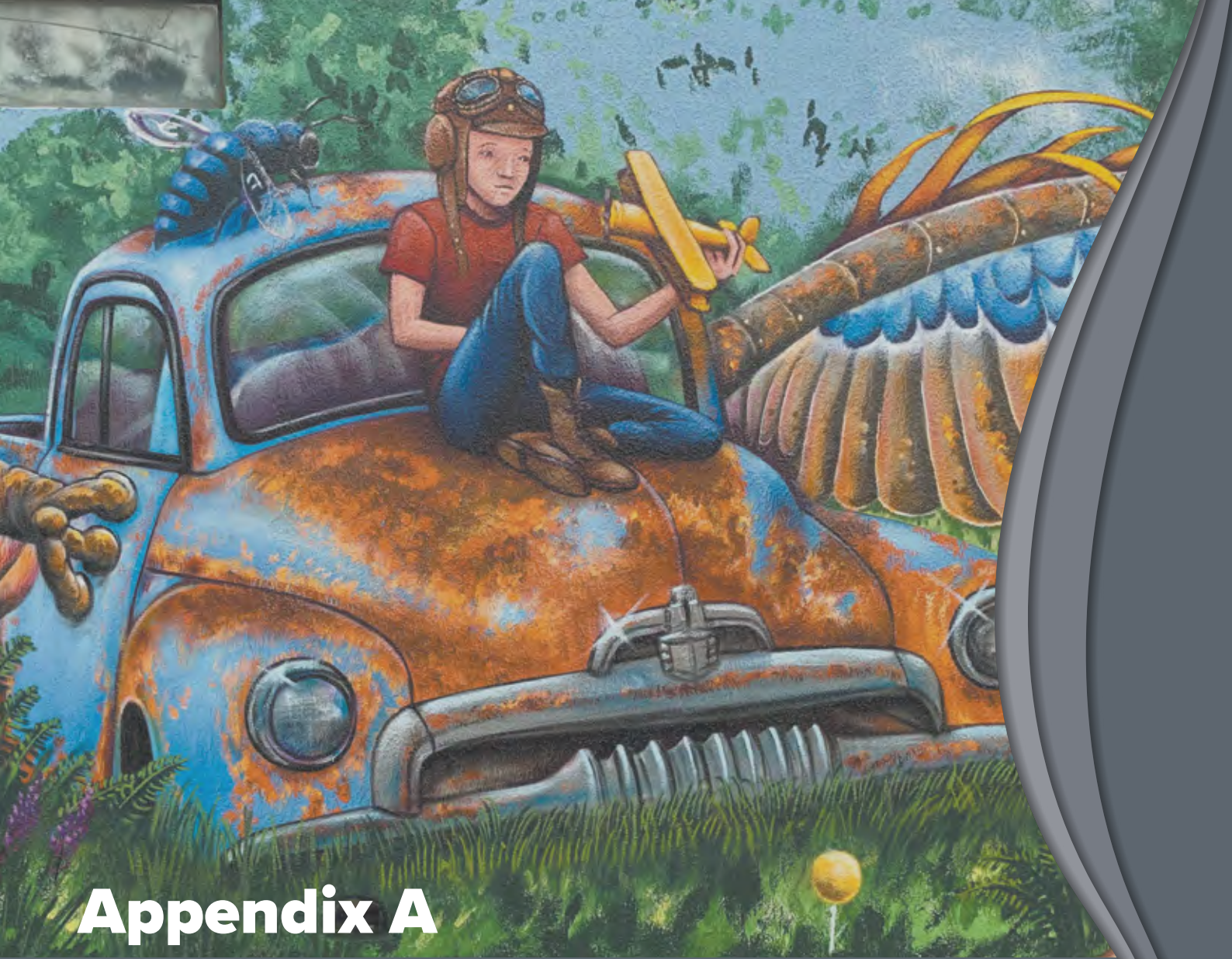
VicRoads — a Victorian statutory authority that plans, develops and manages the arterial road network and delivers registration and licensing services.

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.



Appendix A

FINANCIAL REPORT

FINANCIAL STATEMENTS AND
PERFORMANCE STATEMENT
FOR THE YEAR ENDED 30 JUNE 2020

GLEN EIRA CITY COUNCIL
ANNUAL REPORT
2019–2020

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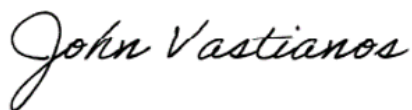
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In my opinion the accompanying financial statements have been prepared in accordance with the *Local Government Act 1989*, the *Local Government (Planning and Reporting) Regulations 2014*, Australian Accounting Standards and other mandatory professional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



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

Principal Accounting Officer

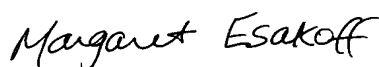
Dated: 1 September 2020

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 2020 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.



Margaret Esakoff

Mayor

Dated: 1 September 2020

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



Dan Sztrajt

Deputy Mayor

Dated: 1 September 2020

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



Rebecca McKenzie

Chief Executive Officer

Dated: 1 September 2020

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 2020 • 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 2020 and their 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's 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

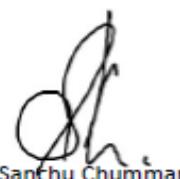
As required by the *Audit Act 1994*, my responsibility is to express an opinion on the financial report based on the audit. My objectives for the audit are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and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

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

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

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

MELBOURNE
8 September 2020



as delegate for the Auditor-General of Victoria

Comprehensive Income Statement
for the year ended 30 June 2020

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	Notes	2020 \$ '000	2019 \$ '000
Income			
Rates and charges	3.1	113,536	109,565
Statutory fees and fines	3.2	10,727	14,098
User fees	3.3	20,617	26,605
Grants — operating	3.4	22,514	23,735
Grants — capital	3.4	4,658	3,471
Other income	3.5	3,086	4,601
Contributions — monetary	3.6	8,708	7,851
Total income		183,846	189,926
Expenses			
Employee costs	4.1	76,867	74,251
Materials and services	4.2	59,710	56,781
Depreciation	4.3	23,766	22,062
Amortisation — intangible assets	4.4	685	293
Amortisation — right of use assets	4.5	804	-
Net loss on sale/disposal of property, infrastructure, plant and equipment	4.6	755	1,362
Borrowing costs	4.7	430	555
Finance costs — leases	4.8	180	-
Other expenses	4.9	9,451	9,019
Share of net loss of joint operations	6.1	254	183
Total expenses		172,902	164,506
Surplus for the year		10,944	25,420
Other comprehensive income			
Items that will not be reclassified to surplus or deficit in future periods			
Net asset revaluation increment / (decrement)	9.1 (a)	32,345	(357,044)
Total comprehensive result		43,289	(331,624)

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

	Notes	2020 \$ '000	2019 \$ '000
Assets			
Current assets			
Cash and cash equivalents	5.1 (a)	74,174	33,331
Other financial assets	5.1 (b)	13,563	53,153
Trade and other receivables	5.1 (d)	13,490	14,088
Other assets	5.2 (a)	1,313	1,878
Total current assets		102,540	102,450
Non-current assets			
Other financial assets	5.1 (b)	5	5
Investments in joint operations	6.1 (a)	604	1,045
Property, infrastructure, plant and equipment	6.2	2,248,245	2,202,904
Right-of-use assets	5.8	3,850	-
Intangible assets	5.2 (b)	2,629	1,845
Total non-current assets		2,255,333	2,205,799
Total assets		2,357,873	2,308,249
Liabilities			
Current liabilities			
Trade and other payables	5.3 (a)	(18,634)	(18,431)
Trust funds and deposits	5.3 (b)	(40,405)	(36,934)
Unearned income	5.3 (c)	(1,034)	-
Provisions	5.5	(15,687)	(14,283)
Interest-bearing liabilities	5.4	(3,687)	(3,553)
Lease liabilities	5.8	(1,028)	-
Total current liabilities		(80,475)	(73,201)
Non-current liabilities			
Provisions	5.5	(1,337)	(1,351)
Interest-bearing liabilities	5.4	(7,617)	(11,304)
Lease liabilities	5.8	(2,949)	-
Investments in joint operations	6.1 (b)	(2,403)	(2,590)
Total non-current liabilities		(14,306)	(15,245)
Total liabilities		(94,781)	(88,446)
Net assets		2,263,092	2,219,803
Equity			
Accumulated surplus		967,600	962,267
Reserves	9.1	1,295,492	1,257,536
Total equity		2,263,092	2,219,803

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

2020	Notes	Total	Accumulated surplus	Public open space reserve	Asset revaluation reserve
		\$ '000	\$ '000	\$ '000	\$ '000
Balance at beginning of the financial year		2,219,803	962,267	18,584	1,238,952
Surplus for the year		10,944	10,944	-	-
Net asset revaluation increment	9.1(a)	32,345	-	-	32,345
Transfers to public open space reserve	9.1(b)	-	(8,707)	8,707	-
Transfers from public open space reserve	9.1(b)	-	3,096	(3,096)	-
Balance at the end of the financial year		2,263,092	967,600	24,195	1,271,297

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 decrement	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

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

	Notes	2020 inflows/ (outflows) \$ '000	2019 inflows/ (outflows) \$ '000
Cash flows from operating activities			
Rates and charges		111,130	109,424
Statutory fees and fines		10,727	14,098
User fees		23,066	24,293
Other receipts		1,891	2,618
Grants — operating		22,548	23,735
Grants — capital		5,658	3,471
Contributions — monetary		8,708	7,851
Interest received		1,959	1,796
Trust funds and deposits taken		15,268	11,467
Net GST refund		8,290	8,336
Employee costs		(77,615)	(76,622)
Materials and services		(71,895)	(61,951)
Short-term, low value and variable lease payments	5.8	(197)	-
Trust funds and deposits repaid		(11,795)	(6,886)
Other payments		(7,260)	(5,498)
Net cash provided by operating activities	9.2	40,483	56,132
Cash flows from investing activities			
Payments for property, infrastructure, plant and equipment		(34,782)	(40,088)
Proceeds from sale of property, infrastructure, plant and equipment		387	214
Proceeds from other financial assets		53,153	45,343
Payments for other financial assets		(13,563)	(53,153)
Net cash used in investing activities		5,195	(47,684)
Cash flows from financing activities			
Finance costs		(425)	(536)
Repayment of borrowings		(3,553)	(3,445)
Interest paid — lease liability		(180)	-
Repayment of lease liabilities		(677)	-
Net cash used in financing activities		(4,835)	(3,981)
Net increase in cash and cash equivalents		40,843	4,467
Cash and cash equivalents at the beginning of the financial year		33,331	28,864
Cash and cash equivalents at the end of the financial year		74,174	33,331
Financing arrangements	5.6		
Restrictions on cash assets	5.1(c)		

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

	2020 \$ '000	2019 \$ '000
Property		
Buildings	10,656	7,062
Total property	10,656	7,062
Plant and equipment		
Plant, machinery and equipment	1,857	810
Computers and telecommunications	2,256	833
Library books, materials and equipment	919	902
Other plant and equipment	1,712	2,391
Total plant and equipment	6,744	4,936
Infrastructure		
Roads	6,198	8,643
Footpaths	2,268	3,252
Drainage	3,973	4,330
Open space and recreation	6,647	13,529
Car parks	931	77
Streetscape works	1,887	1,370
Total infrastructure	21,904	31,201
Total new capital works expenditure	39,304	43,199
Represented by:		
Asset renewal expenditure	15,050	16,412
Asset upgrade expenditure	13,544	12,169
Asset expansion expenditure	2,695	979
New asset expenditure	8,015	13,639
Total capital works expenditure	39,304	43,199

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);
- the determination of whether performance obligations are sufficiently specific so as to determine whether an arrangement is within the scope of AASB 15 Revenue from Contracts with Customers or AASB 1058 Income of Not-for-Profit Entities (refer to Note 3)
- the determination, in accordance with AASB 16 Leases, of the lease term, the estimation of the discount rate when not implicit in the lease and whether an arrangement is in substance short-term or low value (refer to Note 5.8); 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 23 June 2019. 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 2020 \$ '000	Actuals 2020 \$ '000	Variance 2020 \$ '000	Variance 2020 %	Ref
Income					
Rates and charges	114,168	113,536	(632)	(1%)	
Statutory fees and fines	10,265	10,727	462	5%	(a)
User fees	26,488	20,617	(5,871)	(22%)	(b)
Grants — operating	21,555	22,514	959	4%	(c)
Grants — capital	2,802	4,658	1,856	66%	(d)
Other income	3,557	3,086	(470)	(13%)	(e)
Contributions — monetary	9,000	8,708	(292)	(3%)	
Total income	187,834	183,846	(3,988)	(2%)	
Expenses					
Employee costs	81,250	76,867	4,383	5%	(f)
Materials and services	57,625	59,710	(2,085)	(4%)	(g)
Depreciation	22,759	23,766	(1,007)	(4%)	
Amortisation — intangible assets	260	685	(425)	(163%)	
Amortisation — right of use assets	-	804	(804)	(100%)	
Net loss on sale/disposal of property, infrastructure, plant and equipment	1,258	755	503	40%	
Borrowing costs	439	430	9	2%	
Finance costs — leases	-	180	(180)	(100%)	
Other expenses	5,933	9,451	(3,518)	(59%)	(h)
Share of net loss of joint operations	-	254	(254)	(100%)	(i)
Total expenses	169,523	172,902	(3,377)	(2%)	
Surplus for the year	18,310	10,944	(7,365)	(40%)	

Note 1 Performance against budget (continued)

Financial impact of COVID-19

On Monday 16 March 2020, the Victorian Government declared a State of Emergency in Victoria due to the serious risk to public health posed by COVID-19.

On 7 April 2020, Council endorsed a \$7.3m 'COVID-19 Response and Recovery Package' which contains a mix of both financial concessions and new initiatives for the Glen Eira community. This package aimed to provide immediate financial relief to those most at risk and to mitigate the impact of COVID-19 on the health and wellbeing of residents, particularly those more vulnerable, and those already experiencing disadvantage.

The package also provided immediate and ongoing support to local businesses, local community groups and sporting clubs and contribute to their ongoing viability post COVID-19. The Council's relief and recovery package has been designed to mitigate risks to our community and local economy arising from the impact of COVID-19 and ensures Council is providing an appropriate co-ordinated response.

In the 2019-20 financial year it was resourced through re-prioritisation of existing budgets and the re-allocation of resources (staffing and budgetary) from activities now unable to be progressed due to COVID-19. The value of initiatives is estimated at \$3.2m for 2019-20 and this has been reflected in Council's financial position.

Explanation of material variations — comprehensive income statement

Variance reference	Explanation
(a) Statutory fees and fines	— 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 \$462k is due to higher than anticipated revenue from parking infringements across the municipality of \$1m offset by:
	(i) lower than budgeted planning permit income mainly due to COVID-19 (\$312k); and
	(ii) Food Act and Public Health fees to be refunded to support businesses impacted by closures during the pandemic of (\$396k).
(b) User Fees	— are unfavourable to budget by (\$5.87m) mainly due to:
	(i) government mandated COVID-19 closures for Glen Eira Leisure (\$3.19m).
	(ii) reduced fees received for Family Day Care and Early Learning Centres (\$1.4m) to support families during the pandemic (this is partially offset by increased subsidies received);
	(iii) council initiatives in response to the pandemic including a reduction in facility rental fees (\$180k) and refunds of footpath trading permits (\$175k); and
	(iv) lower than budgeted occupancy at Residential Aged Care facilities (\$544k).
(c) Grants — operating	— are favourable by \$959k mainly due to:
	(i) Victorian Grants Commission funding - The Commonwealth Government announcement that part of Council's Grant Commission funding would be prepaid in 2019-20. 50 per cent of the 2020–21 grants was received for financial assistance and local roads funding during the 2019–20 financial year of \$2.08m. The Commission allocates funds in two streams – general purpose grants and local roads funding. All of the funds allocated by the Commission are distributed on a formula basis and all funds are untied.
	(ii) Family Day Care and Early Learning Centres - subsidy funding of these services was higher than budgeted by \$978k. This is offset by reduced user fee income above.
	(iii) Waste & Sustainability - Unbudgeted grants from The Department of Environment, Land, Water and Planning for the Local Government Recycling Support funding of \$281k, and Sustainability Fund Partnerships for Shared Services \$25k.
	(iv) Offsetting these favourable variances is less funding than anticipated from Aged Care Funding Instrument (ACFI) for residential aged facilities of \$2.11m due to vacant beds during the 2019-20 year.

Note 1 Performance against budget (continued)

Variance reference	Explanation
(d) Grants — capital	<p>— 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 \$1.86m due to early receipt of income for capital projects relating to:</p> <p>(i) Local Parks Program Round 1 (New Pocket Parks) - funding from the Department of Environment, Land, Water and Planning (DELWP) relating to: EAT Street, Bentleigh Plaza Pocket Park (\$650k) and Aileen Avenue, Caulfield South Pocket Park (\$650k);</p> <p>(ii) Joyce Park - funding of \$477k from the Commonwealth Government for an informal sports precinct with the objective being to develop a sports precinct with multi-purpose sports surfaces.</p>
(e) Other income	<p>— Unfavourable variance of \$470k relates to decreased interest income (\$739k) due to reduced investment during the pandemic and lower than anticipated interest rates. This is partly offset by reimbursement of level crossing related funding received in 2019–20 (\$147k).</p>
(f) Employee costs	<p>— This includes all labour related expenditure and on-costs such as allowances, leave entitlements, employer superannuation and Worksafe. Employee costs are underspent by \$4.38m due mainly to:</p> <p>(i) the forced closure of Glen Eira Leisure facilities relating to the COVID-19 pandemic - \$1.1m; and</p> <p>(ii) other savings due to staff vacancies across business units (partially offset by agency costs below), and reduced recruitment costs.</p>
(g) Materials and services	<p>— This includes expenditure on materials, contracts and services, maintenance, insurance and utilities. Materials and Services is unfavourable by \$2.09m mainly due to:</p> <p>(i) Agency staff utilised to fill temporary staff vacancies (\$1.17m);</p> <p>(ii) Waste and recycling services - due to increased recycling contractor costs; higher gate fees and higher disposal tonnage (\$993k); and</p> <p>(iii) Council's funding of the COVID-19 business recovery and community recovery grants (\$325k).</p>
(h) Other expenses	<p>— are unfavourable to budget by \$3.52m relating to the provision for parking infringement debtors (\$3.01m) and court lodgement fees (\$523k).</p>
(i) Share of net loss of joint operations	<p>— is unfavourable to budget by \$254k. 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.</p> <p>The result of the Clayton Regional Landfill site reflects the completion of the waste filling and the site 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(d) for further details.</p>

Note 1 Performance against budget (continued)

1.2 Capital works	Budget 2020 \$ '000	Actuals 2020 \$ '000	Variance 2020 \$ '000	Variance 2020 %	Ref
Property					
Buildings	10,339	9,387	952	9%	(j)
Total property	10,339	9,387	952	9%	
Plant and equipment					
Plant, machinery and equipment	1,884	907	977	52%	(k)
Computers and telecommunications	2,065	1,941	124	6%	
Library books, materials and equipment	910	919	(9)	(1%)	
Other plant and equipment	1,815	1,712	103	6%	
Total plant and equipment	6,674	5,479	1,195	18%	
Infrastructure					
Roads	7,066	6,019	1,047	15%	(l)
Footpaths	1,955	2,268	(313)	(16%)	
Drainage	3,400	3,973	(573)	(17%)	
Open space	7,040	5,286	1,754	25%	(m)
Car parks	850	883	(33)	(4%)	
Streetscape works	2,732	1,773	959	35%	(n)
Total infrastructure	23,043	20,202	2,841	12%	
Total new capital works expenditure	40,056	35,068	4,988	12%	
Carried forward projects from previous year	6,000	4,236	1,764	29%	(o)
Total capital works expenditure (including carry forwards)	46,056	39,304	6,752	15%	
Represented by:					
Asset renewal expenditure	18,129	15,050	3,079	17%	
Asset upgrade expenditure	16,116	13,544	2,572	16%	
Asset expansion expenditure	1,936	2,695	(759)	(39%)	
New asset expenditure	9,875	8,015	1,860	19%	
Total capital works expenditure	46,056	39,304	6,752	15%	

Note 1 Performance against budget (continued)

Financial impact of COVID-19

Council's capital works program has been underspent during the year due to the restrictions of COVID-19 impacting the availability of contractors and the nature and timing of work that could be undertaken.

Explanation of material variations — statement of capital works

Variance reference	Explanation
(j) Buildings	<p>— comprising buildings and building improvements, upgrade and renewal of community facilities; Municipal offices; sports facilities; and pavilions.</p> <p>Buildings were underspent by \$952k mainly due to the progress of works at Murrumbeena Community Hub which was \$879k underspent at the end of the year. These funds will be carried forward to the 2020-21 with the project's planned completion date in 2022-23.</p>
(k) Plant, machinery and equipment	<p>— is underspent by \$977k due to delays in delivery of ordered fleet and equipment as a result of COVID-19. The amount of \$977k will be carried forward to the 2020-21 financial year.</p>
(l) Roads	<p>— underspent by \$1.05m mainly due to progress of works at Coorigal Road, Carnegie \$976k and Neville Street, Carnegie \$186k. These funds will be carried forward to the 2020-21 financial year.</p>
(m) Open space	<p>— includes open space initiatives, parks, playing surfaces and playground equipment. Open Space projects are under budget by \$1.75m due to:</p> <ul style="list-style-type: none"> (i) works that have been delayed with funding to be carried forward into 2020-21 including: <ul style="list-style-type: none"> - Bentleigh Hodgson Playground upgrade due to the COVID-19 pandemic \$501k; - Bailey Reserve Sportsfield and Centenary Park Sportsfield lighting projects delayed due to weather and ground works \$323k; and - other various Open Space projects still in progress \$462k; and (ii) savings at McKinnon Reserve Major Place Space upgrade due to use of alternative design \$175k.
(n) Streetscape works	<p>— relates to development and beautification of the municipality's streets and shopping precincts.</p> <p>These projects are under budget by \$959k due to:</p> <ul style="list-style-type: none"> (i) delays in starting the Narrow Naturestrip Program \$321k; (ii) <i>Integrated Transport Strategy</i> implementation at Inkerman Road and Coatesville Primary School \$470k, both delayed due to COVID-19; and (iii) Selwyn Street Precinct due to VCAT proceedings \$208k. <p>Funding for these projects will be carried forward to the 2020–21 financial year.</p>
(o) Carried forward expenditure from 2018–19	<p>— 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 2018–19 financial year were lower than anticipated in 2019–20.</p> <p>Council approved carried forward projects of \$4.77m in July 2019 of which \$4.24m was spent as at 30 June 2020. It is expected that the remaining \$530k will be spent during the 2020–21 financial year.</p> <p>At the time of adopting the 2019–20 Annual Budget, \$6m was estimated for carried forward amounts for projects.</p>

Note 2 Analysis of Council results by program

Council delivers its functions and activities through the following programs.

2(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, 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 services include capital works engineering, 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(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
2020					
City Management	-	5,263	(5,263)	-	1,049
Community Wellbeing	35,084	53,954	(18,870)	18,090	189,097
Corporate Services	106,017	52,191	53,826	7,640	113,080
Environment and Infrastructure	19,888	39,411	(19,523)	982	2,047,023
Planning and Place	22,857	22,083	774	460	7,624
	183,846	172,902	10,944	27,172	2,357,873

	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

2020
\$ '000

2019
\$ '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 2019–20 was \$3,266m (2018–19: \$3,649m). The 2019–20 rate in the dollar was 2.2927 cents (2018–19: 2.5206 cents).

Municipal rates	95,172	91,892
Waste and recycling charges	17,496	16,384
Supplementary rates and rate adjustments	551	820
Interest on rates and charges	317	469

Total rates and charges	113,536	109,565
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The date of the latest general revaluation of land for rating purposes within the municipality was 1 January 2020 and the valuation was applied to the rating period commencing 1 July 2020.

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 *	8,529	11,409
Building and planning fees	1,695	1,827
Registration fees — food premises / public health **	-	399
Property information	215	206
Land information certificates	147	138
Other statutory fees and fines	141	119

Total statutory fees and fines	10,727	14,098
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* The reduction in parking infringement is due to relaxation of parking restrictions and enforcement for essential goods pick-ups in and around activity centres due to COVID-19.

** As part of Council's 'COVID-19 Response and Recovery Package', Council will provide refunds relating to *Food Act* and *Public Health and Wellbeing Act* registrations (refer to note 5.3 (b)).

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.

	2020	2019
	\$ '000	\$ '000

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

3.3 User fees

Glen Eira Leisure	10,143	13,722
Aged and health services	3,550	3,851
Animal registrations and local laws	1,752	2,246
Family and early learning centres	1,561	1,851
Building and planning services	932	1,169
Community care	800	969
Council facilities hire	438	527
Other fees and charges	373	515
Road openings and reinstatements	357	388
Parking meter fees	298	473
Waste and sustainability	164	183
Library and learning centres	95	135
Maintenance	91	112
State Revenue Office — valuation recoupment	45	274
Footpath rentals	18	190
Total user fees	20,617	26,605

The reduction in user fees across a number of service areas was impacted by COVID-19 from mid-March to 22 June 2020.

User fees are recognised as revenue at a point in time, or over time, when (or as) the performance obligation is satisfied. Recognition is based on the underlying contractual terms.

	2020	2019
	\$ '000	\$ '000

3.4 Funding from other levels of government

Grants were received in respect of the following:

Summary of grants

Commonwealth funded grants	15,249	15,272
State funded grants	11,923	11,934
Total grants received	27,172	27,206

(a) Operating grants

Recurrent — Commonwealth Government

Aged care	7,584	8,539
Family and early learning centres	1,785	1,673
Family day care	690	620
Victorian Grants Commission — general purpose *	3,338	3,145
Victorian Grants Commission — local roads *	676	655

Recurrent — State Government

Community care	4,827	5,456
Immunisation	138	136
Libraries and learning centres	967	943
Maternal and child health	1,167	1,174
MetroAccess	73	145
Other	33	41
School crossing supervisors	451	417
Senior citizens	87	80
Social support	698	711

Total recurrent operating grants	22,514	23,735
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* During the year, the Commonwealth Government announced prepayments of Council's Victorian Grants Commission funding for 2020–21. The amount of \$2.08m (50 per cent of the grant) was received for financial assistance and local roads funding in the 2019–20 financial year.

	2020 \$ '000	2019 \$ '000
3.4 Funding from other levels of government (continued)		
(b) Capital grants		
Recurrent — Commonwealth Government		
<i>Roads to Recovery Program</i>	381	285
Total recurrent capital grants	381	285
Non-recurrent — Commonwealth Government		
EE Gunn Reserve lighting upgrade	-	214
Harleston Park basketball space	-	106
Joyce Park informal sports precinct	477	-
Packer Park sports ground lighting upgrade	317	-
Safer Streets — Carnegie Retail Precinct	-	35
Non-recurrent — State Government		
Aileen Avenue, Caulfield South - new local park	650	-
Bailey Reserve lighting project	-	225
Bentleigh East Kindergarten upgrade	333	-
Bentleigh laneway improvement works	61	142
Bentleigh Reserve lighting upgrade	15	135
Brightening Bentleigh project	-	26
Caring for Our Local Environments 2019	-	15
Centenary Park lighting upgrade	-	149
Cricket net facilities upgrade at various locations	-	5
Duncan Mackinnon Reserve athletic track reconstruction	-	25
Duncan Mackinnon Reserve new netball courts	-	10
EAT Street Bentleigh Plaza public realm improvement project	650	-
EE Gunn Reserve Pavilion feasibility project	-	1
Elsternwick Masterplan — streamlining for growth project	-	100
E-Waste Communications Campaign	-	8
Feasibility Study for Shared Services (Waste) Collaborative Council	-	25
Hodgson Reserve multi-faceted adolescent play space	-	225
King George Reserve Pavilion female friendly facilities redevelopment	138	248
McKinnon Reserve lighting upgrade	-	190
McKinnon Reserve multipurpose sports court and bouldering wall	-	210
Melbourne Water Outer Circle Railway Improvements	-	485
Moorleigh Community Village Reserve cricket nets and multipurpose facility redevelopment	-	10
Moorleigh Village men's shed funding program	80	-
Murrumbeena Park Pavilion and community hub development	1,201	-
Neerim Road streetscape works	-	98
Social Housing Investment Planning	40	160
Tobacco inspection	9	9
<i>VicHealth Walk to School Program</i>	-	15
Victorian recycling market temporary relief	306	116
Victory Park Pavilion female friendly facilities redevelopment	-	199
Total non-recurrent capital grants	4,277	3,186
Total capital grants	4,658	3,471

	2020 \$ '000	2019 \$ '000
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3.4 Funding from other levels of government (continued)

(c) Unspent grants received on condition that they be spent in a specific manner

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:

Operating

Balance at start of year	1,946	1,942
Received during the financial year and remained unspent at balance date	2,077	1,946
Received in prior years and spent during the financial year	(1,946)	(1,942)
Balance at year end	2,077	1,946

Capital

Balance at start of year	920	270
Received during the financial year and remained unspent at balance date	1,300	920
Received in prior years and spent during the financial year	(920)	(270)
Balance at year end	1,300	920

3.5 Other income

Interest	1,261	2,057
Rentals and leases	1,033	1,344
Other	537	325
Licences and permits — grade separation works *	147	875
Volunteer services — delivered meals	108	-
Total other income	3,086	4,601

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

Public open space*	8,708	7,851
Total contributions — monetary	8,708	7,851

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	2020 \$ '000	2019 \$ '000
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Note 4 The cost of delivering services

4.1 (a) Employee costs

Wages and salaries		64,520	61,968
Superannuation (refer to note 4.1(b))		6,515	6,284
Annual leave		5,533	5,170
Long service leave		1,826	1,958
WorkSafe		556	428
Other employee costs		850	1,129
Fringe benefits tax		192	164
Total gross employee costs		79,992	77,101
Capitalised salaries	9.2	(3,125)	(2,850)
Total net employee costs		76,867	74,251

(b) Superannuation

Council made contributions to the following funds:

Defined benefit plans

Employer contributions to Local Authorities Superannuation Fund (Vision Super)	191	260
	191	260

Accumulation funds

Employer contributions to Local Authorities Superannuation Fund (Vision Super)	4,218	4,264
Employer contributions to HESTA	715	708
Employer contributions to other funds	1,391	1,052
	6,324	6,024

Employer contributions payable to Local Authorities Superannuation Fund (Vision Super) at reporting date (accumulation fund)	611	612
	611	612

Summary

Employer contributions paid at reporting date	6,515	6,284
Employer contributions payable at reporting date	611	612

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

	2020	2019
	\$ '000	\$ '000

4.2 Materials and services

Waste management contract services	17,666	15,084
Maintenance	7,292	6,600
Corporate contract services	5,908	5,291
Utilities	5,120	5,125
Materials and consumables	5,101	5,369
Parks and grounds contract maintenance	3,667	3,702
Traffic and parking contract services	3,213	3,999
Other contract services	2,393	2,282
Community wellbeing contract services	1,728	2,017
Agency staff contract services	1,620	1,423
Community grants and subsidies	1,331	1,229
Insurance	1,067	1,106
Training	929	966
Roads and engineering contract services	888	1,173
Building and urban planning contract services	643	590
Innovation and continuous improvement contract services	544	563
COVID-19 relief grants *	325	-
Divestment of residential aged care	275	262

Total materials and services	59,710	56,781
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* Relates to COVID-19 relief grants for:

- (i) community grants for community-based not-for-profit groups and organisations that service the Glen Eira community; and
- (ii) business grants for small business support to increase their capacity to reach existing and new markets through online technology and e-commerce.

4.3 Depreciation

Infrastructure	14,116	12,734
Plant and equipment	4,074	4,071
Property	5,576	5,257

Total depreciation	23,766	22,062
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Refer to note 5.2(b), 5.8 and 6.2 for a more detailed breakdown of depreciation and amortisation charges and accounting policy.

	2020	2019
	\$ '000	\$ '000

4.4 Amortisation — intangible assets

Software	685	293
Total amortisation — intangible assets	685	293

4.5 Amortisation — right of use assets

Property	691	-
Equipment	113	-
Total Amortisation — right of use assets	804	-

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

Proceeds of sale	453	288
Written down value (WDV) of assets disposed (refer to note 6.2)	(1,075)	(1,593)
Disposal costs for laneway sales	(42)	(47)
Discontinued capital works projects*	(91)	(10)
Total net loss on sale/disposal of property, infrastructure, plant and equipment	(755)	(1,362)

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.

4.7 Borrowing costs

Interest — borrowings	425	536
Interest — equipment lease	5	19
Total borrowing costs	430	555

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.

4.8 Finance costs — leases

Interest — lease liabilities	180	-
Total finance costs	180	-

	2020 \$ '000	2019 \$ '000
4.9 Other expenses		
Bad and doubtful debts	3,836	3,880
Court lodgement fees	956	828
Other expenses	947	752
Program costs	566	507
Councillors' allowances	382	371
Memberships and subscriptions	323	281
Leasing	322	304
COVID-19 pandemic prevention expenses *	312	-
Rentals	226	570
Advertising	215	317
Emergency planning costs	193	89
Licences and registrations	190	206
VicRoads extracts	179	186
Interest payable on aged care deposits	135	64
Document storage	134	119
Laundry fees	117	134
Environmental Initiatives	90	81
Animal registrations and levies	89	106
Auditors remuneration		
Internal auditors	140	129
External auditors — VAGO — audit of the Financial Statements, Performance Statement and grant acquittals	66	66
Other auditors remuneration costs	33	29
Total other expenses	9,451	9,019

* Relates to pandemic prevention expenses associated with COVID-19 and includes: personal protective equipment and clothing, cleaning materials such as: sanitisers, gloves, cleaning products and other prevention materials.

2020
\$ '000

2019
\$ '000

Note 5 Our financial position

5.1 Financial Assets

(a) Cash and cash equivalents

Cash at bank and on hand	74,174	7,084
Term deposits	-	26,247
Total cash and cash equivalents	74,174	33,331

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)	13,563	53,153
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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	87,742	86,489
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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))	(40,405)	(36,934)
Unearned income (note 5.3(c))	(1,034)	-
Public open space reserve (note 9.1(b))	(24,195)	(18,584)

Total restricted funds	(65,634)	(55,518)
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Total unrestricted cash and cash equivalents	22,103	30,966
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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	5,000	6,000
Total funds subject to intended allocations	5,000	6,000

	2020 \$ '000	2019 \$ '000
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Note 5 Our financial position (continued)

(d) Trade and other receivables

Statutory receivables

Rates debtors *	8,703	6,581
Parking infringement debtors — Council	480	2,074
Parking infringement debtors — Fines Victoria	9,267	6,775
Provision for doubtful debts — parking infringements	(8,388)	(6,305)
Net GST Receivable	1,445	1,892
Fire services property levy	979	695

Non-statutory receivables

Other trade receivables	1,022	2,483
Provision for doubtful debts — other trade receivables	(18)	(107)

Total trade and other receivables	13,490	14,088
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* As part of Council's 'COVID-19 Response and Recovery Package', a '*Rates Financial Hardship Policy*' was endorsed enabling ratepayers to defer rate payments with no interest charges for late or non-payment from 16 March 2020 to 30 June 2021.

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)	941	1,492
Past due by up to 30 days	23	550
Past due between 31 and 180 days	58	441

Total trade and other receivables	1,022	2,483
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(ii) Movements in provisions for doubtful debts

Balance at the beginning of the year	(6,412)	(2,891)
Increase in provisions recognised during the year	(1,994)	(3,521)
Balance at end of year	(8,406)	(6,412)

2020
\$'000

2019
\$'000

Note 5 Our financial position (continued)

5.2 Non-financial assets

(a) Other assets

Accrued income	75	829
Prepayments	1,238	1,049
Total other assets	1,313	1,878

5.2 (b) Intangible assets

Computer software and licences — at cost	8,008	6,539
Accumulated amortisation	(5,379)	(4,694)
Total intangible assets	2,629	1,845

Movements for the year

Computer software and licences — as at 1 July	1,845	563
Additions	1,469	1,575
Amortisation expense	(685)	(293)
Net book value at 30 June	2,629	1,845

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.

	2020 \$'000	2019 \$'000
5.3 Payables		
(a) Trade and other payables		
Trade payables	12,947	13,752
Accrued expenses	5,687	4,679
Total trade and other payables	18,634	18,431
(b) Trust funds and deposits		
Current		
Residential aged care bonds and deposits	9,234	9,310
Refundable deposits	4,881	4,945
Working with Victoria Fund	3,000	-
Fire services property levy	1,207	956
COVID-19 business support refunds	535	-
	18,857	15,211
Current — expected to be refundable after 12 months		
Residential aged care bonds and deposits	21,548	21,723
	21,548	21,723
Total trust funds and deposits	40,405	36,934

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 (2018–19: 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.

COVID-19 business support refunds — As part of Council's 'COVID-19 Response and Recovery Package', Council will provide refunds relating to *Food Act*, *Public Health and Wellbeing Act* and footpath trading fees.

Working with Victoria Fund — Council is recipient of funding with the Department of Jobs, Precincts and Regions to carry out a project through the Working for Victoria Fund. This is a \$500m fund for Victorian workers impacted by coronavirus (COVID-19). The aim of the Fund is to match displaced workers with casual and short-term employment opportunities. The arrangement between Council and the Department is for \$7.4m covering the period from period 9 June 2020 to 31 January 2021.

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.

	2020 \$'000	2019 \$'000
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5.3 Payables (continued)

(c) Unearned income

Grants received in advance — operating *	34	-
Grants received in advance — capital **	1,000	-
Total unearned income	1,034	-

* Funding relates to the Community Activation & Social Isolation Initiative (CASI) to help people maintain important connections with family, friends and community and to build new social connections and networks of support in their local communities during COVID-19. The funding of \$34k at reporting date represents the establishment of the community connector and local support network. An additional amount of \$25k will be received in 2020-21 for the initiative.

** Council was successful in securing \$2m with the *Department of Jobs, Precincts & Regions* for the new and improved local sporting facilities for the Lord and Koornang Reserves' tenant clubs and the Glen Eira community. As at 30 June 2020, \$1m has been received with the remainder of the funding scheduled as follows: \$400k (November 2020), \$400k (January 2021) and \$200k (July 2023).

5.4 Interest-bearing liabilities

Current

Borrowings — secured	3,687	3,553
	3,687	3,553

Non-current

Borrowings — secured	7,617	11,304
	7,617	11,304

Total	11,304	14,857
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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	3,687	3,553
Later than one year and not later than five years	7,617	11,304
	11,304	14,857

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

2020	Annual leave	Long service leave	Sick leave	Total
	\$ '000	\$ '000	\$ '000	\$ '000
Balance at beginning of the financial year	4,527	11,097	10	15,634
Additional provisions	5,585	1,816	(1)	7,400
Amounts used	(4,910)	(1,123)	-	(6,033)
Increase in the discounted amount arising because of time and the effect of any change in the discount rate	-	23	-	23
Balance at the end of the financial year	5,202	11,813	9	17,024
2019				
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
			2020	2019
			\$ '000	\$ '000
Employee provisions				
Current provisions expected to be wholly settled within 12 months				
Annual leave			4,230	3,826
Long service leave			1,240	867
Sick leave			9	10
			5,479	4,703
Current provisions expected to be wholly settled after 12 months				
Annual leave			973	702
Long service leave			9,235	8,878
			10,208	9,580
Total current provisions			15,687	14,283
Non-current				
Long service leave			1,337	1,351
Total non-current provisions			1,337	1,351
Aggregate carrying amount of employee provisions:				
Current provisions			15,687	14,283
Non-current provisions			1,337	1,351
Total aggregate carrying amount of employee provisions			17,024	15,634

5.5 Provisions (continued)

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

	2020	2019
Weighted average increase in employee costs	2.50%	2.40%
Weighted average discount rates	0.87%	1.32%
Weighted average settlement period	14.75 years	15.11 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 Financing Arrangements

The Council has the following funding arrangements in place as at 30 June 2020.

	2020 \$'000	2019 \$'000
Credit card facilities	200	200
Other facilities	321	-
Total facilities	521	200
Used facilities	-	-
Unused facilities	521	200

5.7 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.

2020	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	1,792	591	-	-	2,383
Community care	334	-	-	-	334
Consultancies	3,785	1,895	655	-	6,335
Licences and support	838	402	310	-	1,550
Maintenance	2,782	115	-	-	2,897
Traffic and parking	3,344	3,648	3,952	-	10,944
Waste and sustainability	9,743	8,029	8,090	6,160	32,022
Other contractual obligations	1,164	179	216	12	1,571
Total operating commitments	23,782	14,859	13,223	6,172	58,036
Capital					
Buildings	252	-	-	-	252
Parks and Gardens	194	-	-	-	194
Roads	1,136	117	-	-	1,253
Total capital expenditure commitments	1,582	117	-	-	1,699

5.7 Commitments (continued)

2019	Not later than 1 year	Later than 1 year but less than 2 years	Later than 2 years but less than 5 years	Later than 5 years	Total
	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000
Operating					
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

5.8 Leases

Policy applicable before 1 July 2019

As a lessee, council classifies leases as operating or finance leases based on its assessment of whether the lease transferred significantly all of the risks and rewards incidental to ownership of the underlying asset to Council.

Operating lease payments, including any contingent rentals, were recognised as an expense in the comprehensive income statement on a straight-line basis over the lease term, except where another systematic basis is more representative of the time pattern of the benefits derived from the use of the leased asset. The leased asset was not recognised in the balance sheet.

All incentives for the agreement of a new or renewed operating lease were recognised as an integral part of the net consideration agreed for the use of the leased asset, irrespective of the incentive's nature or form or the timing of payments.

In the event that lease incentives were received to enter into operating leases, the aggregate cost of incentives were recognised as a reduction of rental expense over the lease term on a straight-line basis, unless another systematic basis was more representative of the time pattern in which economic benefits from the leased asset were consumed.

Policy applicable after 1 July 2019

Council adopted the practical expedient of deeming the lease asset to be equal in value to the lease liability at 1 July 2019. As such there was no impact on retained earnings on the adoption of AASB 16 Leases.

On transition to AASB 16 Leases, Council elected to apply the practical expedient to 'grandfather' the assessment of which transactions are leases. The Council has applied this practical expedient to all of its contracts and therefore applied AASB 16 Leases only to contracts that were previously identified as leases.

At inception of a contract, all entities would assess whether a contract is, or contains, a lease. A contract is, or contains, a lease if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration. To identify whether a contract conveys the right to control the use of an identified asset, it is necessary to assess whether:

- The contract involves the use of an identified asset;
- The customer has the right to obtain substantially all of the economic benefits from use of the asset throughout the period of use; and
- The customer has the right to direct the use of the asset.

This policy is applied to contracts entered into, or changed, on or after 1 July 2019.

As a lessee, Council recognises a right-of-use asset and a lease liability at the lease commencement date. The right-of-use asset is initially measured at cost which comprises the initial amount of the lease liability adjusted for:

- any lease payments made at or before the commencement date less any lease incentives received; plus
- any initial direct costs incurred; and
- an estimate of costs to dismantle and remove the underlying asset or to restore the underlying asset or the site on which it is located.

5.8 Leases (continued)

The right-of-use asset is subsequently depreciated using the straight-line method from the commencement date to the earlier of the end of the useful life of the right-of-use asset or the end of the lease term. The estimated useful lives of right-of-use assets are determined on the same basis as those of property, plant and equipment. In addition, the right-of-use asset is periodically reduced by impairment losses, if any, and adjusted for certain measurements of the lease liability.

The lease liability is initially measured at the present value of the lease payments that are not paid at the commencement date, discounted using the interest rate implicit in the lease or, if that rate cannot be readily determined, an appropriate incremental borrowing rate. Generally, Council uses an appropriate incremental borrowing rate as the discount rate (4 per cent as at 30 June 2020).

Lease payments included in the measurement of the lease liability comprise the following:

- Fixed payments
- Variable lease payments that depend on an index or a rate, initially measured using the index or rate as at the commencement date;
- Amounts expected to be payable under a residual value guarantee; and
- The exercise price under a purchase option that Council is reasonably certain to exercise, lease payments in an optional renewal period if Council is reasonably certain to exercise an extension option, and penalties for early termination of a lease unless Council is reasonably certain not to terminate early.

When the lease liability is remeasured in this way, a corresponding adjustment is made to the carrying amount of the right-of-use asset, or is recorded in profit or loss if the carrying amount of the right-of-use asset has been reduced to zero.

Council has elected to apply the temporary option available under AASB 16 Leases which allows not-for-profit entities to not measure right-of-use assets at initial recognition at fair value in respect of leases that have significantly below-market terms.

5.8 Leases (continued)

Right-of-Use Assets	Property \$'000	Equipment \$'000	Total \$'000
Balance at 1 July 2019	-	-	-
Additions	4,375	278	4,654
Amortisation charge	(691)	(113)	(804)
Balance at 30 June 2020	3,684	166	3,850

Lease Liabilities	2020
Maturity analysis - contractual undiscounted cash flows	\$'000
Less than one year	1,028
One to five years	3,056
More than five years	416
Total undiscounted lease liabilities as at 30 June	4,499

Lease liabilities included in the Balance Sheet at 30 June	2020
	\$'000
Current	1,028
Non-current	2,949
Total lease liabilities	3,976

Short-term and low value leases

Council has elected not to recognise right-of-use assets and lease liabilities for short-term leases of machinery that have a lease term of 12 months or less and leases of low-value assets (individual assets worth less than existing capitalisation thresholds for a like asset up to a maximum of \$10,000), including IT equipment. Council recognises the lease payments associated with these leases as an expense on a straight-line basis over the lease term.

	2020
	\$'000
Expenses relating to:	
Short-term leases	192
Leases of low value assets	5
Total	197

Non-cancellable lease commitments - Short-term and low-value leases

Commitments for minimum lease payments for short-term and low-value leases are payable as follows:

Payable:

	2020
	\$'000
Within one year	51
Later than one year but not later than five years	13
Later than 5 years	7
Total lease commitments	71

5.8 Leases (continued)

i. Leases classified as operating leases under AASB 117 Leases

At transition, lease liabilities were measured at the present value of the remaining lease payments, discounted at Council's incremental borrowing rate as at 1 July 2019. Right-of-use assets are measured at an amount equal to the lease liability, adjusted by the amount of any prepaid or accrued lease payments. Council applied this approach to all applicable leases.

Council used the following practical expedients when applying AASB 16 Leases to leases previously classified as operating leases under AASB 117 Leases.

- Applied a single discount rate to a portfolio of leases with similar characteristics.
- Adjusted the right-of-use assets by the amount of AASB 137 Provisions, Contingent Liabilities and Contingent Assets onerous contract provision immediately before the date of initial application, as an alternative to an impairment review.
- Applied the exemption not to recognise right-of-use assets and liabilities for leases with less than 12 months of lease term.
- Used hindsight when determining the lease term if the contract contains options to extend or terminate the lease.

ii. Leases previously classified as finance leases

For leases that were classified as finance leases under AASB 117 Leases, the carrying amount of the right-of-use asset and the lease liability at 1 July 2019 are determined at the carrying amount of the lease asset and lease liability under AASB 117 Leases immediately before that date.

Council is not required to make any adjustments on transition to AASB 16 Leases for leases in which it acts as a lessor, except for a sub-lease. Council accounted for its leases in accordance with AASB 16 Leases from the date of initial application.

iii. 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):

	2020
	\$'000
Not later than one year	215
Later than one year and not later than five years	225
Total operating lease receivables	440

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*

Some of the leases are subject to periodic rent reviews.

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 registered office and principal place of business of the Joint Venture is Clayton Road, Clayton South, VIC 3169.

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

The Clayton Landfill Site has completed the waste filling and is undergoing 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.

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 2020	2020 \$ '000	2019 \$ '000
Total income	80	77
Total expenses	334	260
Share of net loss of joint operations	(254)	(183)
Summarised Balance Sheet as at 30 June 2020		
Assets		
Current assets	609	1,050
Total assets	609	1,050
Liabilities		
Current liabilities	637	650
Non-current liabilities	1,771	1,945
Total liabilities	2,408	2,595
Net liabilities	(1,799)	(1,545)
Equity/(deficit)		
Accumulated deficit	(1,799)	(1,545)
Total equity/(deficit)	(1,799)	(1,545)
Adjusted for rehabilitation costs (refer to note 6.1(b))	2,403	2,590
Total investment in joint operations (excluding rehabilitation costs)	604	1,045

	2020 \$ '000	2019 \$ '000
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6.1 Investments in joint operations (continued)

6.1 (b) Other liabilities

Provision for environmental rehabilitation	2,403	2,590
Total other liabilities	2,403	2,590

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 25 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 2 per cent per year. The present value calculation uses the Milliman Group of 100 discount rate forecasts for 25 years.

The provision also takes into account a forecast \$2.995 million of capping and gas infrastructure works that are required to be completed primarily in 2020-21 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. 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.

Summarised statement of cash flows

Net cash used in operating activities	(411)	(417)
Net decrease in cash and cash equivalents	(411)	(417)

Summary of joint operations

Movements for the year

Share of joint operations as at 1 July	(1,545)	(1,363)
Share of net loss of joint operations	(254)	(183)
Share of total equity of joint operations as at 30 June	(1,799)	(1,545)

Accounting for investments in 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.

No matters or circumstances have arisen since the end of the financial year which significantly affected or may significantly affect the operations of the Joint Venture, the results of those operations, or the state of affairs of the Joint Venture in future financial years.

6.2 Property, infrastructure plant and equipment

Summary of property, infrastructure plant and equipment

	At fair value 30 June 2019	Acquisitions	Contributions	Revaluation	Depreciation	Disposal	Net transfers	At fair value 30 June 2020
	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000
Land	1,670,142	2,497	-	29,650	-	-	-	1,702,289
Buildings	181,574	10,997	-	2,299	(5,576)	(9)	(3,763)	185,522
Plant and equipment	12,765	5,169	-	-	(4,074)	(159)	86	13,787
Infrastructure	323,716	19,178	-	(117)	(14,116)	(908)	796	328,549
Art collection and municipal regalia	1,910	-	-	513	-	(1)	-	2,422
Work in progress	12,795	-	-	-	-	-	2,881	15,676
	2,202,902	37,841	-	32,345	(23,766)	(1,077)	-	2,248,245

Summary of work in progress (WIP)

	Opening WIP	Additions	Transfers to completed assets	Closing WIP
	\$ '000	\$ '000	\$ '000	\$ '000
Land and buildings	1,400	14,419	(10,656)	5,163
Plant and equipment	267	6,658	(6,744)	181
Infrastructure	11,128	21,108	(21,904)	10,332
	12,795	42,185	(39,304)	15,676

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 2019		1,054,056	616,086	1,670,142	237,374	45,063	382	282,819	1,952,961
Accumulated depreciation		-	-	-	(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

Movements in fair value

Acquisition of assets at fair value (including work in progress transfers)		2,497	-	2,497	4,013	3,221	-	7,234	9,731
Contributed assets		-	-	-	-	-	-	-	-
Revaluation increments at fair value	9.1(a)	19,109	10,541	29,650	1,115	1,184	-	2,299	31,949
Fair value of assets disposed	4.4	-	-	-	(19)	-	-	(19)	(19)
Net work in progress movement		-	-	-	3,436	327	-	3,763	3,763
Balance at 30 June 2020		21,606	10,541	32,147	8,545	4,732	-	13,277	45,424

Movements in accumulated depreciation

Depreciation	4.3	-	-	-	(4,192)	(1,366)	(18)	(5,576)	(5,576)
Accumulated depreciation of disposals	4.4	-	-	-	10	-	-	10	10
Balance at 30 June 2020		-	-	-	(4,182)	(1,366)	(18)	(5,566)	(5,566)

At fair value 30 June 2020		1,075,662	626,627	1,702,289	242,483	49,468	382	292,333	1,994,622
Accumulated depreciation at 30 June 2020		-	-	-	(95,946)	(10,634)	(230)	(106,811)	(106,811)
Work in progress		-	-	-	4,525	638	-	5,163	5,163
Balance at 30 June 2020		1,075,662	626,627	1,702,289	151,062	39,472	152	190,685	1,892,974

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 2019		273,384	123,348	189,698	108,269	694,699
Accumulated depreciation		(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

Movements in fair value

Acquisition of assets at fair value (including work in progress transfers)		8,531	2,518	4,192	4,734	19,975
Contributed assets		-	-	-	-	-
Revaluation increments at fair value	9.1(a)	(54)	-	(63)	-	(117)
Fair value of assets disposed	4.4	(1,320)	(33)	(174)	(1,505)	(3,032)
Net work in progress movement		(179)	(110)	(142)	(366)	(797)
Balance at 30 June 2020		6,978	2,375	3,813	2,863	16,029

Movements in accumulated depreciation

Depreciation	4.3	(5,137)	(1,613)	(2,040)	(5,326)	(14,116)
Accumulated depreciation of disposals	4.4	917	2	100	1,105	2,124
Balance at 30 June 2020		(4,220)	(1,611)	(1,940)	(4,221)	(11,992)

At fair value 30 June 2020		280,541	125,833	193,653	111,498	711,525
Accumulated depreciation at 30 June 2020		(148,067)	(79,277)	(105,734)	(49,894)	(382,972)
Work in progress		5,373	-	2,806	2,153	10,332
Balance at 30 June 2020		137,847	46,556	90,725	63,757	338,885

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 2019		10,182	39,491	49,673
Accumulated depreciation		(6,434)	(30,475)	(36,909)
Work in progress		-	267	267
Balance at 30 June 2019		3,748	9,283	13,031

Movements in cost

Acquisition of assets at fair value (including work in progress transfers)		1,849	3,406	5,255
Contributed assets		-	-	-
Cost of assets disposed	4.4	(815)	(2,571)	(3,386)
Net work in progress movement			(86)	(86)
Balance at 30 June 2020		1,034	749	1,783

Movements in accumulated depreciation

Depreciation	4.3	(1,141)	(2,933)	(4,074)
Accumulated depreciation of disposals	4.4	803	2,424	3,227
Balance at 30 June 2020		(338)	(509)	(847)

At cost 30 June 2020		11,216	40,326	51,542
Accumulated depreciation at 30 June 2020		(6,773)	(30,985)	(37,757)
Work in progress		-	181	181
Balance at 30 June 2020		4,443	9,522	13,966

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 2019		1,910	1,910
Balance at 30 June 2019		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)	513	513
Fair value of assets disposed	4.4	(1)	(1)
		512	512
At fair value 30 June 2020		2,422	2,422
Balance at 30 June 2020		2,422	2,422

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
Right of use assets		
Property and equipment	(1–7 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, Rodney Patel (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.

As a result of COVID-19 having an impact on the property market, a reassessment of land and land under roads in Glen Eira was undertaken by Patel Dore Valuers in June 2020 for the period between 1 January 2020 and 30 June 2020. In determining the estimated percentage movement, Patel Dore Valuers have considered every property transaction in Glen Eira between 1 January 2020 to 16 June 2020. The results suggested a tracking value decrement of 6.87 per cent over the period which has now been taken into account as at 30 June 2020 (refer 6.2 (a)).

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 2020 are as follows:

	Level 1 \$ '000	Level 2 \$ '000	Level 3 \$ '000	Date of Valuation
Land — specialised	-	-	1,075,662	06/20
Land under roads	-	-	626,627	06/20
Buildings — specialised	-	-	38,834	01/20
Buildings — non specialised	-	146,537	-	01/20
Total land and buildings	-	146,537	1,741,122	

(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 2018. A review of the construction index was undertaken in 2018-19 and 2019-20 and the results were considered immaterial and no adjustments were required. The next scheduled condition assessment will be conducted in 2021-22.

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 2020 are as follows:

	Level 1 \$ '000	Level 2 \$ '000	Level 3 \$ '000	Date of Valuation
Roads	-	-	132,474	06/18
Footpaths, furniture and signs	-	-	46,556	06/18
Drains	-	-	87,919	06/18
Parks and gardens	-	-	61,603	04/17
Total infrastructure	-	-	328,552	

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 1 January 2020. 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 2020 are as follows:

	Level 1 \$ '000	Level 2 \$ '000	Level 3 \$ '000	Date of Valuation
Art collection and municipal regalia	-	2,422	-	01/20
Total art collection and municipal regalia	-	2,422	-	

(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. 2019–20 land values range between approximately \$249 and \$4,456 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 \$320 to \$29,180 per square metre. The remaining useful lives of the buildings are determined on the basis of the current condition of buildings and vary from 1 year to 105 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.

	2020 \$'000	2019 \$'000
Reconciliation of specialised land		
Land	1,075,662	1,054,056
Land under roads	626,627	616,086
Total specialised land	1,702,288	1,670,142

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	1 July 2019—30 June 2020
Clare Davey	Councillor	1 July 2019—30 June 2020
Dan Sztrajt	Councillor	1 July 2019—12 November 2019
	Deputy Mayor	13 November 2019—30 June 2020
Jamie Hyams	Mayor	1 July 2019—12 November 2019
	Councillor	13 November 2019—30 June 2020
Jim Magee	Councillor	1 July 2019—30 June 2020
Joel Silver	Deputy Mayor	1 July 2019—12 November 2019
	Councillor	13 November 2019—30 June 2020
Margaret Esakoff	Councillor	1 July 2019—12 November 2019
	Mayor	13 November 2019—30 June 2020
Mary Delahunty	Councillor	1 July 2019—30 June 2020
Tony Athanasopoulos	Councillor	1 July 2019—30 June 2020

Chief Executive Officer and other key management personnel

Rebecca McKenzie	Chief Executive Officer	1 July 2019—30 June 2020
Samantha Krull	Director Environment & Leisure	1 July 2019—22 May 2020
Peter Jones	Director Community Wellbeing	1 July 2019—30 June 2020
Peter Swabey	Director Corporate Services	1 July 2019—30 June 2020
Ron Torres	Director Planning & Place	1 July 2019—30 June 2020

	2020 No.	2019 No.
Summary		
Total number of Councillors	9	10
Chief Executive Officer and other key management personnel	5	5
Total key management personnel	14	15

7.1 Council and key management remuneration (continued)

(c) Remuneration of key management personnel

	2020 \$ '000	2019 \$ '000
Total remuneration of key management personnel was as follows:		
Short-term benefits (salary and annual leave)	1,629	1,611
Post-employment benefits (superannuation)	201	155
Long-term benefits (long service leave)	36	35
Total	1,866	1,801

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:	2020 No.	2019 No.
\$10,000–\$19,999	-	2
\$30,000–\$39,999	7	6
\$50,000–\$59,999	-	1
\$60,000–\$69,999	1	-
\$80,000–\$89,999	1	1
\$250,000–\$259,999	-	2
\$260,000–\$269,999	1	1
\$270,000–\$279,999	3	1
\$370,000–\$379,999	-	1
\$380,000–\$389,999	1	-
Total key management personnel	14	15

(d) Transactions with related parties

There were no transactions with related parties which required disclosure during the 2019–20 or 2018–19 reporting years.

(e) Outstanding balances with related parties

There were no outstanding balances with related parties which required disclosure during the 2019–20 or 2018–19 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 2019–20 or 2018–19 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 2019–20 or 2018–19 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 \$151,000 (\$148,000 in 2018–19).

The below 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:	2020 No.	2019 No.
<\$151,000	5	1
\$151,000–\$159,999	4	3
\$160,000–\$169,999	5	5
\$170,000–\$179,999	3	4
\$180,000–\$189,999	4	3
\$190,000–\$199,999	4	4
\$200,000–\$209,999	1	1
\$220,000–\$229,999	1	-
\$230,000–\$239,999	-	1
\$250,000–\$259,999	1	1
\$290,000–\$299,999	-	1
Total senior officers	28	24

Remuneration	2020 \$ '000	2019 \$ '000
Short-term benefits (salary and annual leave)	3,892	3,870
Post-employment benefits (superannuation)	439	402
Long-term benefits (long service leave)	105	104
Total remuneration for the reporting year for senior officers amounted to:	4,436	4,376

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

(a) Property acquisition

In July 2020, Council acquired 66 and 66A Mackie Road (Bentleigh East) which are properties adjoining the Mackie Road Reserve. The purchase is in line with Council's *Open Space Strategy*, which includes Council undertaking a Masterplan review at Mackie Road Reserve.

Opportunities have been investigated to incorporate unstructured recreation, and informal facilities into the reserve and improve the overall layout and design. The purchase of the above properties will extend the play, recreation and sporting facilities for the community. It is proposed to utilise open space contributions to fund this acquisition. The sale is expected to be settled by early October 2020.

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) Liability Mutual Insurance

Council is a participant of the MAV Liability Mutual Insurance (LMI) Scheme. The LMI scheme provides public liability and professional indemnity insurance cover. The LMI scheme states that each participant will remain liable to make further contributions to the scheme in respect of any insurance year in which it was a participant to the extent of its participant's share of any shortfall in the provision set aside in respect of that insurance year, and such liability will continue whether or not the participant remains a participant in future insurance years.

8.1 Contingent assets and liabilities (continued)

(d) 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.

The COVID-19 restrictions have begun to be tentatively lifted around the world and the equity markets have continued to improve. However the economic disruption from the COVID-19 restrictions has the potential to raise market volatility again.

(e) Regional Landfill Clayton South Joint Operation

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 Venture is no longer be able to generate income from ongoing operations to continue to meet obligations under its licence agreement with the EPA for a period of 30 years following closure.

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

8.1 Contingent assets and liabilities (continued)

(f) Infringements Review

On 20 May 2019 the Ombudsman wrote to the Minister for Local Government and the Mayors and CEOs of Port Phillip, Stonnington and Glen Eira Councils notifying them of her intention to investigate the matter of councils' use of third party contractors in the administration of parking infringement reviews. While the practice of outsourcing infringement reviews was not unique to those three municipalities, the investigation's scope was restricted to those three councils on the basis of complaints received directly by the Ombudsman.

Council has launched a refund scheme where people who feel that they may be eligible for a refund can apply and have their case reconsidered. This approach was endorsed by Council at its Ordinary Council Meeting held on 25 February 2020. The recommendation by Council was to publicly advertise its Refund Scheme via media channels alerting the community to the opportunity to request a further review of their infringement appeal.

Council has undertaken an assessment of the number of infringements that could be subject to further review under the proposed Refund Scheme. This assessment has identified that up to 21,900 requests for review may be received. If all of these reviews are received and subsequently successful, the financial implication to Council would be in the vicinity of \$2.37m.

(g) Working for Victoria Fund

In June 2020, Council was successful in applying for a grant with the Department of Jobs, Precincts and Regions to carry out a project through the Working for Victoria Fund. This is a \$500m fund for Victorian workers impacted by coronavirus (COVID-19). The aim of the Fund is to match displaced workers with casual and short-term employment opportunities. The arrangement between Council and the Department is for \$7.4m covering the period from 9 June 2020 to 31 January 2021.

Council has agreed to provide 169 Full Time Equivalent six-month positions. Employees employed in these positions will support delivery of critical community services to support the government coronavirus (COVID-19) response by undertaking the following activities:

- community outreach and programs;
 - cleaning of public areas;
 - local business support;
 - maintenance and improvement of local facilities/public space;
 - technology and additional HR support;
- and such other activities to be agreed between the Department and Council.

The funding amount is intended to cover labour costs and non-labour costs incurred by Council. Each Grant instalment is conditional upon Council having provided to the Department each relevant payment deliverable including all payment deliverables applicable to any previous grant instalment. As at 30 June 2020, Council received \$3m representing the first milestone payment of the fund. The remaining payments for 2020 and 2021 are scheduled as follows:

- July 2020 - \$743k
- August 2020 - \$743k
- September 2020 - \$743k
- January 2021 - \$2.2m.

8.2 Change in accounting standards

The following new AASs have been issued that are not mandatory for the 30 June 2020 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.

AASB 1059 Service Concession Arrangements: Grantors (AASB 1059) (applies 2020-21 for LG Sector)

AASB 1059 addresses the accounting for a service concession arrangement by a grantor that is a public sector entity by prescribing the accounting for the arrangement from the grantor's perspective. It requires the grantor to:

- recognise a service concession asset constructed, developed or acquired from a third party by the operator, including an upgrade to an existing asset of the grantor, when the grantor controls the asset;
- reclassify an existing asset (including recognising previously unrecognised identifiable intangible assets and land under roads) as a service concession asset when it meets the criteria for recognition as a service concession asset;
- initially measure a service concession asset constructed, developed or acquired by the operator or reclassified by the grantor at current replacement cost in accordance with the cost approach to fair value in AASB 13 Fair Value Measurement. Subsequent to the initial recognition or reclassification of the asset, the service concession asset is accounted for in accordance with AASB 116 Property, Plant and Equipment or AASB 138 Intangible Assets, as appropriate, except as specified AASB 1059;
- recognise a corresponding liability measured initially at the fair value (current replacement cost) of the service concession asset, adjusted for any other consideration between the grantor and the operator; and
- disclose sufficient information to enable users of financial statements to understand the nature, amount, timing and uncertainty of assets, liabilities, revenue and cash flows arising from service concession arrangements.

Based on the Council's current assessment, there is expected to be no impact on the transactions and balances recognised in the financial statements as the Council is not a grantor in a service concession arrangement.

AASB 2018-7 Amendments to Australian Accounting Standards - Definition of Material (applies 2020-21 for LG Sector)

The Standard principally amends AASB 101 Presentation of Financial Statements and AASB 108 Accounting Policies, Changes in Accounting Estimates and Errors. The amendments refine the definition of material in AASB 101. The amendments clarify the definition of material and its application by improving the wording and aligning the definition across AASB Standards and other publications. The impacts on the local government sector are expected to be minimal.

AASB 2019-1 Amendments to Australian Accounting Standards - References to the Conceptual Framework (applies 2020-21 for LG Sector)

This Standard sets out amendments to Australian Accounting Standards, Interpretations and other pronouncements to reflect the issuance of the Conceptual Framework for Financial Reporting (Conceptual Framework) by the AASB. The impacts on the local government sector are expected to be minimal.

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.

8.3 Financial instruments (continued)

(d) Credit risk (continued)

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.

(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 1.3 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:

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 6.2, 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

COVID-19 Pandemic

COVID-19 was declared a global pandemic on 11 March 2020 and a State of Emergency was declared in Victoria on 16 March 2020. Subsequently, a State of Disaster was declared in Victoria on 2 August 2020. The pandemic is having far reaching economic implications for businesses and residents across the Glen Eira Municipality.

Council continues to monitor the non-financial and financial impacts however, due to the significant amount of uncertainty, it is not possible to reliably measure the full economic financial position.

Some key areas of anticipated impact include:

User fees and other revenue streams

Council has experienced a detrimental financial impact on previously reliable income streams. Facility closures (such as Glen Eira Leisure), changes to programming, reduced revenue (from rates) and unanticipated increased expenditure have all had an impact on Council's long-term financial position and liquidity.

Additional expenses associated with Council's hardship

Council has redirected funds to support the most vulnerable in our community to fulfil its responsibilities during the pandemic, as part of the national emergency management framework. Council continues to provide immediate and ongoing support to local businesses, local community groups and sporting clubs and contribute to their ongoing viability post COVID-19.

Asset values due to uncertainty in the property market

A reassessment of land and land under roads in Glen Eira was undertaken by Patel Dore Valuers in June 2020 for the period between 1 January 2020 and 30 June 2020 and an adjustment was made at 30 June 2020. Uncertainty continues to exist in the property market.

Council has a strong financial position, a robust financial framework and has put measures in place to manage the financial position. As at reporting date, Council has not received any further information about changed conditions on COVID-19 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. Council will be subject to the changing environment of the COVID-19 pandemic.

Note 9 Other matters

9.1 Reserves

(a) Asset revaluation reserve

2020	Balance at beginning of reporting period \$ '000	Increment/ (decrement) \$ '000	Balance at end of reporting period \$ '000
Property			
Land	721,225	19,109	740,334
Land under roads	254,108	10,541	264,649
Buildings	87,555	2,299	89,854
Infrastructure			
Road assets	108,252	(54)	108,198
Footpaths	24,236	-	24,236
Drainage	18,190	(63)	18,127
Parks and gardens	24,298	-	24,298
Art collection and municipal regalia			
Art collection	1,088	513	1,601
Balance	1,238,952	32,345	1,271,297

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

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
2020				
Public open space reserve	18,584	8,707	(3,096)	24,195
Balance	18,584	8,707	(3,096)	24,195
2019				
Public open space reserve	13,793	7,851	(3,060)	18,584
Balance	13,793	7,851	(3,060)	18,584

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
2020			
Asset revaluation reserve	1,238,952	32,345	1,271,297
Public open space reserve	18,584	5,611	24,195
Balance	1,257,536	37,955	1,295,492
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

	Notes	2020 \$ '000	2019 \$ '000
9.2 Reconciliation of cash flows from operating activities to surplus			
Surplus for the year		10,944	25,420
Capitalised salaries	4.1(a)	(3,125)	(2,850)
Depreciation and amortisation	4.3	23,766	22,355
Amortisation — intangible assets	4.4	685	-
Amortisation — right of use assets	4.5	804	-
Loss on sale/disposal of property, infrastructure, plant and equipment	4.6	779	1,389
Borrowing costs	4.7	425	536
Finance costs	4.8	180	-
Share of net loss of joint operations	6.1	254	183
Change in assets and liabilities:			
Increase / (decrease) in trade and other receivables	5.1(d)	1,353	(584)
(Decrease) / increase in other assets	5.2(a)	(189)	58
(Decrease) / increase in payables	5.3(a)	(1,288)	4,238
Increase in trust funds and other deposits	5.3(b)	3,473	4,581
Increase in unearned revenue	5.3(c)	1,034	-
Increase in provisions	5.5	1,390	806
Net cash provided by operating activities		40,483	56,132

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.

There is no proportional split of the defined benefit liabilities, assets or costs between the participating employers as the defined benefit obligation is a floating obligation between the participating employers and the only time that the aggregate obligation is allocated to specific employers is when a call is made. As a result, the level of participation of Glen Eira City Council in the Fund cannot be measured as a percentage compared with other participating employers. Therefore, the Fund Actuary is unable to allocate benefit liabilities, assets and costs between employers for the purposes of AASB 119.

Funding arrangements

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.

A triennial actuarial review is currently underway for the Defined Benefit category as at 30 June 2020 and is expected to be completed by 31 December 2020.

As at 30 June 2019, an interim actuarial investigation was held as the Fund provides lifetime pensions in the Defined Benefit category. The vested benefit index (VBI) of the Defined Benefit category of which Glen Eira City Council is a contributing employer was 107.1 per cent. The financial assumptions used to calculate the VBIs were:

- Net investment returns 6 per cent per annum
- Salary information 3.5 per cent per annum
- Price inflation (CPI) 2 per cent per annum

Vision Super has advised that the estimated VBI at 30 June 2020 was 104.6 per cent.

The VBI is to be used as the primary funding indicator. Because the VBI was above 100 per cent, the 30 June 2018 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)

Employer contributions

Regular contributions

On the basis of the results of the 2018 interim actuarial investigation conducted by the Fund Actuary, Council makes employer contributions to the Fund's Defined Benefit category at rates determined by the Fund's Trustee. For the year ended 30 June 2020, this rate was 9.5 per cent of members' salaries (9.5 per cent in 2018-2019). This rate will increase in line with any increases in the SG contribution rate.

In addition, Council reimburses the Fund to cover the excess of the benefits paid as a consequence of retrenchment above the funded resignation or retirement benefit.

Funding calls

In the event that the Fund Actuary determines that there is a shortfall based on the above requirement, the Fund's participating employers (including Council) are required to make an employer contribution to cover the shortfall.

Using the agreed methodology, the shortfall amount is apportioned between the participating employers based on the pre-1 July 1993 and post-30 June 1993 service liabilities of the Fund's Defined Benefit category, together with the employer's payroll at 30 June 1993 and at the date the shortfall has been calculated.

Due to the nature of the contractual obligations between the participating employers and the Fund, and that the Fund includes lifetime pensioners and their reversionary beneficiaries, it is unlikely that the Fund will be wound up.

If there is a surplus in the Fund, the surplus cannot be returned to the participating employers.

In the event that a participating employer is wound-up, the defined benefit obligations of that employer will be transferred to that employer's successor.

The 2019 interim actuarial investigation surplus amounts

An actuarial investigation is conducted annually for the Defined Benefit category of which Council is a contributing employer. Generally, a full actuarial investigation conducted every three years and interim actuarial investigations are conducted for each intervening year. An interim investigation was conducted as at 30 June 2019 and a full actuarial investigation was conducted as at 30 June 2017.

The Fund's actuarial investigations identified the following for the Defined Benefit category of which Council is a contributing employer:

	2019 \$m	2017 \$m
A VBI surplus	151.3	69.8
A total service liability surplus	233.4	193.5
A discounted accrued benefits surplus	256.7	228.8

9.3 Superannuation (continued)

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 2019.

The total service liability surplus means that the current value of the assets in the Fund's Defined Benefit category plus expected future contributions exceeds the value of expected future benefits and expenses as at 30 June 2019.

The discounted accrued benefit surplus means that the current value of the assets in the Fund's Defined Benefit category exceeds the value of benefits payable in the future but accrued in respect of service to 30 June 2019.

Council was notified of the 30 June 2019 VBI during August 2019 (2018: August 2018).

The 2020 triennial actuarial investigation

A triennial actuarial investigation is being conducted for the Fund's position as at 30 June 2020. It is anticipated that this actuarial investigation will be completed by 31 December 2020. The financial assumptions for the purposes of this investigation are:

	2020 Triennial Investigation	2017 Triennial Investigation
Net investment return	5.6% pa	6.5% pa
Salary inflation	2.50 % pa for the first two years and 2.75% pa thereafter	3.5% pa
Price inflation	2% pa	2.5% pa

Contributions by Council (excluding any unfunded liability payments) to the above superannuation plans for the financial year ended 30 June 2020 are detailed below:

Scheme	Type of Scheme	Rate	2020 \$m	2019 \$m
Vision Super	Defined Benefit	9.50%	0.19	0.26
Vision Super	Accumulation Fund	9.50%	4.22	4.26

There were no contributions outstanding and no loans issued from or to the above schemes as at 30 June 2020.

The expected contributions to be paid to the Defined Benefit category of Vision Super for the year ended 30 June 2020 is nil.

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 2020	2020 \$ '000	2019 \$ '000
Income		
Resident charges	3,552	3,851
Government grants	7,584	8,539
Interest on unpaid bonds	-	12
Investment income	516	742
Other income	-	1
Total income	11,652	13,145
Expenses		
Wages and superannuation — care	7,267	7,327
Wages and superannuation — administration	431	372
Wages and superannuation — other	3,533	3,305
Staff on-costs	1,330	1,381
Training	36	11
Agency costs	636	241
Materials and consumables	1,107	1,071
Contractor payments	532	595
Maintenance	518	578
Utility services	420	400
Other expenses	335	263
Management fees	437	410
Direct and indirect overheads	1,299	1,299
Depreciation on property, plant and equipment	757	753
Total expenses	18,638	18,006
Deficit	(6,986)	(4,861)

9.4 Residential aged care facilities (continued)

Balance Sheet for residential aged care facilities as at 30 June 2020	2020 \$ '000	2019 \$ '000
Current assets		
Cash and financial assets	30,783	31,033
Trade and other receivables	109	95
Total current assets	30,892	31,128
Non-current assets		
Property, plant and equipment	33,341	31,478
Total non-current assets	33,341	31,478
Total assets	64,233	62,606
Current liabilities		
Trade and other payables	121	108
Residential aged care bonds and deposits	30,783	31,033
Employee provisions	3,084	2,760
Total current liabilities	33,988	33,901
Non-current liabilities		
Employee provisions	206	237
Total non-current liabilities	206	237
Total liabilities	34,194	34,138

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.

9.5 Special committees and other activities

There are no material special committees or other activities to disclose at reporting date.

10 Change in Accounting Policy

Council has adopted AASB 15 Revenue from Contracts with Customers, AASB 16 Leases and AASB 1058 Income of Not-for-Profit Entities, from 1 July 2019. This has resulted in changes in accounting policies and adjustments to the amounts recognised in the financial statements.

Due to the transition methods chosen by Council in applying these standards, comparative information throughout these financial statements has not been restated to reflect the requirements of the new standards except in relation to contracts that were not complete at 1 July 2019. The transition impact of these are detailed below.

a) AASB 15 Revenue from Contracts with Customers - Impact of Adoption

AASB 15 Revenue from Contracts with Customers applies to revenue transactions where Council provides services or goods under contractual arrangements.

Council adopted AASB 15 Revenue from Contracts with Customers using the modified (cumulative catch up) method. Revenue for 2019 as reported under AASB 118 Revenue is not adjusted, because the new standard is only applied from the date of initial application.

AASB 15 Revenue from Contracts with Customers requires revenue from contracts with customers to be recognised as Council satisfies the performance obligations under the contract.

b) AASB 16 Leases

AASB 16 Leases requires right of use assets and related liabilities for all lease agreements to be recognised on the balance sheet. The Statement of Comprehensive Income is to separately recognise the amortisation of the right of use asset, and the finance costs relating to the lease. Council has elected to adopt the modified (cumulative catch up) method under the standard and as such has not adjusted 2019 disclosures. The transition impact of these are detailed below.

c) AASB 1058 Income of Not-for-Profit Entities

AASB 1058 Income of Not-for-Profit Entities applies to income received where no contract is in place. This includes statutory charges (such as rates) as well as most grant agreements.

Council adopted AASB 1058 Income of Not-for-Profit Entities using the modified (cumulative catch up) method. Income for 2019 is not adjusted, because the new standard is only applied from the date of initial application.

AASB 1058 Income of Not-for-Profit Entities requires income to be recognised as Council satisfies the performance obligations under the contract.

d) Transition impacts

The following table summarises the impact of transition to the new standards on retained earnings at 1 July 2019.

	2019 \$'000
Retained earnings at 30 June 2019	962,267
Revenue adjustment - impact of AASB 15 Revenue from Contracts with Customers	-
Income Adjustment - impact of AASB 1058 Income of Not-for-Profit Entities	-
Retained earnings at 1 July 2019	962,267

Council adopted the practical expedient of deeming the lease asset to be equal in value to the lease liability at 1 July 2019. As such there was no impact on retained earnings on the adoption of AASB 16 Leases.

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: 1 September 2020

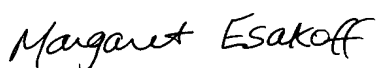
Location: Glen Eira Town Hall, corner Glen Eira and Hawthorn Roads, Caulfield

In our opinion, the accompanying Performance Statement of Glen Eira City Council for the year ended 30 June 2020 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.



Margaret Esakoff

Mayor

Dated: 1 September 2020

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



Dan Sztrajt

Deputy Mayor

Dated: 1 September 2020

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



Rebecca McKenzie

Chief Executive Officer

Dated: 1 September 2020

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 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 2020 • sustainable capacity indicators for the year ended 30 June 2020 • service performance indicators for the year ended 30 June 2020 • financial performance indicators for the year ended 30 June 2020 • other information and • the certification of the performance statement. <p>In my opinion, the performance statement of Glen Eira City Council in respect of the year ended 30 June 2020 presents fairly, in all material respects, 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>. I and my staff are independent of the council in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 <i>Code of Ethics for Professional Accountants</i> (the Code) that are relevant to my audit of the performance statement in Victoria and have also fulfilled our other ethical responsibilities in accordance with the Code.</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 is responsible for the preparation and fair presentation of the performance statement in accordance with the performance reporting requirements of the <i>Local Government Act 1989</i> and for such internal control as the Councillors determines is necessary to enable the preparation and fair presentation of the statement of performance that is free from material misstatement, whether due to fraud or error.</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 performance statement, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the council's internal control
- evaluate the overall presentation, structure and content of the performance statement, including the disclosures, and whether performance statement represents the underlying events and results in a manner that achieves fair presentation.

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

MELBOURNE
8 September 2020



Sanchu Chummar

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 156,511* 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 2019.

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

Indicator/Measure	Results				Material variations
	2017	2018	2019	2020	
Population					
Expenses per head of municipal population	\$ 971	\$ 1,018	\$ 1,069	\$ 1,105	
[Total expenses/Municipal population]					
Infrastructure per head of municipal population	\$ 3,210	\$ 3,403	\$ 3,463	\$ 3,488	
[Value of infrastructure/Municipal population]					
Population density per length of road	299	305	309	314	
[Municipal population/Kilometres of local roads]					
Own-source revenue					
Own-source revenue per head of municipal population	\$ 936	\$ 960	\$ 1,007	\$ 945	The reduction in 2019-20 is mainly due to the reduced fee income from parking and Glen Eira Leisure during COVID-19 closures.
[Own-source revenue/Municipal population]					
Recurrent grants					
Recurrent grants per head of municipal population	\$ 170	\$ 158	\$ 156	\$ 144	
[Recurrent grants/Municipal population]					

Indicator/Measure	Results				Material variations
	2017	2018	2019	2020	
Disadvantage					
Relative socio-economic disadvantage	10	10	10	10	
[Index of relative socio-economic disadvantage by decile]					
Workforce turnover					
Percentage of staff turnover	9%	12%	12%	12%	
[Number of permanent staff resignations and terminations / Average number of permanent staff for the financial year] x100					

Definitions

“adjusted underlying revenue” means total income other than:

(a) non-recurrent grants used to fund capital expenditure; and

(b) non-monetary asset contributions; and

(c) contributions to fund capital expenditure from sources other than those referred to above

“infrastructure” means non-current property, plant and equipment excluding land

“local road” means a sealed or unsealed road for which Council is the responsible road authority under the *Road Management Act 2004*

“population” means the resident population estimated by Council

“own-source revenue” means adjusted underlying revenue other than revenue that is not under the control of Council (including government grants)

“relative socio-economic disadvantage”, in relation to a municipality, means the relative socio-economic disadvantage, expressed as a decile for the relevant financial year, of the area in which the municipality is located according to the Index of Relative Socio-Economic Disadvantage (Catalogue Number 2033.0.55.001) of SEIFA

“SEIFA” means the Socio-Economic Indexes for Areas published from time to time by the Australian Bureau of Statistics on its internet website

“unrestricted cash” means all cash and cash equivalents other than restricted cash.

Service/Indicator/Measure	Results				Material variations
	2017	2018	2019	2020	
Aquatic facilities					
Utilisation					
Utilisation of aquatic facilities	10	11	11	8	Aquatic facilities attendance this year is significantly lower than previous years as there have been multiple closures due to bush fire smoke pollution and the COVID-19 pandemic.
[Number of visits to aquatic facilities / Municipal population]					
Animal management					
Health and safety					
Animal management prosecutions	New in 2020	New in 2020	New in 2020	100%	The total number of prosecutions has decreased significantly as the Magistrates Court was closed from March 2020 due to the COVID-19 restrictions. There are six pending prosecutions to be heard when the Magistrates Court is reopened. Indicator is replacing previous 'Animal management prosecutions' which was a measure of number, not proportion.
[Number of successful animal management prosecutions / Number of animal management prosecutions]					

Service/Indicator/Measure	Results				Material variations
	2017	2018	2019	2020	
Food safety					
Health and safety					
Critical and major non-compliance notifications	99%	100%	97%	100%	
[Number of critical non-compliance notifications and major non-compliance notifications about a food premises followed up / Number of critical non-compliance notifications and major non-compliance notifications about food premises] x100					
Governance					
Satisfaction					
Satisfaction with Council decisions	55	55	61	58	Glen Eira remains above the State-wide average of 53.
[Community satisfaction rating out of 100 with how Council has performed in making decisions in the interest of the community]					

Service/Indicator/Measure	Results				Material variations
	2017	2018	2019	2020	

Libraries

Participation

Active library members	17%	17%	17%	16%	
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[Number of active library members /
Municipal population] x100

Maternal and child health

Participation

Participation in the MCH service	87%	87%	81%	77%	
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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

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**Service performance indicators (continued)
for the year ended 30 June 2020**

Service/Indicator/Measure	Results				Material variations
	2017	2018	2019	2020	

Maternal and child health***Participation***

Participation in the MCH service by Aboriginal children	88%	93%	95%	100%	
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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	67	70	70	73	
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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 2020

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Service/Indicator/Measure	Results				Material variations
	2017	2018	2019	2020	
Statutory Planning					
Decision making					
Council planning decisions upheld at VCAT	42%	57%	72%	83%	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 a positive outcome. This has seen an increased number of mediated planning decisions and a consequential reduction in the number of applications refused by the department. The department has also continued to reflect on key themes in the tribunal's decision making. These factors have led to less VCAT appeals and 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	45%	45%	46%	49%	Council's diversion rate steadily increased between July 2019 and March 2020, reaching over 50 per cent diversion in October and November 2019 and February and March 2020. Increased waste generation due to COVID-19 may have impacted diversion during April, May and June 2020.
[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*

"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

"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 2020

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	Results				Forecasts				
Dimension/Indicator/Measure	2017	2018	2019	2020	2021	2022	2023	2024	Material variations
Obligations									
Loans and borrowings									
Loans and borrowings compared to rates [Interest-bearing loans and borrowings / Rate revenue] x100	21%	18%	14%	10%	6%	11%	22%	36%	Our loan borrowings are decreasing in line with scheduled repayments. Future borrowings are in line with our <i>Strategic Resource Plan</i> .
Loans and borrowings									
Loans and borrowings repayments compared to rates [Interest and principal repayments on interest-bearing loans and borrowings / Rate revenue] x100	4%	4%	4%	4%	3%	3%	5%	3%	\$10m of loan borrowings have been provided to fund capital works projects in 2021-22, a further \$20m of borrowings is expected in 2022-23. The budget is based on our expected repayment schedules.
Indebtedness									
Non-current liabilities compared to own source revenue [Non-current liabilities / Own source revenue] x100	16%	13%	10%	10%	7%	9%	19%	28%	The increase in non-current liabilities is due to \$10m of loan borrowings that have been provided to fund capital works projects in 2021-22, a further \$20m of borrowings is expected in 2022-23.
Asset renewal									
Asset renewal and upgrade compared to depreciation [Asset renewal expenses / Asset depreciation] x100	New in 2020	New in 2020	New in 2020	120%	115%	135%	288%	190%	This is a new indicator for 2019-20 with the indicator including renewal and upgrade expenditure. The 2023 forecast is based on a capital program of \$98m which includes construction of major strategic projects.

[illegible]

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

Service/Indicator/Measure	Results					Material variations
	2017	2018	2019	2020		
The below indicators were discontinued and not applicable to the 2019-20 Performance Statement:						
Animal Management						
Health and safety						
Animal management prosecutions	4	11	14	Retired in 2020	This indicator was replaced to measure percentage of successful prosecutions from 1 July 2020.	
[Number of successful animal management prosecutions]						
Efficiency						
Revenue level						
Average residential rate per residential property assessment	\$ 1,521	\$ 1,542	\$ 1,597	Retired in 2020	This indicator was replaced with a new measure to include all rates and assessments from 1 July 2020.	
[Residential rate revenue / Number of residential property assessments]						
Obligations						
Asset renewal						
Asset renewal compared to depreciation	70%	75%	74%	Retired in 2020	This indicator was replaced to compare renewals and upgrades to depreciation from 1 July 2020.	
[Asset renewal expense / Asset depreciation] x100						

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 30 June 2020 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.



HAVE A TRY DAY EXERCISE ACTIVITIES — INTERNATIONAL
DAY OF PEOPLE WITH A DISABILITY. GLEN EIRA SPORTS
AND AQUATIC CENTRE, BENTLEIGH EAST.