



GLEN EIRA
CITY COUNCIL

BENTLEIGH

BENTLEIGH EAST

BRIGHTON EAST

CARNEGIE

CAULFIELD

ELSTERNWICK

GARDENVALE

GLEN HUNTLY

MCKINNON

MURRUMBEENA

ORMOND

ST KILDA EAST

QUARTERLY SERVICE PERFORMANCE REPORT

QUARTER ENDING MARCH 2021

www.gleneira.vic.gov.au



CHIEF EXECUTIVE OFFICER OVERVIEW

WELCOME TO OUR THIRD QUARTERLY SERVICE PERFORMANCE REPORT FOR 2021–2022, COVERING THE PERIOD 1 JANUARY TO 31 MARCH 2021.

2021 has started with some optimism, particularly in Victoria, as we managed to control the spread of COVID-19. Within Glen Eira we have started to see some return to normality with our services and operations. After last year's hiatus, our parks and sporting grounds have seen the return of families and regular participants. Our business community is becoming more vibrant as customers return to our shopping precincts and continue to enjoy our on-street dining experiences. Our community groups are also starting to return to some of their activities and are enjoying the benefits of more human connection and engagement.

The impact that the lengthy closures have had on our finances is starting to become evident and we are moving cautiously into the final quarter of the 2021 financial year. With all of our major services now open, our focus remains on supporting the Glen Eira community. Our response and recovery support package continues to provide support to those most in need within the community. This has allowed us to provide additional funding for small business support grants and continue to offer financial relief to ratepayers, sporting clubs and community groups.

As we entered our new 'COVID normal' way of life we have made some notable progress over the last three months including:

- Returning to onsite operations for our Glen Eira Leisure and Libraries services;
- Announcement of \$2 million in State government assistance with the Bentleigh Library and Youth Hub and Lord Reserve Pavilion;
- Detailed design for the Bentleigh Eat Street was completed with construction due to start in May 2021;
- Construction commenced on the Lord Reserve Pavilion
- Council adopted its new Community Engagement Policy following consultation with the community. The new Policy sets out six promises to the community that will guide the way Council engages in the future.

I encourage you to continue to keep up to date with how we are tracking against the commitments we have made to you and that you find this information of interest.

Please continue to stay safe and remember to be kind to yourself and others.

If you have any feedback on this report, please don't hesitate to email me at mail@gleneira.vic.gov.au

Regards,
Rebecca McKenzie
Chief Executive Officer

FINANCIAL OVERVIEW

The impact of COVID-19 on Council's operating result continues to be significant. The operating result year-to-date is lower than was anticipated when the annual budget was set and Council is anticipating an operating deficit. The balance sheet position and the cash position remain favourable.

At the end of March 2021, the performance against budget from ordinary activities showed a favourable variance of \$2.47 million. This is made up of higher than anticipated income of \$1.72 million due to new government grants received (\$7.2 million) and offset by lower than budgeted income received for user fees and fines (\$3.5 million) and statutory fees and fines (\$1.02 million). Expenditure is \$750,000 under budget.

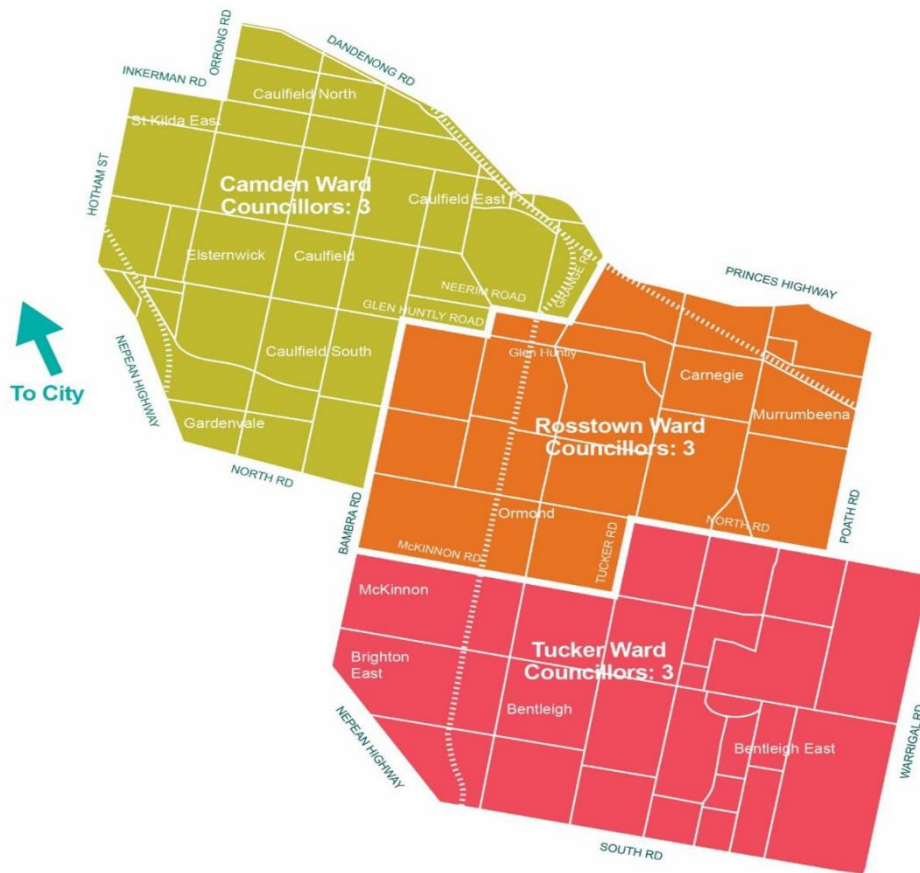
The forecast result expected for the financial year is a deficit of \$49,000 compared with the adopted 2020–21 Annual Budget surplus of \$5.36 million. The decreased forecast result is affected by the timing of capital grants which will have no effect once they are received in the following year. The remainder of the variances are attributed to reduced fee income due to the ongoing nature of the pandemic (\$5.33 million), statutory fees and fines (\$1.48 million), unbudgeted pandemic expenses such as personal protective equipment particularly in Residential Aged Care (\$1.32 million), and increased pandemic support to the community and businesses (\$1.0 million).

Council's current liquidity ratio, a measurement of our financial strength is now 1.03. This means for every \$1 of current liability, the Council had \$1.03 in current assets to meet those commitments. This is an acceptable position and has been stable since last quarter, however indicators, including our underlying surplus result, have moved from a medium to high risk level. Council will continue to closely monitor and manage the adverse financial situation for the remainder of the year in order to minimise the anticipated loss expected at June 2021.

FINANCIAL SUSTAINABILITY RISK INDICATORS	Objective	2019-2020 Actuals based on VAGO Parliamentary Report	2019-2020 Risk as at 31 March 2020	2020-21 Annual Budget as at 31 March 2021	2020-21 Annual Forecast as at 31 March 2021	2020-21 Risk Based on Annual Forecast as at 31 March 2021	COMMENT
Net Result	To generate surpluses consistently greater than 0%	5.95%	Low	2.94%	-0.03%	Medium	The unfavourable net result percentage 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.
Underlying Result	Ability to generate surplus in the ordinary course of business-excluding non-recurrent capital grants and non-monetary asset contributions to fund capital expenditure from net result. Low risk indicator to be more than 5%	3.51%	Medium	-0.50%	-0.03%	High	Council anticipates an unfavourable underlying result during 2020-21 due to our reduced ability to generate fee income during the COVID-19 pandemic.
Liquidity	To measure Council's ability to repay short-term liabilities as they fall due. Low risk indicator is to be greater than 1.0	1.27	Low	1.14	1.03	Low	Council's forecast to 30 June 2021 indicates a Liquidity Ratio of greater than 1.0.
Indebtedness	Lower than 40% relates to the ability to repay debt from own-source revenue	9.67%	Low	6.97%	7.23%	Low	Council is operating at a ratio of lower than 40%, therefore has the ability to repay debt from own-source revenue.
Internal Financing	Generating enough cash from operations to fund new assets. Low risk indicator is to be greater than 100%	118%	Low	71.00%	74.00%	High	Council is restricted in generating cash due to our COVID-19 responses in the short term. Measures to correct this will be sought over the coming months
Capital Replacement	To ascertain the level of risk of insufficient spending on asset renewal. Low risk indicator is to be more than 1.5	1.46	Medium	1.64	1.84	Low	Council operates at a low level of risk with respect to capital replacement.
Renewal Gap	To ensure there is sufficient spending on Council's asset base. Low risk indicator is to be greater than 1.0	1.20	Low	1.15	1.15	Low	Council spends sufficient funds on its asset base.

The table above details Council's forecast performance based on the Victorian Auditor-General Financial Sustainability Risk Indicators.

WHAT'S BEEN HAPPENING AT A LOCAL LEVEL



During January, February and March, Glen Eira Libraries held over 25 live online programs. We learnt about Synesthesia, the thefts of the Mona Lisa, how to raise chickens, detection dogs and the air we breathe!

We heard about neighbourhood spies in Australian suburbs, searched for hidden animals like the Loch Ness monster and discovered the secret histories of colours.

We were invited into the kitchen with cookbook author Kate Young, learnt about the beginnings of forensic science, talked to a palaeontologist and discovered the incredible ways birds communicate with each other, plus much, much more!

We also implemented our new weekly session, Books and Brews, where library staff and the public can come together online to chat about books with a cuppa!

We held our Australia Day citizenship ceremony and reconciliation events with restricted numbers across Mallanbool and Booran Reserve.

As restrictions continue to ease we anticipate some return to face to face events within Glen Eira.

MAJOR PROJECT UPDATES



PLAN

NEERIM ROAD STREETScape: Concepts for Neerim Road streetscape have been completed. Consultation with community and traders was deferred due to COVID-19. Detailed design is under way and timing of construction will be based on feedback from community and traders so that we can minimise disruption in the precinct.

AILEEN AVENUE OPEN SPACE: The construction tender evaluation report was approved by Council on 2 February 2021. Drainage works have started. The open space aspects of the construction have been rescheduled to start mid-year after the demolition of the existing building at No.6 Aileen Ave (Rental lease was extended by the tenant due to COVID-19).

SELWYN STREET CULTURAL PRECINCT (ELSTERNWICK STRUCTURE PLAN): The concept design for the Cultural Precinct is progressing in line with the design program under the oversight of a special advisory committee. Concepts are also being developed for an integrated commemorative public artwork.

BLEAZBY STREET MULTI-DECK CAR PARK (BENTLEIGH STRUCTURE PLAN): Currently under review.

BENTLEIGH LIBRARY IMPROVEMENT AND INTEGRATION (BENTLEIGH STRUCTURE PLAN): The redevelopment of the Bentleigh Library has commenced.



INITIATE

EAT STREET BENTLEIGH (BENTLEIGH STRUCTURE PLAN): Detailed design is complete. The project will go to public tender for construction in June with Stage 1 construction scheduled to be completed by November 2021 and stage 2 will be undertaken in February to June 2022.

ELSTERNWICK COMMUNITY HUB (ELSTERNWICK STRUCTURE PLAN): 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. The feedback received during engagement will inform the next stages in planning for the Hub. The timing of the delivery of this strategic project will be reviewed, taking into consideration Council's financial capacity post COVID.

MURRUMBEENA PARK COMMUNITY HUB DEVELOPMENT: Detailed design is now complete and contract awarded with construction due to commence in April / May.

LORD RESERVE AND KOORNANG PARK MASTERPLAN: Landscape architect has been engaged to prepare concepts and options around the eastern end (east of Carnegie Swim Centre). This will include a multi-purpose space, explore the car-park layout and improvements to the north eastern entrance. The Community Reference Group will soon provide input into the design of the North East corner. Lord Reserve cricket nets relocation is nearing completion. Works on the Koornang Park Pavilion is scheduled for completion in May and the Lord Reserve Pavilion started in February.

CARNEGIE SWIM CENTRE REDEVELOPMENT: The detailed design has progressed based on the community feedback received during concept design consultation. A communications

strategy and Environmentally Sustainable Design (ESD) report have been developed. The project has reached the 50% stage of design, which is a significant milestone for the redevelopment. Council has been presented with the design package and a further round of communication with the community has commenced.

STANLEY STREET ELSTERNWICK MULTI DECK CARPARK (ELSTERNWICK STRUCTURE PLAN): Currently under review.

LORD RESERVE PAVILION DEVELOPMENT: Contract for this project was awarded by Council in December 2020, and construction commenced in February.



DEFERRED

CARNEGIE MARKET (CARNEGIE STRUCTURE PLAN): Progression of a permanent Carnegie Market has been deferred. Works are progressing on plans for a new community space at the former Neerim Road Furniture Warehouse. Construction is due to be completed early May 2021.

PERFORMANCE AT A GLANCE

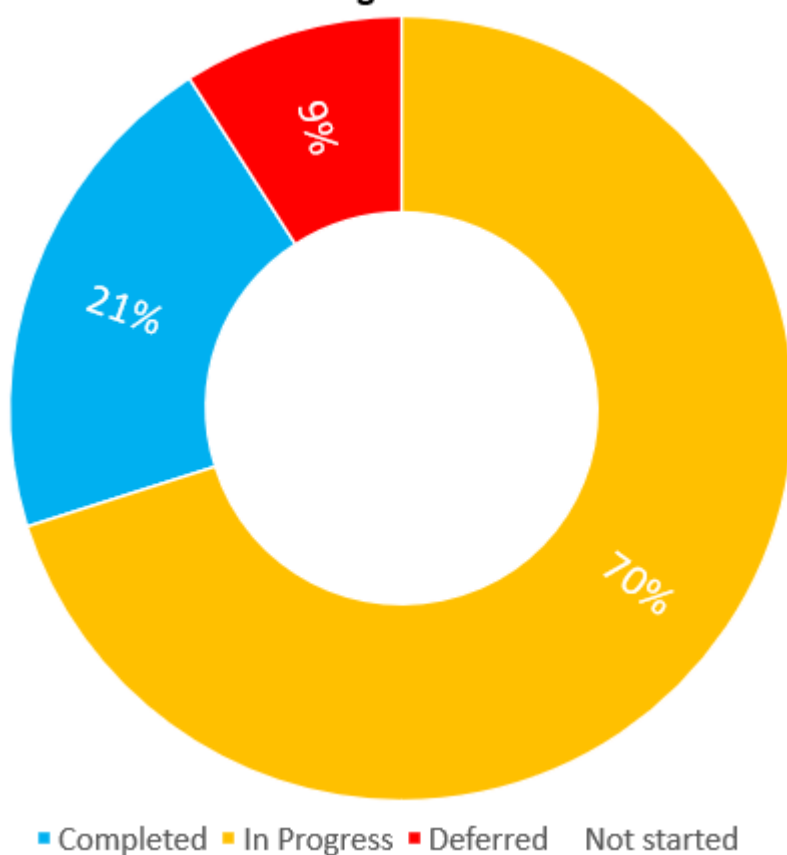
The Council Plan 2017–2021 sets out five themes where Council will focus its efforts to enhance community experience over the next four years. These themes were developed in consultation with the community. The following section of this report tracks our performance in delivery against those five themes.

Please note: any completed carry over commitments from 2018, 2019 and 2020 that have been incorporated into the current year commitments have been removed since last reporting.

PROGRESS AGAINST GLEN EIRA COUNCIL AND COMMUNITY PLAN COMMITMENTS

Community Plan Commitments	2020-2021	2019-2020	2018-2019
Completed	16	2	
In Progress	48	5	
Deferred	4	1	1
Not started			
Total	68	8	1

Performance against commitments



A WELL PLANNED CITY THAT IS A GREAT PLACE TO BE

COMMITMENT	PERFORMANCE MEASURE	PROGRESS UPDATE AS AT 31 March 2021
We will continue to deploy our structure planning program, implementing the Council and community shared vision for our activity centres on transport and parking, employment, open spaces, infrastructure, and accommodating population growth.	We will commence the formal Planning Scheme Amendment process to implement the Glen Huntly Structure Plan.	The draft structure plan was presented to Council on September 1 following community consultation. The plan was not endorsed at this meeting. The revised structure plan will be the subject of a Council report late 2021 following a review of the early work contained in the Housing Strategy. A planning scheme amendment process would follow adoption. The planning scheme amendment documentation is currently being prepared in anticipation of the adoption of the updated Structure Plan.
	We will conclude the Planning Scheme Amendment process for the Bentleigh and Carnegie Structure Plan Planning Scheme Amendments, including public exhibition and consultation with the community.	Amendment C184 was abandoned by council on 16 March 2021 to enable the preparation of a Housing Strategy to support individual amendments for Bentleigh and Carnegie. In the meantime, the interim controls for these centres continue to apply.
	We will continue to progress the formal Planning Scheme Amendment process for the Elsternwick Structure Plan.	The Elsternwick Amendment to introduce planning controls from the structure plan was on hold awaiting the outcome of Amendment C184. (Carnegie and Bentleigh). Revisions are being considered to the Elsternwick structure plan in order for it to support a planning scheme amendment. A planning scheme amendment to implement the structure plan will need to be progressed in 2022. The interim controls for Elsternwick continue to apply.
	Following community and stakeholder consultation, we will complete a draft Structure Plan for the Caulfield Station Precinct.	A consultant team has been appointed to prepare the Draft Structure Plan. The project was delayed by a lag with the VPA handover. A draft will be available for consultation in Q2 2021/22.
We will continue to protect and celebrate Glen Eira's cultural heritage through a range of planning policies and controls.	We will publicly exhibit and review community and stakeholder submissions for the Hidden Gems Planning Scheme Amendment and Bentleigh, Carnegie and Elsternwick Planning Scheme Amendments.	Hidden Gems was exhibited from 29 Oct to 30 Nov 2020. Submissions were reported to Council in February 2021. Council resolved to undertake further consultation. That consultation will be reported to Council on 27 April 2021. Bentleigh and Carnegie Heritage Review was adopted by Council on 16 March 2021 and is awaiting approval by the Minister for Planning. Elsternwick Heritage Review has been extended and authorisation sought on 16 March 2021.
We will contribute to an increase in the availability of social and affordable housing in the municipality through implementing our Social and Affordable Housing Strategy 2019–2023.	We will deliver a minimum 80 per cent of year two actions in the Social and Affordable Housing Strategy 2019–2023 Action Plan.	Implementation of the activities in Year Two Action Plan are well under way. 7 out of the 11 actions are on target to be completed.
	We will develop a standard policy for affordable housing requirements on rezoned sites.	Underway, policy will be scheduled for Council consideration in Q4.
	We will develop a position paper on Council's commitment to a planning mechanism for affordable housing contributions for new developments.	Underway, currently researching planning mechanisms for affordable housing contributions as part of new developments and will have a position paper completed for Council consideration in Q4.
We will develop community facilities and spaces that are vibrant hubs, connect people with the place that they live, and encourage active lifestyles.	We will commence construction of the Community Hub at Murrumbeena Park.	Work is currently underway to prepare the current Pavilion for demolition. Shortly after that construction of the Murrumbeena Community Hub will commence. Construction is scheduled to be completed in April 2022.
	We will use the outcomes of our community consultation process to inform the completion of a detailed design for the Carnegie Swim Centre in preparation for tender.	Concept design has been adopted by Council following consultation phase. Next stage of design development will incorporate community feedback.
	We will commence construction of Eat Street in Bentleigh — a pedestrian friendly mall which will underpin	- Detailed design is completed - Construction to be staged over 2 years to minimise impact to traders during peak trade periods

	Bentleigh's growing café and restaurant culture.	- Project to commence construction in June 2021, following tender award for construction.
	We continue the development of a concept plan for a cultural precinct in Selwyn Street, Elsternwick.	- Functional Layout Plan (FLP) options have been developed in line with an advisory committee made up of stakeholders from the precinct - Council will consider the endorsement of a preferred design in April 2021
	We will commence construction of the Bentleigh Library and Youth Hub and forecourt.	The Library closed to the Public on 7th March 2021. The contractor commenced on site on 23rd March 2021. Construction will be completed in June 2022.
	We will commence concept design and community consultation for a new Community Hub and Library in Elsternwick.	- 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 - The feedback received during engagement was earmarked to be used to develop concept design options for the new Hub in line with community plan commitments. - Due to impacts of COVID-19 this project has been deferred and is now programmed to be delivered in line with Council's revised Strategic Resource plan commencing in 2024-2025
We will have a contemporary Glen Eira Planning Scheme that reflects Council's adopted land use and development strategies and plans, and meets State Government requirements.	We will commence a formal planning scheme amendment process to revise the Glen Eira Planning Scheme to implement Council's adopted policies and strategies including updated planning provisions for our neighbourhood centres.	The draft planning controls for 3 Neighbourhood Activity Centres is underway. A report is being tabled for April 27 2021 seeking endorsement to place the draft on consultation. This will occur May/June and formal reporting to Council on the final frameworks in Nov/Dec 2021.
We will invest a minimum of \$25 million on infrastructure projects that maintain and enhance liveability through Council's Capital Works Program.	More than \$25 million will be spent through Council's Capital Works Program for 2020-21.	Seventy Six percent of the community plan commitments have been delivered as of March with a YTD forecast of \$23.11m against YTD actuals of \$19.01m. Therefore, we have confidence around delivering more than \$25million in the 20-21 Capital Works Program.

 Completed	 In Progress	 Ongoing	 Deferred	 Not Started
---	---	---	--	---

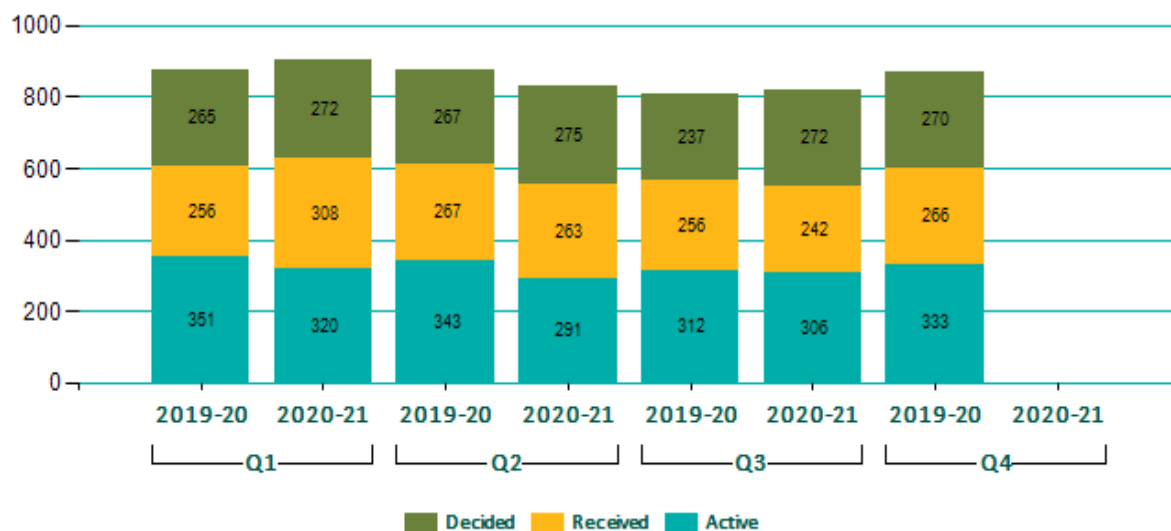
Commitments 2019 – 2020

COMMITMENT	PERFORMANCE MEASURE	PROGRESS UPDATE AS AT 31 March 2021
We will create a new community space on the site of the old furniture warehouse in Neerim Road Carnegie.	Implementation and activation of a new open space area on the old furniture warehouse site in Carnegie by June 2020.	Construction is currently underway. The new Carnegie Community Space will be open to the public on 15 May 2021.
	Adopt structure plans for the Caulfield Station Precinct and Glen Huntly by 30 June 2020.	The Caulfield Station Precinct Structure Plan was expected to be delivered by the VPA in draft form in mid-2020. Due to the impacts of Covid19 the VPA had to refocus their work priorities and Council received handover of the project in late 2020, with only background reports complete and no progress made on the draft Structure Plan. Officers have subsequently prepared a detailed project plan and a consultant team has been engaged to complete the draft Structure Plan. This document will be ready for endorsement for community consultation in later 2021. Regarding the Glen Huntly Structure Plan, this draft plan is complete and awaiting endorsement by Council. This will be considered in Q2 in 21/22 following early progress on the draft Housing Strategy.

 Completed	 In Progress	 Ongoing	 Deferred	 Not Started
---	---	---	--	---

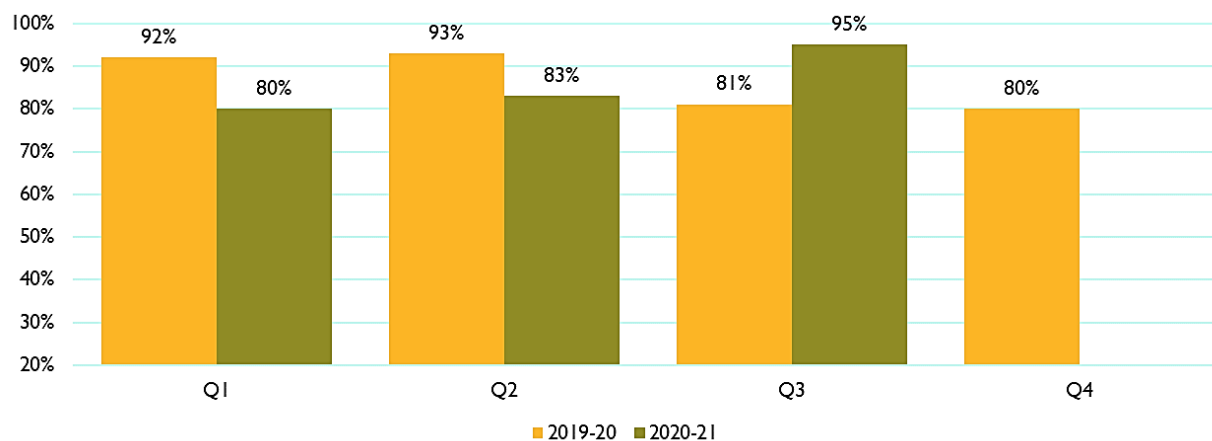
SERVICE PERFORMANCE INDICATORS - PLANNING

Applications Received and Decided



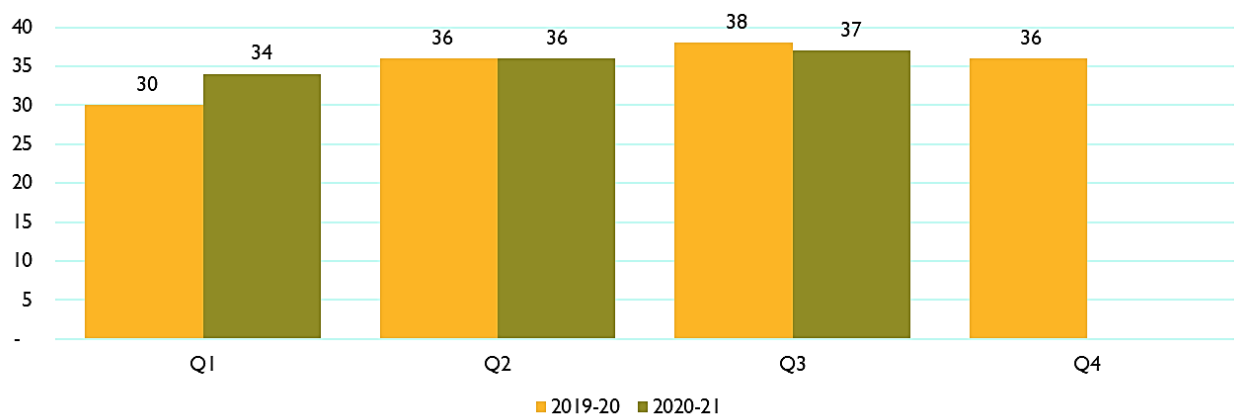
Comment: The number of applications received has decreased slightly in this quarter however, the number of applications determined has remained consistent with the previous quarter. It is notable that the number of active applications improves on last financial year's results.

Applications Completed within 60 Statutory Days



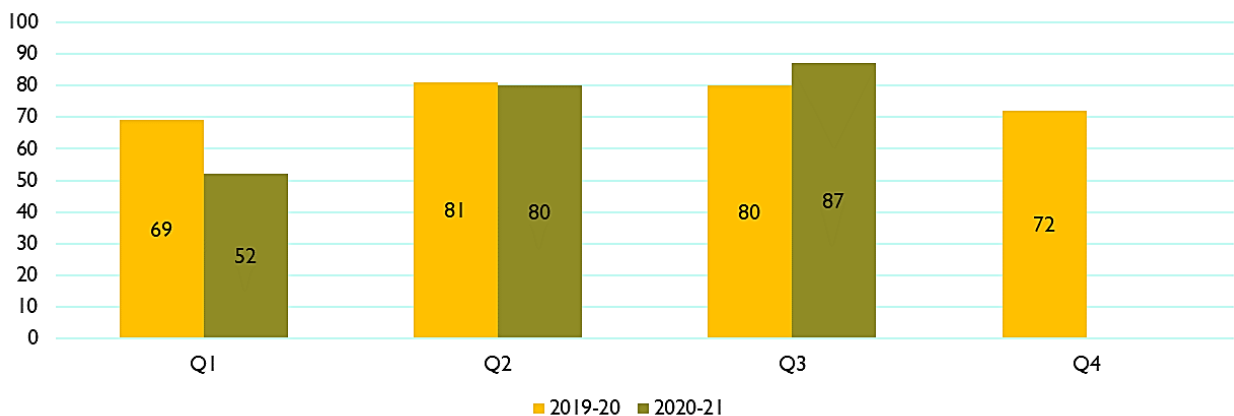
Comment: Quarter 3 saw a marked performance improvement and reflects ongoing initiatives to improve the service. In comparison to other Metropolitan Councils, Glen Eira is one of the top performing councils within the State for the percentage of decisions made within statutory timeframes.

Average Statutory Days Per Determination



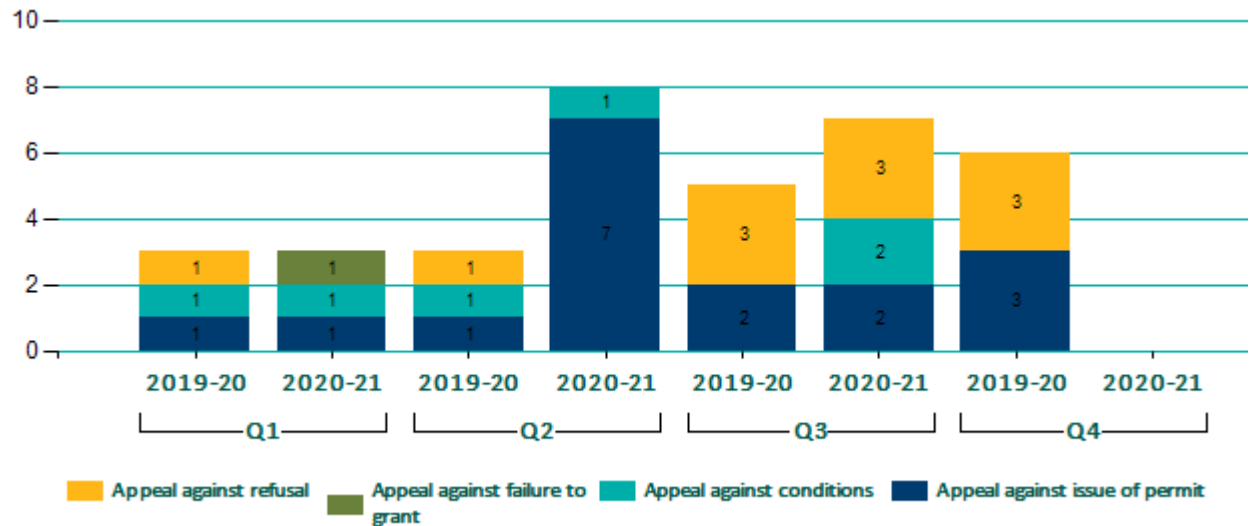
Comment: Glen Eira is still performing at a high level throughout Victoria in relation to the time taken in processing an application.

Average Days to Determination (Gross)



Comment: This represents the average overall number of days for the whole planning permit process, including when additional information is required and the period of review to the Victorian Civil and Administrative Tribunal. The average number of days represents an overall quicker process for our customers.

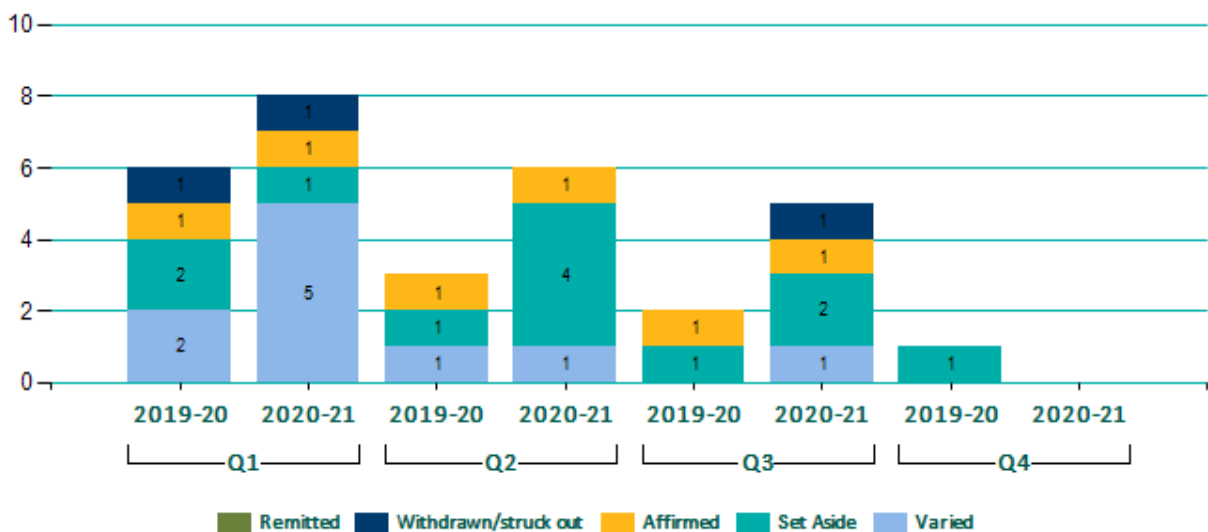
VCAT Appeals and reasons for Appeals



Comment: Glen Eira's low rate of VCAT appeals demonstrates that our decision making is finding a reasonable balance between various stakeholder expectations.

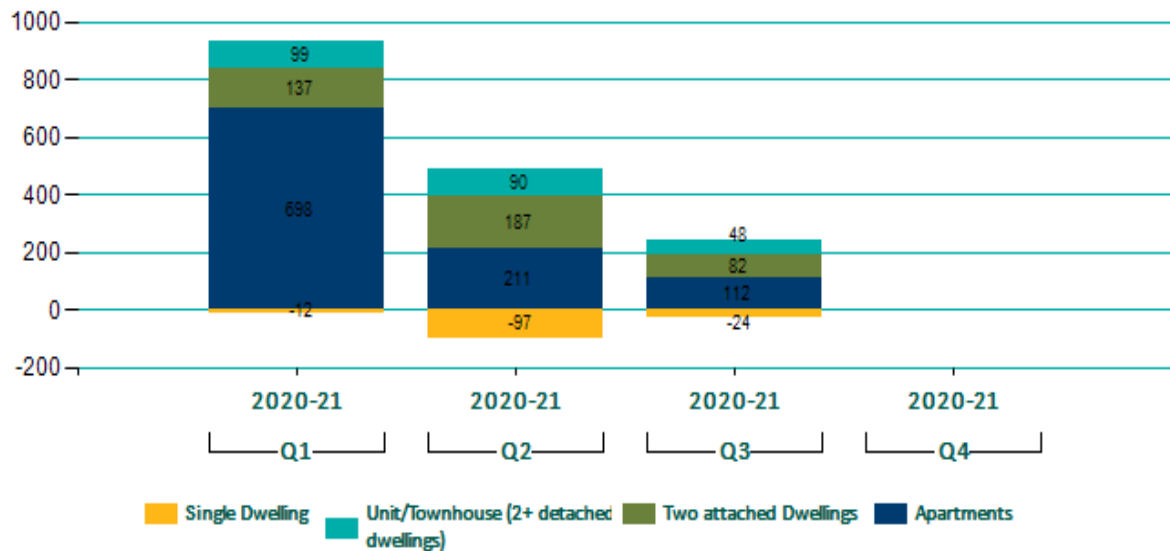
Data source: Planning Permit Activity Reporting Systems (PPARS) - DELWP

VCAT Decisions



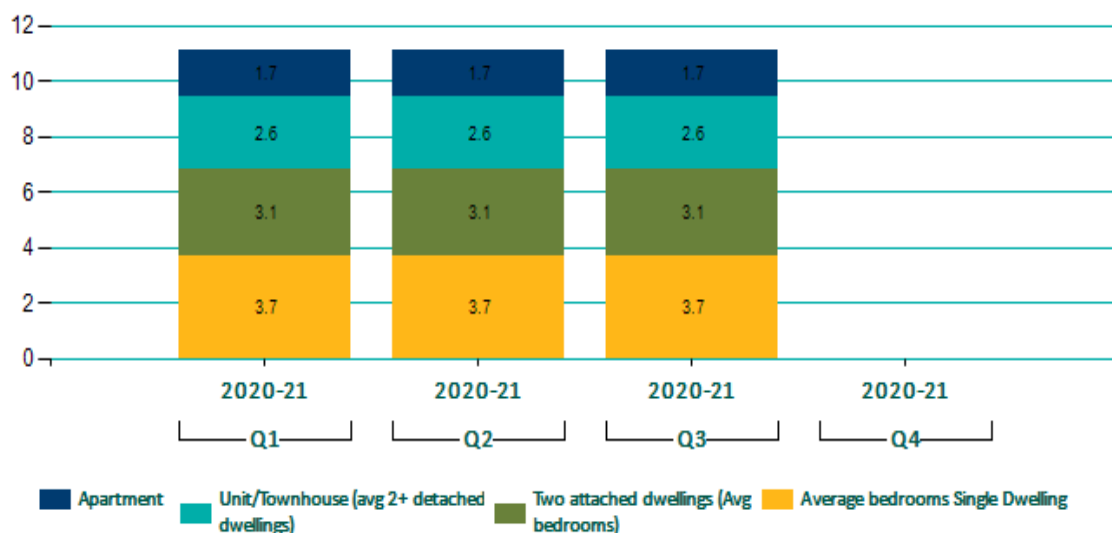
Comment: The number of VCAT decisions remains low. The Urban Planning team is reviewing VCAT's decisions and will use lessons learned to assist them with better decision making in the future.

Trend in Available Housing Stock



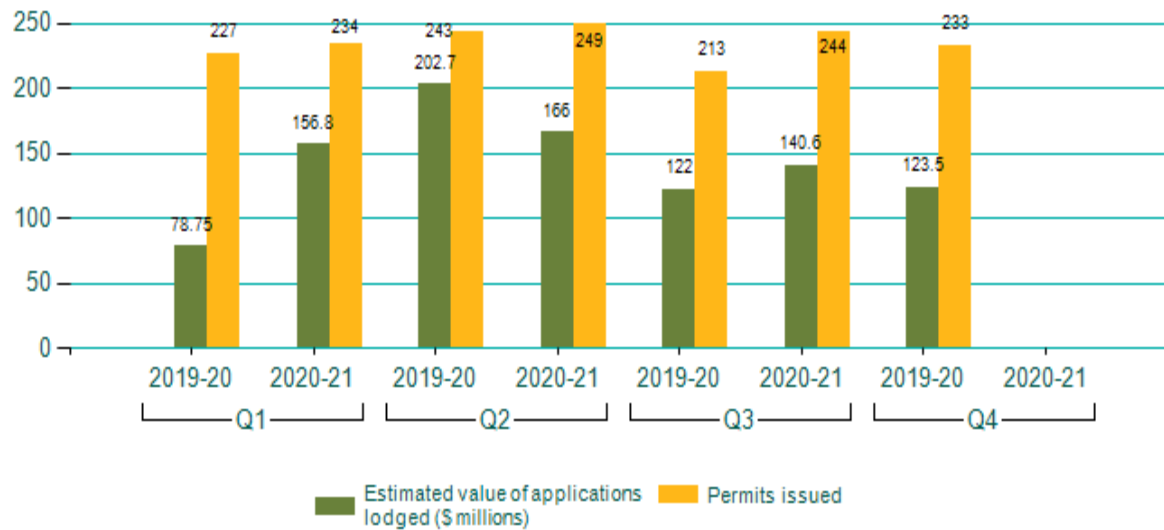
Comment: The annual trend is seeing a reduction in the number of single dwellings as land is developed for more medium density housing. The additional dwellings constructed in this quarter are predominantly two attached dwellings and apartments.

Average Bedrooms per Dwelling Type



Comment: We continue to see the average bedroom numbers per dwelling remain at 3-4 for houses and 1-2 for apartments.

Estimated Value of Planning Permits Lodged



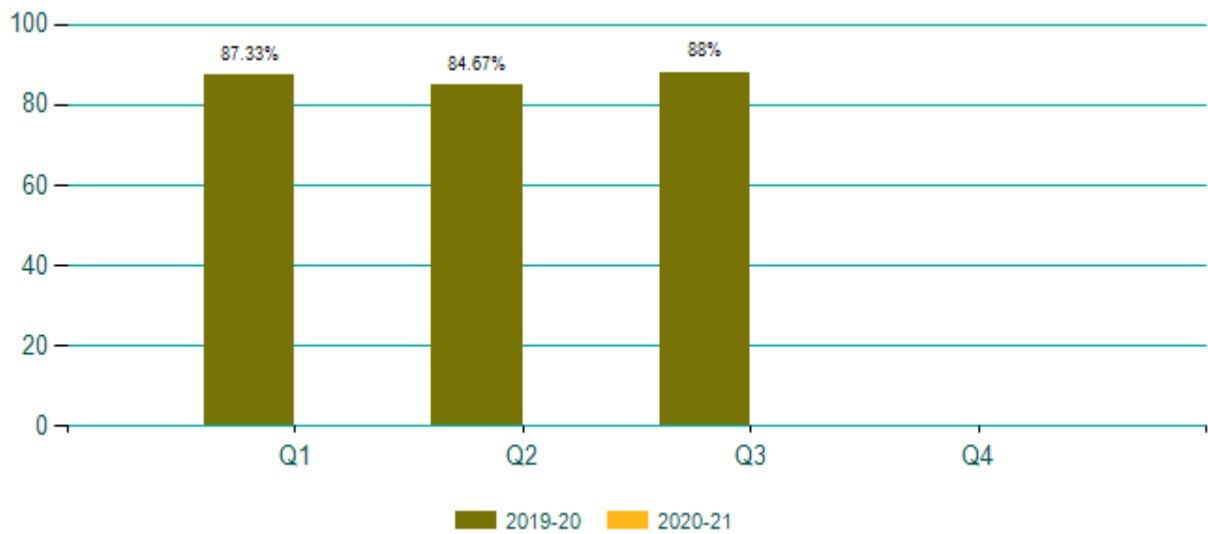
Comment: The estimated value of planning applications lodged this quarter has decreased.

Permits issued for this quarter has had a slight decrease compared to the previous quarter however there was an increase compared to the same time last year.

Data source: Planning Permit Activity Reporting Systems (PPARS) – Department of Environment, Land, Water and Planning (DELWP)

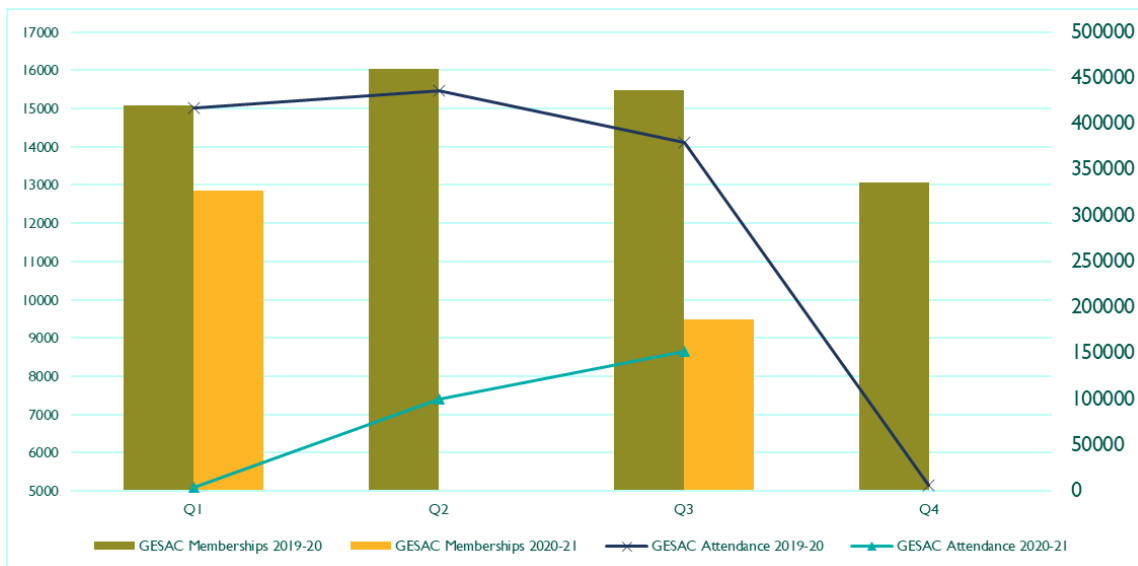
SERVICE PERFORMANCE INDICATORS - GESAC

GESAC Overall Service Improvement Program Score



Comment: Program for 20/21 was paused due to COVID. Recommencing in April 2021.

GESAC Membership and Attendance



Comment: Swim school and stadium programs recommenced with strict capacity limitations so our membership numbers are still down on last year, though increasing as we move to less restrictions.

ACCESSIBLE AND WELL CONNECTED

A CITY THAT IS EASY TO MOVE AROUND, WITH SAFE TRAVEL OPTIONS AND WALKABLE NEIGHBOURHOODS






COMMITMENT	PERFORMANCE MEASURE	PROGRESS UPDATE AS AT 31 March 2021
We will continue to implement of our Integrated Transport Strategy 2018–2031, with a focus on creating safer and walkable neighbourhoods, and a range of viable transport options for our diverse community.	We will expand the Active Schools Program to at least two more schools.	We were unable to run this program as normal due to COVID. Schools were unable to engage with the program, normally run in October, due to restricted numbers and COVID protocols. However, Council is engaging with schools currently and throughout Term 2 about the program.
	We will consider community reference group feedback and professional design advice in order to resolve whether the proposed Inkerman Road safe cycling corridor will proceed to tender and construction.	Development of a corridor plan for Inkerman road remains on hold.
We will enable cycling to become a safe and attractive form of transportation in the municipality by implementing our Cycling Action Plan.	We will commence implementation of at least one action from each of the three themes of our Cycling Action Plan: 1. Education and behaviour. 2. Policy and enforcement. 3. Infrastructure.	<p>Infrastructure</p> <ul style="list-style-type: none"> - Bike parking strategy – underway - Connection to Djerring Trail – liaising with Stonnington and Chadstone Shopping Centre. <p>Enforcement</p> <ul style="list-style-type: none"> - Street Design Guidelines - Advocate with the State Government to maintain high quality standards for cycling infrastructure (completed – The cycling guide) <p>Education</p> <ul style="list-style-type: none"> - Develop and install a network of cyclist counters for continuous monitoring. Site 1 for the Djerring trail / Boyd Park being prepared for installation
We will enable walking to become a safe and attractive form of transportation in the municipality by implementing our Walking and Accessibility Action Plan.	We will commence implementation of at least one action from each of the three themes of our Walking and Accessibility Action Plan: 1. Education and behaviour. 2. Policy and enforcement. 3. Infrastructure.	<p>Infrastructure</p> <p>Pilot a Pedestrian Safe Neighbourhood – project deferred to 2023/34 FY</p> <p>Enforcement</p> <p>Create Street Design Guidelines - underway</p> <p>Education</p> <p>Continue to educate the community by funding a series of walking initiatives and programs. – Walk to School program in October delayed due to COVID-19. Conversations with Schools about interest and timing of walking and cycling programs have commenced.</p>
We will make it easier for pedestrian travel throughout the municipality by maintaining the quality and condition of our footpaths.	We will invest a minimum of \$1.8 million maintaining and improving our footpaths in prioritised locations.	As of 31 st March \$1.524 million has been spent (83% of the budget. Program on Track.



Commitments 2019 — 2020

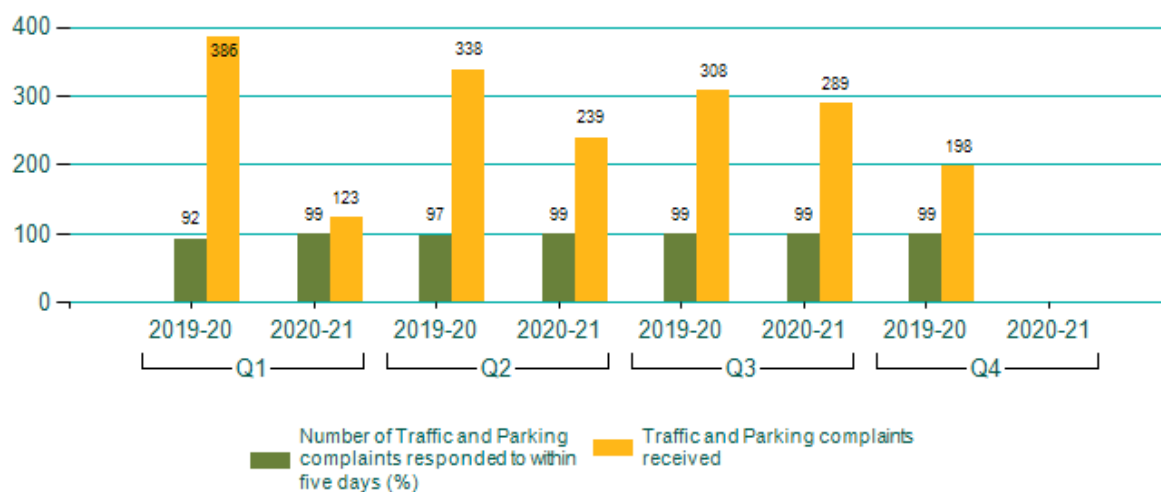
COMMITMENT	PERFORMANCE MEASURE	PROGRESS UPDATE AS AT 31 March 2021
We will complete and review the transport pilot projects in line with our new Integrated Transport Strategy, with a focus on creating safer and walkable neighbourhoods	Commence implementation of the pedestrian safe neighbourhood project pilot in Bentleigh East, by 30 June 2020	<p>Designs are being refined to match the strategic resourcing available for the project. This work will result in a delay to the project.</p> <p>'Commence implementation of the pedestrian safe neighbourhood project pilot in Bentleigh East, by 30 June 2020' will not be met.</p>

Commitments 2018 — 2019

COMMITMENT		PERFORMANCE MEASURE	PROGRESS UPDATE AS AT 31 March 2021
We will work with the Level Crossing Removal Authority to implement upgrade works to Neerim Road, Murrumbidgee in line with community feedback and Council endorsed designs.		Commence the upgrade of Neerim Road, Murrumbidgee streetscape works.	Due to the impacts of COVID-19 this project has now been deferred and will be appropriately resourced in future years budget
			 
Completed	In Progress	Ongoing	Deferred Not Started

SERVICE PERFORMANCE INDICATORS - TRAFFIC AND SAFETY

Percentage of Traffic and Parking Complaints Investigated Within 5 Days



Comment: A total of 289 complaints / investigations were received in the last quarter (51 in Jan, 124 in Feb and 114 in March). These figures are slightly lower than those of the same period last year (19 less). Although it is a positive sign that things are picking up again now that COVID-19 restrictions have eased. We are continuing to respond back to each complainant within 5 days to ensure service excellence.

Footpath Improvements (M2)



Comment: The program is back on track after the contractors were laid off for 6 weeks due to COVID-19.

SAFE, HEALTHY AND INCLUSIVE

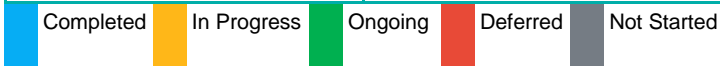
A STRONG AND SAFE COMMUNITY THAT BRINGS PEOPLE TOGETHER AND ENHANCES HEALTH AND WELLBEING

COMMITMENT	PERFORMANCE MEASURE	PROGRESS UPDATE AS AT 31 March 2021
We will continue to deliver our Active Communities Program to improve the health and fitness and social connection of residents.	We will engage at least 500 Glen Eira residents in free exercise activities in parks throughout Glen Eira.	986 attendees. As restrictions were lifted, GEL used an outdoor marquee to provide free fitness classes for the community. Additional classes will be held in Parks in 2021 as well.
We will contribute to the community's sense of safety and support crime prevention in the municipality through delivery of key activities in our Community Safety Plan 2018–2022.	We will deliver bystander training to staff and the community in order to educate and empower participants so that they can contribute to the prevention of family violence.	As part of the '16 Days of Activism Against Gender-Based Violence' campaign, Council delivered "Everyday Conversations - Active Bystander Training" for Council staff on 26 November, and for the Glen Eira community on 9 December.
	We will develop a 2020–22 Action Plan and deliver a minimum 80 per cent of the year one commitments.	24 per cent completed, 62 per cent on target. Between July 2020–March 2021 four 'Virtual Coffee with a Cop' sessions were delivered, the last one being on Youth and antisocial behaviour. Council has commenced COVID-19 messaging and initiatives regarding the reopening of public spaces and relaxing of COVID-19 social restrictions. Council also launched the Good Neighbour Recognition Program which creates positive and connected relationships and a sense of community.
We will deliver programs and initiatives that support young people and give them a voice through the implementation of our Glen Eira Youth Strategy 2019–2023.	We will complete a minimum of 80 per cent of year two commitments of the Glen Eira Youth Strategy 2019–2023 by June 2021.	33 per cent of actions completed, 52 per cent on target in the 20/21 Youth Action Plan as of March 2021. 12 per cent (4 actions) are due to commence and 3 per cent (1 action) is behind schedule. Some highlights of completed actions so far include Youth Leadership Team presentations to Council on current youth issues, the return to face-to-face delivery for all community and school based programs in 2021, the Moving Up with Parents primary school to secondary school transitions webinar attended by 76 parents and the online Youth Art Expo with over 120 entries.
We will deliver swimming lessons to residents with limited water safety knowledge and skills to ensure they are safe around water.	A minimum of 100 residents will have the opportunity to participate in a modified swimming program by June 2021.	Restrictions have eased and the program recommenced as of April. There is strong interest in the program from the community.
We will engage our community through a diverse program of events and activities.	We will deliver 60 curated events and activities including literacy based and community interest programs in libraries, and cultural and celebratory events at indoor venues and outdoors in Council's parks and gardens to engage and strengthen our communities including: the Glen Eira Storytelling Festival; three Party in the Park events; and Reconciliation Week activities in line with Council's Reconciliation Action Plan.	The target has been met and surpassed by Libraries, Arts and Culture through a schedule of recorded and live online programs. The planned return to in-house StoryTime and BabyTime sessions in the week commencing 19 April has stayed on target. Pop-up live street art events were held in major shopping precincts and popular parks and gardens. The Gallery re-opened on 22 January showcasing six different exhibitions and public programs which were also 'live streamed'. A mix of online and in-house programs will continue to be delivered as best practice service models for Libraries, Arts and Culture.
	We will organise and promote at least three community activities at the new community space in Neerim Road, Carnegie, enhancing the activity centre's vibrancy and attractiveness.	Construction of the community space will commence in January and will be completed May 21. Activities will be planned for Q4 once the space is completed. Conducting the events will be dependent on any restrictions at the time. The new Working for Victoria roles will assist in the development of the 3 events.
We will enhance health and wellbeing outcomes in our community by implementing Council's Municipal Public Health and Wellbeing Plan (MPHWP).	We will deliver a minimum of 90 per cent of the MPHWP 2017–21 year four commitments by June 2021.	As at 30 Dec 2020 95 per cent of actions are sitting at completed or on target so we have met the 90 per cent of actions required by June 2021.
	We will engage with the community in preparation for the MPHWP 2021–2025.	Community engagement for the MPHWP will be integrated with the Council Plan. A range of written, online and face to face engagement activities have been planned over May and June. This includes

		surveys, pop ups, focus groups and workshops available online and face to face. There will be proactive effort to engage with diverse population groups and people who are less likely to engage with Council over this period. We are hoping to engage in some important conversations on the health and wellbeing needs of people in Glen Eira over this period.
We will enhance outcomes for people with disabilities in our municipality by implementing Council's Disability Action Plan 2017–2021.	We will upgrade a minimum of four Council facilities to improve their functionality for people with disabilities and ensure that they meet appropriate compliance standards.	Disability Discrimination Act works have been completed.
	We will implement 70 per cent of quick wins from the accessibility reports for Bentleigh, Elsternwick and Carnegie shopping precincts to make accessibility improvements which will help people with disabilities to be active in the community.	Completed 85 per cent of the recommendations highlighted in the Accessibility Report of Bentleigh, Elsternwick & Carnegie precincts. This includes looking at new and re-developments within the Council area and seeking ways to improve design accessibility. The action mentioned poses no foreseeable risk or issue moving forward.
We will invest in increased compliance activity on building sites in order to improve safety and amenity during major construction works.	Decrease the number of complaints received by 10 per cent.	As anticipated the decrease in the number of complaints reached only 5% compared to the previous quarter due to the sudden increase in construction activity following lockdown. This indicator is still well on track though with complaints for construction sites down by 27% overall from first quarter.
We will investigate Council's provision of active recreation facilities identified in the GET ACTIVE — Future of Sport and Active Recreation Report.	We will prepare and consult on an Active Recreation Action Plan, focused on future provision of active recreation facilities, including multipurpose courts, skate facilities and outdoor fitness equipment in our parks.	A consultant has been appointed to deliver the Active Recreation Action Plan. Background work and community engagement is currently being undertaken.
We will provide high quality leisure facilities to improve the health and wellbeing of all Glen Eira residents by engaging them in visits to our health clubs, pools and stadium.	We will increase our online presence and engagement of Glen Eira Leisure activities by 20 per cent.	20 per cent achieved. The online program has been increasing steadily with higher demands during lock down period.
We will provide visible and active community leadership throughout the COVID-19 pandemic, ensuring that our community is informed, essential services are maintained, and best practice public health principles are upheld.	Comply with all Department of Health and Human Services COVID-19 guidance, notes and directions.	We have completed all directives to date and are confident we will continue to do so.
We will update our planning controls to better protect areas that are prone to overland flooding.	Once the Melbourne Water flooding analysis has been completed, we will seek authorisation from the Minister for Planning to commence a Special Building Overlay Planning Scheme Amendment. The amendment is unlikely to conclude in 20/21 and will need to be further progressed in 21/22 due to delays in receiving the information from Melbourne Water	The flood analysis and mapping data from Melbourne Water is still yet to be finalised by Melbourne Water and was scheduled to be issued to Council in February but is now likely to be late April.
We will work with community, businesses and other stakeholders to develop and deploy a comprehensive COVID-19 Recovery Strategy.	Implement all high priority actions from COVID-19 Response and Recovery Plan.	Currently there are 32 actions contained within the COVID-19 Recovery Strategy 2021. These actions relate to ongoing activities within business units with a strong focus on community recovery from the social and economic impacts of the pandemic. The action plan within the strategy changes as new actions are added. The action items are reported on monthly through the Glen Eira Municipal Response and Recovery Committee.
We will work with local Elders and the Boon Wurrung Foundation to build a unified community that acknowledges Aboriginal and Torres Strait Islander Peoples through meaningful reconciliation.	We will continue to implement our Reconciliation Action Plan 2018–20 — Innovate and achieve 90 per cent of commitments.	90 per cent of commitments met.
	We will renew Council's memorandum of agreement with the Boonwurrung Traditional Owners.	Documents signed by both parties on 8/2/2021

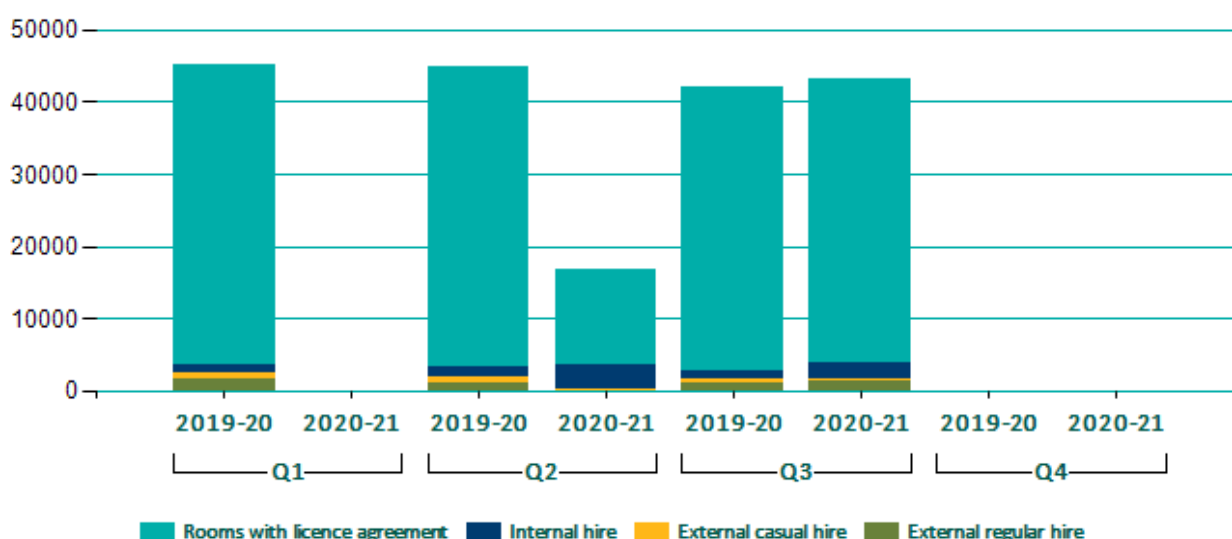
	We will seek endorsement of the next iteration of our Reconciliation Action Plan — Innovate from Reconciliation Australia.	Second draft submitted to Reconciliation Australia for conditional endorsement having actioned all feedback. New Reconciliation Action Plan on track to be launched mid-year.
	We will renew Aboriginal markers and storyboards at Mallanbool Reserve.	The markers and storyboards require renewal - to address deterioration of the signs and the identified need to update the text within the storyboards. The updated text has now been approved by the Boon Wurrung Foundation. We are now finalising signage type and seeking quotes.
	We will commence a process to engage with the community on design of a learning stone and gathering place site at Mallanbool Reserve.	Site visit with Traditional Owners has taken place and discussion with Elders and RAP Advisory Group confirms similar design ideas. An engagement plan for wider community input is currently being developed.
		

Commitments 2019 - 2020

COMMITMENT	PERFORMANCE MEASURE	PROGRESS UPDATE AS AT 31 March 2021
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	This project has recommenced, we installed the kiosk in Carnegie Library in March 2021. The Bentleigh installation will be revisited after the Library upgrade is completed.
We will develop role descriptions for all categories of Council volunteers and deliver training programs to build their capacity to support the community.	We will develop a volunteer induction program and commence rollout by June 2020	A Volunteer Induction Program has been developed in consultation with key stakeholders. The Program was endorsed by the Executive Team. Implementation of the Program was delayed due to the impacts of COVID-19 and new volunteer engagement temporarily ceasing. Implementation of the Program has commenced in early 2021 as Council recommences new volunteer engagement.
		

SERVICE PERFORMANCE INDICATORS - COUNCIL FACILITIES

Utilisation of Council Community Function Rooms



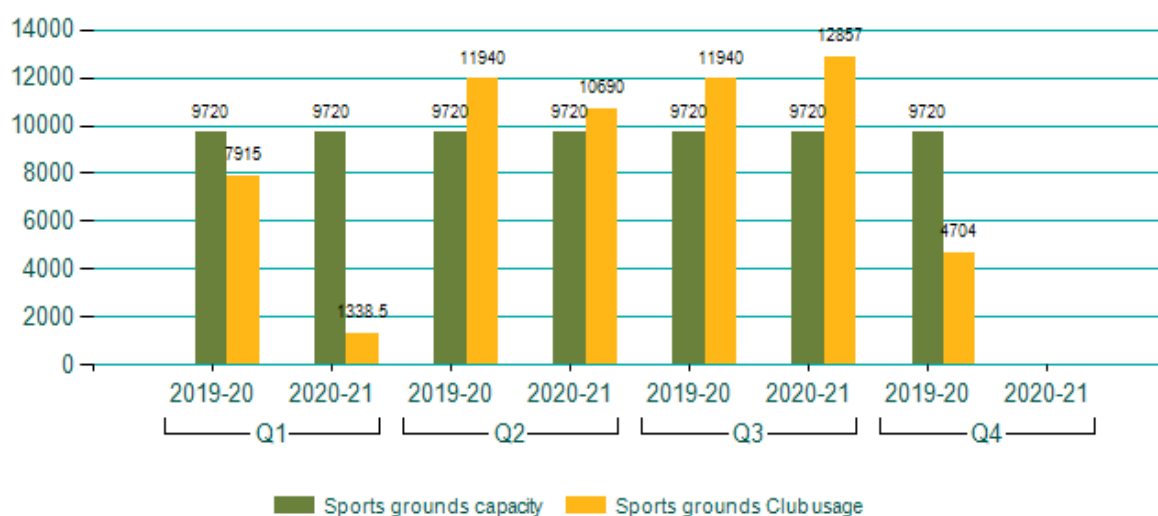
Comment: Figures represent the monthly bookings of Council's eleven Community Function Rooms:

Bentleigh McKinnon Youth Centre, Caulfield Park Pavilion and Community Room, DC Bricker Function Room, Duncan Mackinnon Reserve Social Room, East Caulfield Function Room, Glen Huntly Park Function Room, McKinnon Public Hall, Murrumbeena Function Room, Packer Park Function Room, Moorleigh Function Room and the Moorleigh Community Village Centre.

- Users consist of a mix of community casual hire, regular hire (e.g. judo, ballet, gymnastics and Pilates groups), licence agreements and internal Council bookings.
- Licence agreements are in place for rooms at Moorleigh Community Village Centre and DC Bricker Pavilion (Sandringham Dragons).
- Figures exclude the Town Hall bookings.

At venues other than our licence agreement venues, there is capacity and opportunity to increase casual hire and external regular hire usage by installing air-conditioning in all community pavilions. Currently only 4 out of the 11 facilities are installed with cooling.

Sports Ground Utilisation

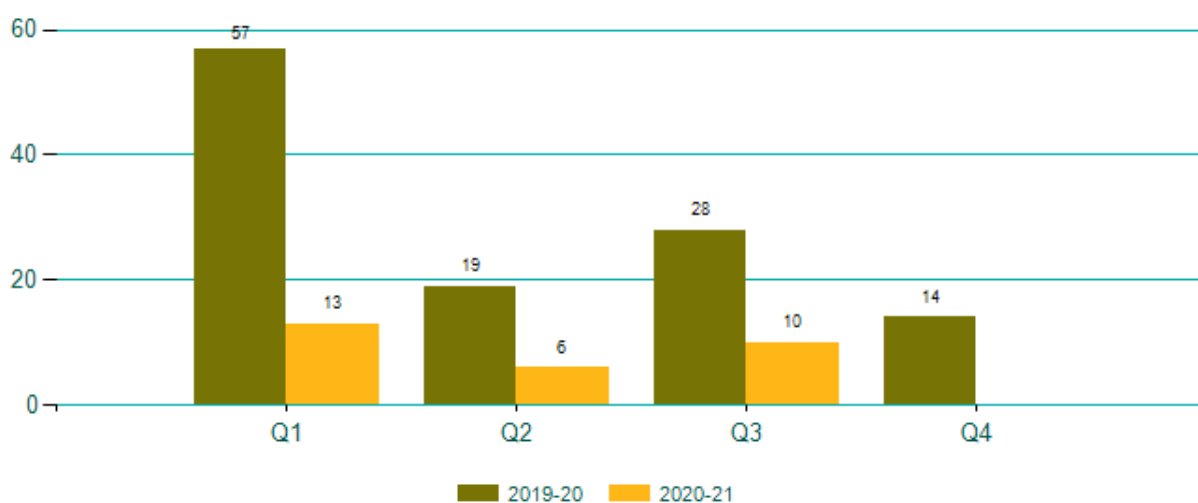


Comment: There was an increase in sports ground usage from the previous quarter due to a full return to usage following COVID-19 restriction. There was no sports ground usage during a five-day lockdown in February resulting in 1770.5 hours of usage cancelled.

There was an increase in sports ground usage by schools from the previous quarter due to a full return to usage following COVID-19 restriction. There was no sports ground usage during a five-day lockdown in February resulting in 62 hours of usage cancelled.

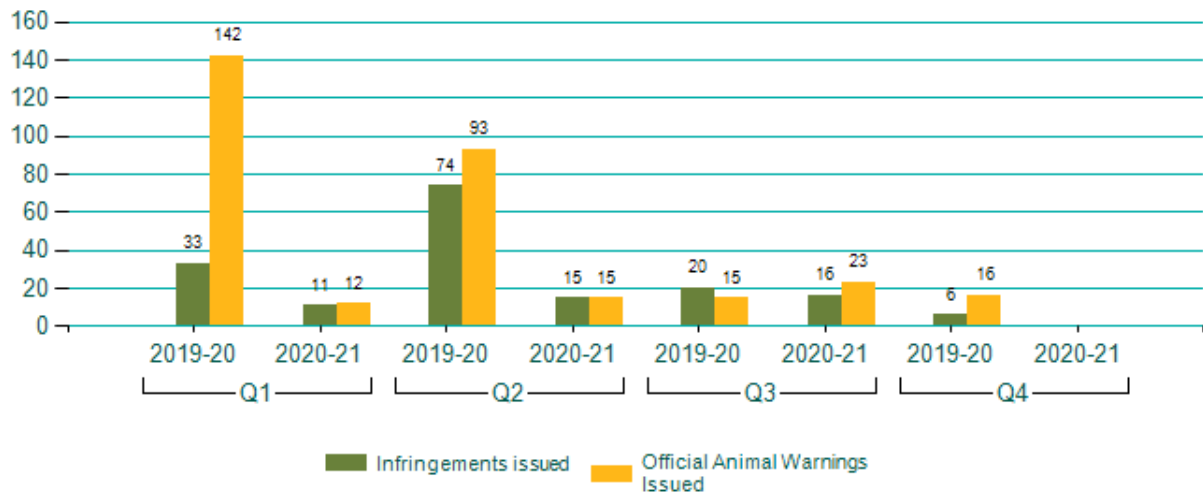
SERVICE PERFORMANCE INDICATORS - LOCAL LAWS

Infringement Notices Issued for Construction Sites



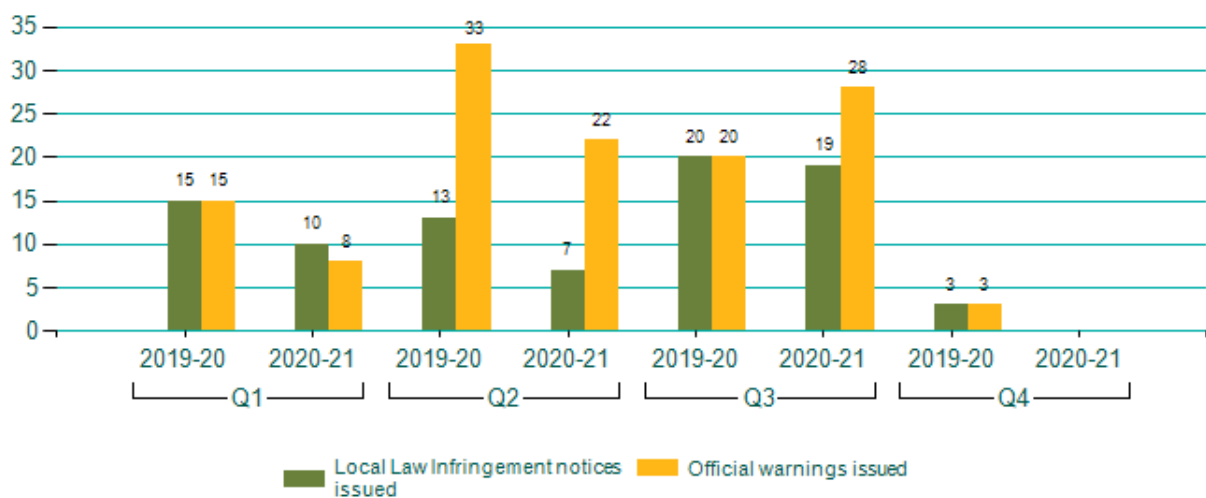
Comment: Infringement notices issued for construction sites have increased from last quarter. This is consistent with the increased building activity resulting from the easing of COVID-19 restrictions and building sites reopening after the holiday period.

Animal Official Warnings vs Infringement Notices Issued



Comment: Whilst infringements remained the same the ratio of Official Warnings to Infringements increased. This is consistent with Council's enforcement strategy and emphasis on community education on responsible pet ownership.

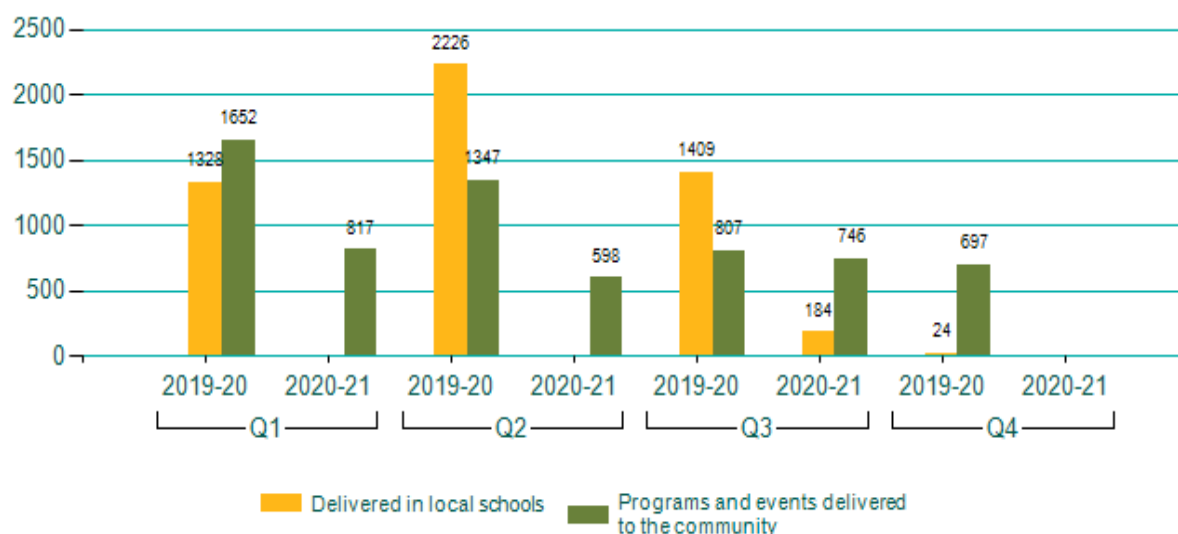
Local Law Official Warnings vs Infringement Notices Issued



Comment: There was an increase in unsightly properties due to seasonal vegetation growth resulting in an increase in both Official Warnings and Infringements.

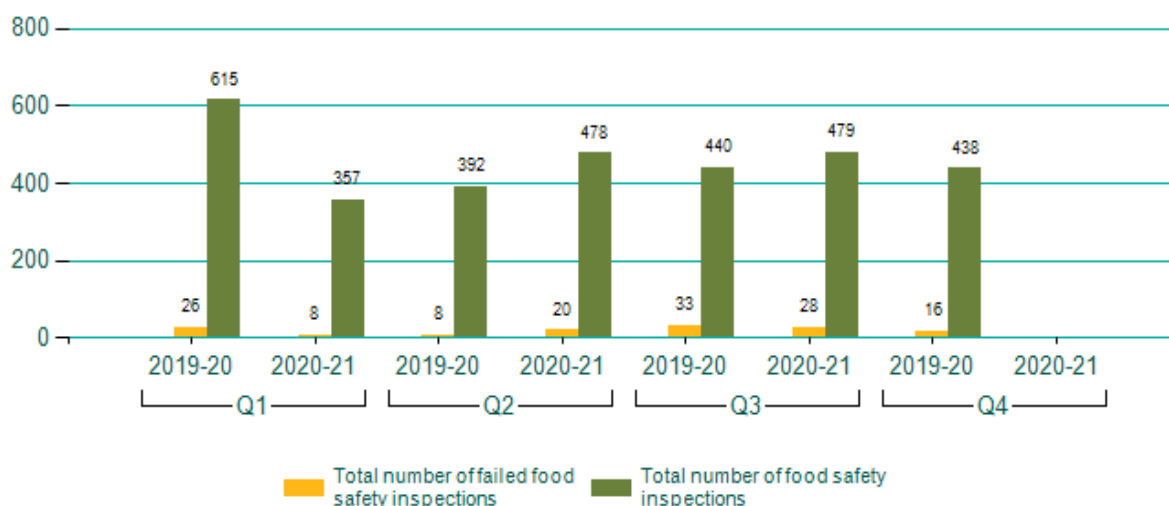
SERVICE PERFORMANCE INDICATORS - COMMUNITY SERVICES

Types of Youth Programs and Attendance



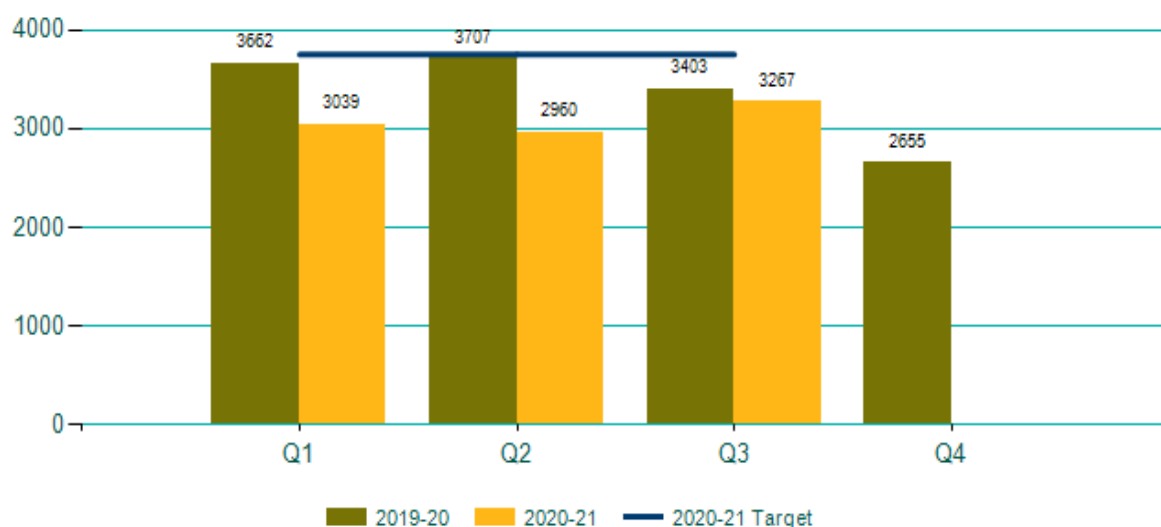
Comment: All community-based programs have resumed face-to-face delivery in 2021 with strong participation numbers including the introduction of the new Youth Climate and Sustainability Action Group. While no physical youth events have been able to run yet, planning for COVID safe music and art events is being explored. Glen Eira Youth Services opened bookings for face-to-face school-based programs in February and has been able to deliver Man Cave, Pride and Leadership programs to primary and secondary schools in Glen Eira for the first time in 12 months.

Food Safety Inspections



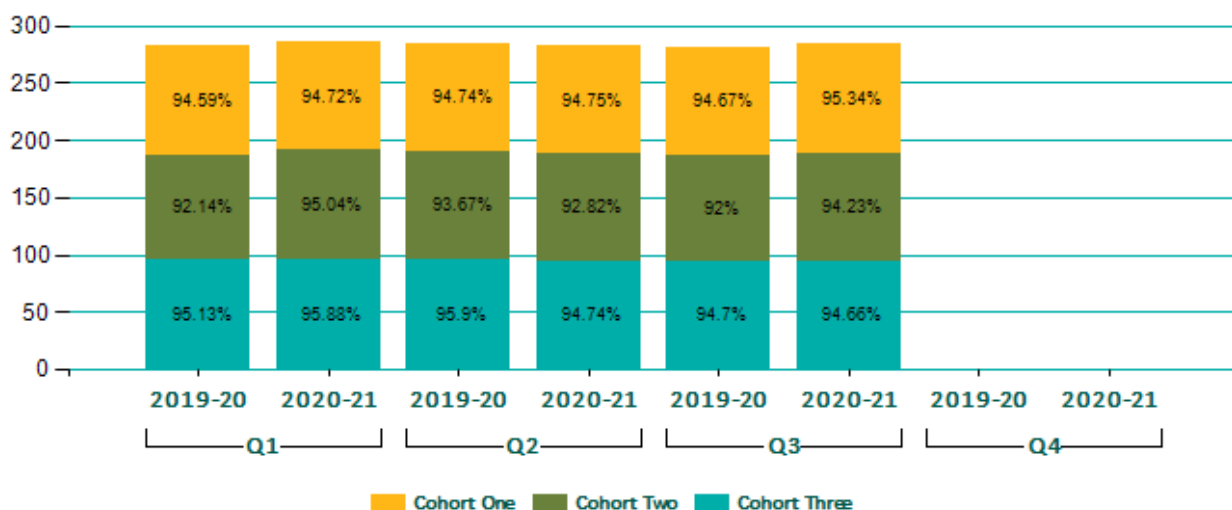
Comment: The number of failed inspections remains low. A failed inspection is when a deficiency is found that poses a risk to public health and must be followed up by Council. This includes situations where there is a serious risk of food being sold that is unsafe to eat. Council inspects all food businesses annually. The number of inspections remains generally consistent.

Maternal and Child Health Visits



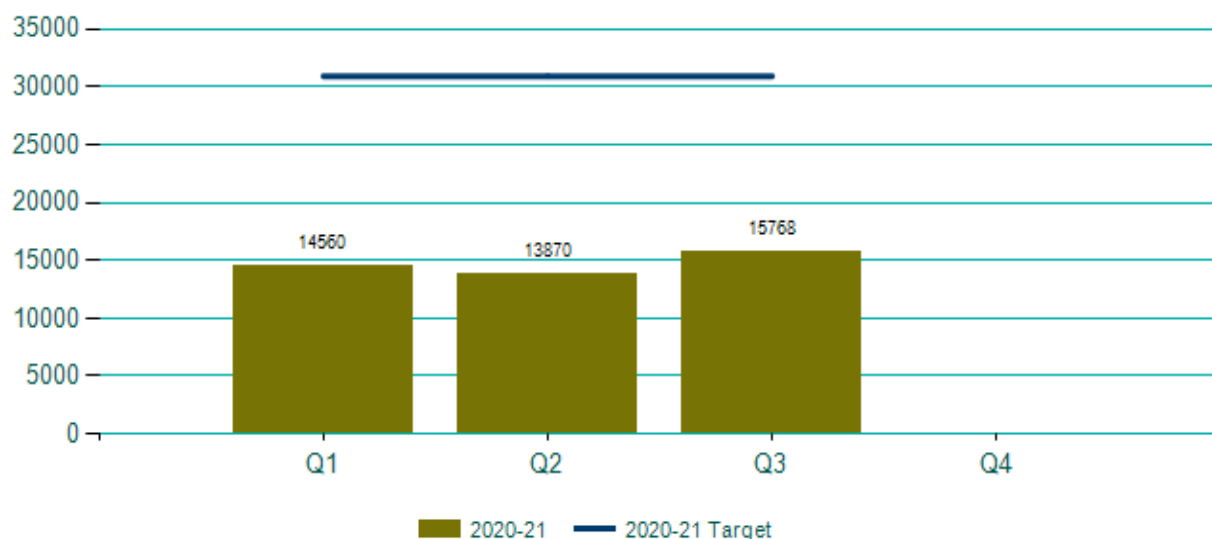
Comment: Key Ages and Stages visits traditionally lower during January due to families taking leave, however visits have increased in all age groups during March. There have been 9281 visits in the year to date.

Immunisation Coverage Against Each Cohort



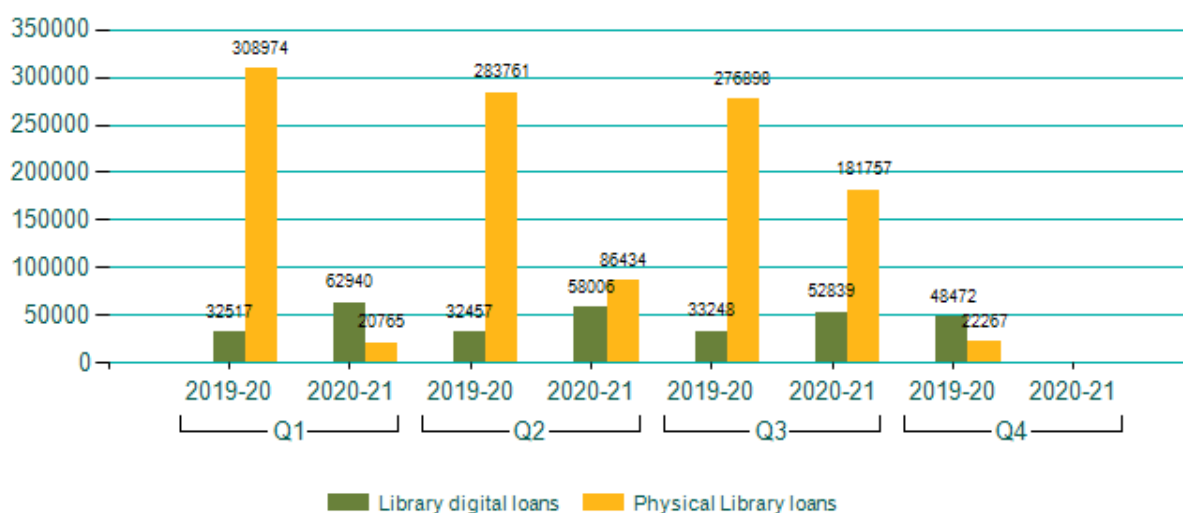
Comment: Cohort one: Children aged of 1 year and 3 months
 Cohort two: Children aged of 2 years and 3 months
 Cohort three: Children aged of 5 years and 3 months

In Home and Social Support Hours



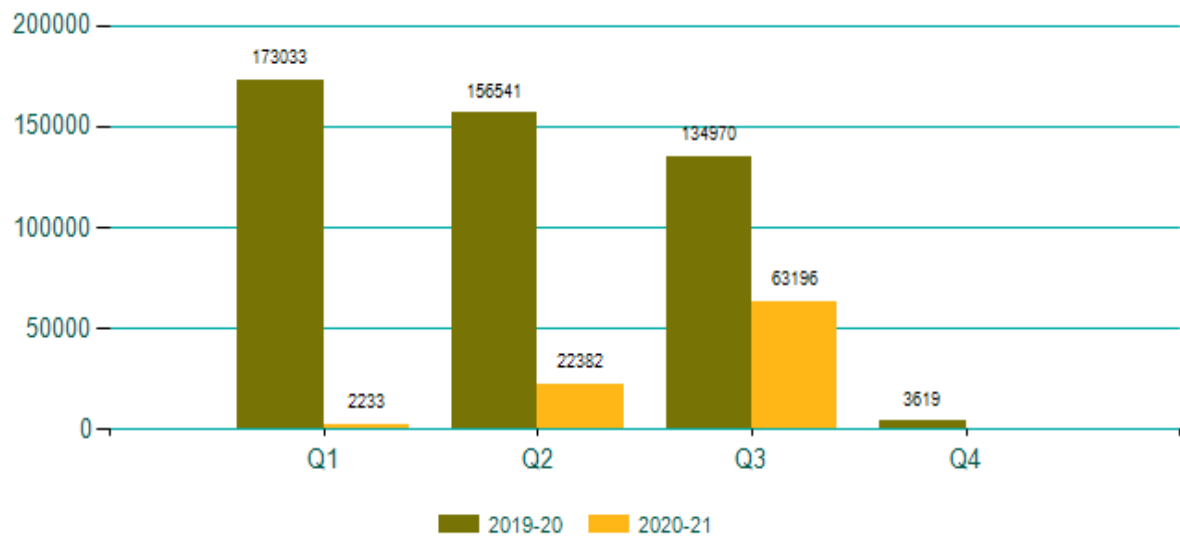
Comment: Social support is now operating at 50% which accounts for the significant increase month on month. We are expecting to see hours increase as social groups return to business as usual.

Library Loans



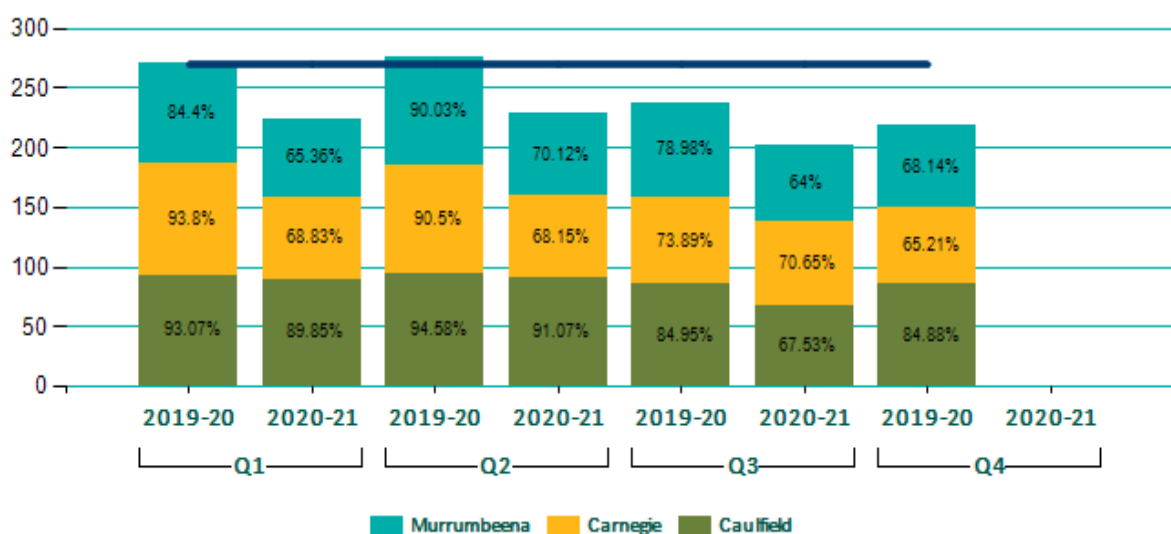
Comment: The closure of Bentleigh Library from the 9th of March and the circuit breaker lockdown in February restricted access to the library's physical collections. Loans of eBooks, downloadable audio books and digital magazines increased 58.9 per cent compared to quarter 3 2019/21.

Library Visits



Comment: Visits to Glen Eira Libraries in quarter 3 were impacted by the circuit breaker COVID-19 lockdown in February and the closure of Bentleigh Library from the 9th of March for redevelopment.

Early Learning Centres Utilisation rate




Comment: Attendance traditionally drops during December and January with families taking leave. Centres closed from 24 December and resumed on the 19th January 2021. Numbers are gradually increasing, however the Government's "Free Kindergarten" policy did affect utilisation with some families moving to stand-alone kindergartens. Numbers have gradually increased, being slightly higher for March, however utilisation is generally lower than this quarter last year. The Government's "Free Kindergarten" policy, more families working from home and having more flexibility with work hours and days has had an impact.


CLEAN AND SUSTAINABLE

AN ATTRACTIVE AND SUSTAINABLE ENVIRONMENT FOR FUTURE GENERATIONS

COMMITMENT	PERFORMANCE MEASURE	PROGRESS UPDATE AS AT 31 March 2021
We will enhance community perceptions of cleanliness and safety of our public spaces by taking a proactive approach to the removal and prevention of graffiti on Council and State assets.	Continue to work with Inner South East Mayors Forum members to progress a graffiti removal trial on State assets.	Work has continued with the Inner South East Mayors Forum members in preparation for the start of a two-year trial to manage graffiti on State assets. The program is set to begin 1 July 2021.
We will enhance the protection of significant trees across the municipality through the development of a Classified Tree Register.	Council will consult with the community on a Classified Tree Local Law and thereafter determine and implement the Classified Tree Local Law and Classified Tree Register.	On 1 September 2020, following public consultation and after consideration of community submissions, Council resolved to adopt the Classified Tree Local Law. The nomination process and classified tree register has been moved to business as usual. This commitment has now been fully delivered.
We will increase the quality, availability and accessibility of public open space across the municipality by implementing priority actions from our Open Space Strategy 2019–2031.	Implement the high priority action from the Lord Reserve Koornang Park Master Plan to commence construction of the new Lord Reserve Pavilion.	The construction stage of the new Lord Reserve Pavilion is underway. Currently the site is being established with temporary works fencing and temporary facilities installed. The soft strip demolition phase is under way and we will commence demolition of the existing buildings. At this stage the proposed completion date for construction is March 2022.
	We will commence the preparation of a planning scheme amendment process to implement a change to the open space contribution levy to 8.3 per cent for all developments in excess of a two lot subdivision.	Planning Scheme Amendment C218 (revised open space contribution) was referred to DELWP in December 2020 seeking authorisation. DELWP has recently requested further information which has since been provided before making a decision on authorisation and before we can exhibit the amendment to the public.
	We will commence the construction of a new open space in Aileen Avenue, Caulfield South.	A contractor has been appointed. Construction of the park will begin in June 2021 and be completed in 21/22 financial year.
	Implement the high priority action from the Lord Reserve Koornang Park Master Plan for new cricket nets at Lord Reserve.	New cricket nets at Lord Reserve have been constructed.
We will invest in Council initiatives and support our community through programs that contribute to our environmental sustainability objectives.	We will develop a new Environmental Sustainability Strategy with action plans to achieve corporate and community carbon emission reduction targets.	We are on track to develop the new strategy, with the draft Our Climate Emergency Strategy 2021-2025 endorsed by Council for community consultation. This strategy sets out how we will achieve our new emission reduction targets of zero net emissions for Council operations by 2025 and for the community by 2030.
	We will install additional solar generation facilities on Council sites including: early learning centres (at least three sites) and pavilions (at least three sites).	All Solar works have been completed. Currently requesting/receiving and processing invoices for all 8 projects.
	We will install an electric car and vehicle charging station at Town Hall for community use and to facilitate the introduction of electric options to our fleet as opportunities arise.	Civil works, installation and commissioning completed. Roadway marking yet to be completed. Roadway marking works booked in for 13th April 2021.
We will invest in sustainability initiatives for our large building projects, over and above the minimum required standards, to contribute to our environmental sustainability objectives.	Five per cent of the capital budget for Carnegie Swim Centre, Murrumbeena Pavilion and Elsternwick Community Hub will be allocated to sustainability measures, over and above the minimum required standards.	This has been incorporated into the plans for Carnegie Swim Centre and Murrumbeena Community Hub. Murrumbeena Community Hub pre-tender estimate for Environmentally Sustainable Design initiatives is anticipated to be higher than target coming in at 6.7 per cent of the total budget.

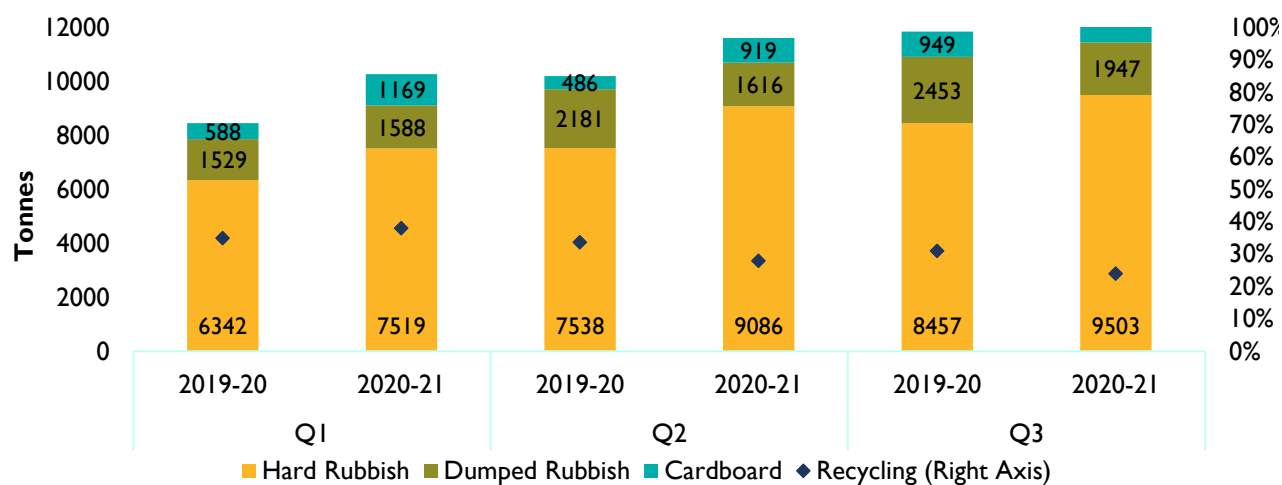
We will reduce the amount of waste going to landfill by increasing our rate of food waste recycling across the municipality.	Assess the outcomes of the trial and determine a future approach across the municipality.	The outcomes from the weekly green bin trial were presented to Council on 21 July 2020. Council resolved to further roll out the weekly green bin, fortnightly red bin collection to the wider community. On 8 September 2020, Council endorsed a plan to roll out the weekly green bin service to the wider municipality from 1 July 2021.
	Our annual waste bin audit will show a minimum 10 per cent improvement in the rate of food waste recycling from 2019–20.	The annual waste bin audit was completed in March 2021, delayed from October/November 2020 due to COVID-19 restrictions. The waste audit showed no improvement in the rate of food waste recycling but remained steady compared to the audit completed in November 2019. The lack of improvement could be due to a variety of factors, such as the outbreak of COVID-19 and less enthusiasm for food waste recycling. However, there could be other factors influencing the result, such as the different season the audit was completed. Typically, waste audits are undertaken around the same time each year as waste activity can vary depending on the season. There was a noticeable reduction to organic tonnes recycled in February and March 2021 compared to the preceding months, although we have continued to supply kitchen caddies and new green bins to residents. In July 2021, the green bin will be collected weekly instead of fortnightly. We expect the rate of food waste recycling to increase alongside the increased collection frequency of the green bin.
We will update and refresh a minimum of two key Council community strategies relating to recreation, open space, infrastructure or facilities.	We will refresh our Asset Management Plans for roads, footpaths and drainage.	Update to refresh our Asset Management Plans for roads, footpaths and drainage commenced in January 2021 and will be completed by June 2021.
		

Commitments 2019 - 2020

COMMITMENT	PERFORMANCE MEASURE	PROGRESS UPDATE AS AT 31 March 2021
We will commence the implementation of actions from the Tennis Strategy.	Install Tennis Australia Book-a-Court system in four locations across Glen Eira	Installation of the book-a-court system has now been completed at Kings Park Tennis Club, Coatesville Tennis Club, Caulfield Recreation Tennis Club and Glen Huntly Tennis Club. Courts can easily be booked online via individual club websites or the Tennis Australia website. Booking will provide a code that can be entered onto the pinpad at the courts. Book-a-court is also nearing completion at the public courts at Brooklyn Avenue.
We will implement our updated Open Space Strategy 2019-2031 priority actions including design and construction of open space projects	Invest \$900k in improvements under the Outer Circle Railway Management Plan	Works completed.
We will update and refresh a minimum of two key Council community infrastructure strategies relating to recreation, open space and facilities.	Council endorsement of the Playground Strategy	The Playground Strategy was deferred in 2020 to allow for the community consultation phase to be undertaken when social distancing restrictions due to COVID-19 were eased. Background work on the Strategy is in progress and community engagement is currently being undertaken.
		

SERVICE PERFORMANCE INDICATORS - RECYCLING

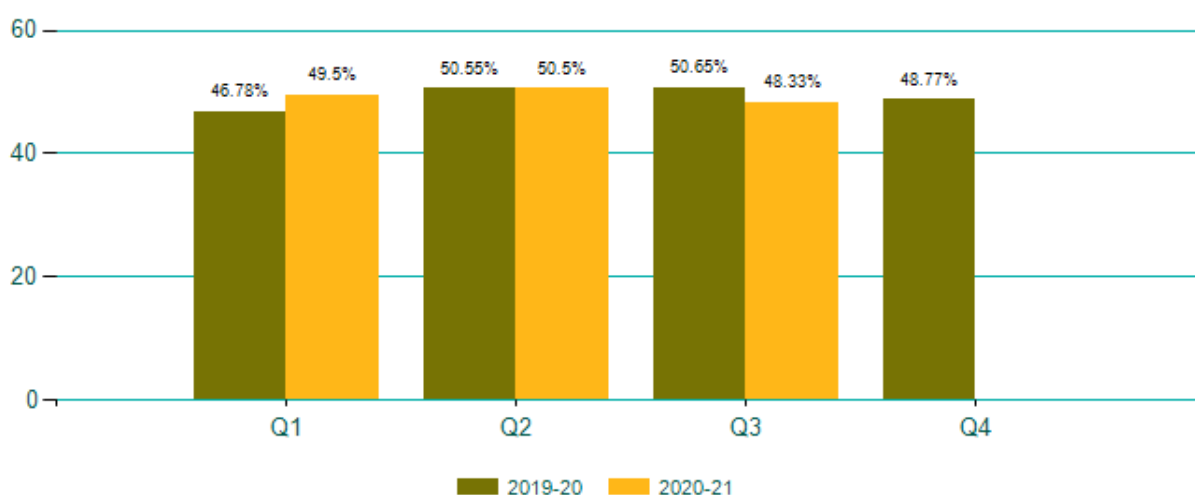
Recycling Diversion Rate for Hard Rubbish and Dumped Rubbish



Comment: While the number of hard rubbish collections increases, the recycling rate continues to decline. This may be attributed to more items and plastics that cannot be recycled being thrown away.

The number of bulk cardboard collections continues to be higher compared with the same time last year, but consistent with last quarter. Home deliveries are possibly a continued contributor.

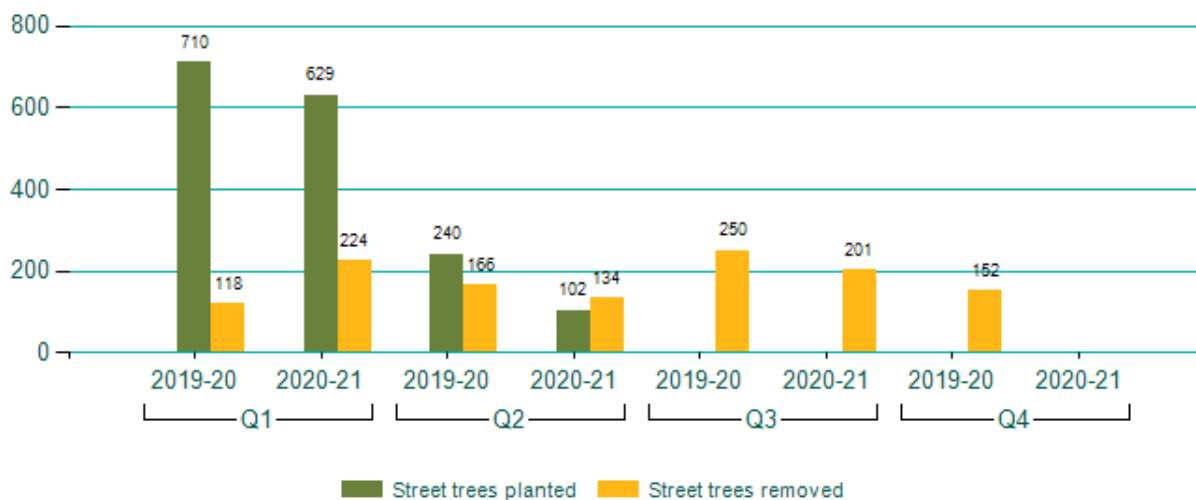
Recycling Diversion Rate for Kerbside Municipal Waste



Comment: A slight decrease in the recycling rate compared with previous quarter, and with same time last year. A decline in the amount of green waste recycled, may be due to a cooler and wetter season, may be a contributor.

SERVICE PERFORMANCE INDICATORS – PARKS

Street Trees Removed and Planted



Comment: Council's tree planting season runs between May and October. Trees are not planted at this time of year due to unfavourable weather conditions and temperatures.


Tree removals have remained consistent between the two years.

INFORMED AND ENGAGED

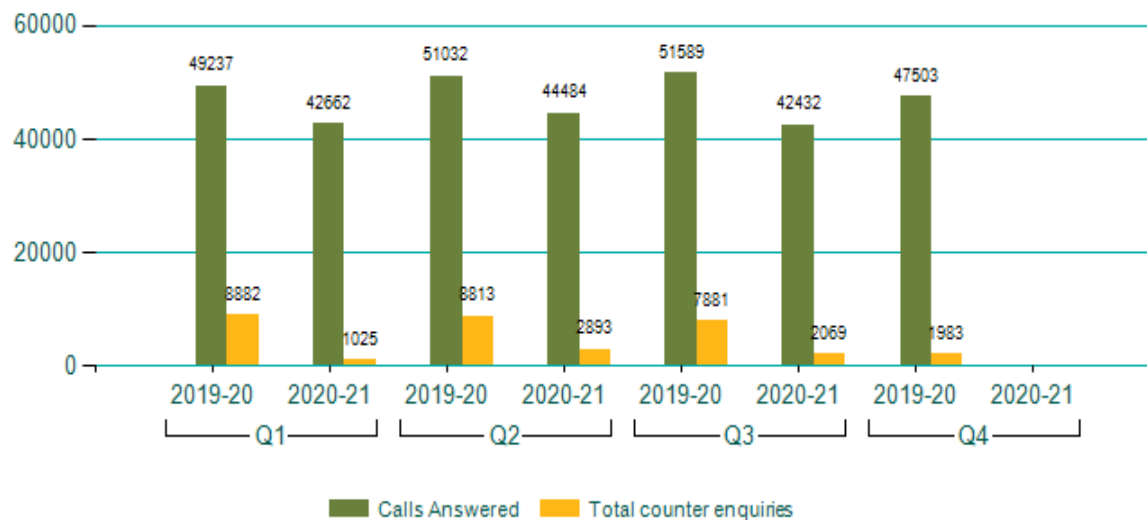
A WELL GOVERNED COUNCIL THAT IS COMMITTED TO TRANSPARENCY AND ENGAGES RESIDENTS IN DECISION-MAKING

COMMITMENT	PERFORMANCE MEASURE	PROGRESS UPDATE AS AT 31 March 2021
We will continue to advocate on behalf of the community in-line with the priorities identified in our Advocacy Strategy.	We will report annually to Council on the success of our advocacy efforts including the success rate of grant applications and other policy based advocacy to peak bodies, Federal and State Governments.	On track to meet target –Approximately \$1.3M recreation and open space grant applications submitted, pending results. Council continues to monitor Federal and State funding opportunities that support Council infrastructure projects such as the Carnegie Pool Project
We will ensure that Council's governance processes and frameworks remain consistent with contemporary practice and Local Government Act requirements.	All requirements of the new Local Government Act 2020 will be complied with in accordance with implementation timelines set by the Minister for Local Government.	All requirements of the new Local Government Act 2020 have, to date, been fully complied with in accordance with implementation timelines set by the Minister for Local Government.
We will ensure that the community has the opportunity to influence and shape Council initiatives and programs through implementing our Community Engagement Strategy 2018–2021.	We will consult with the Glen Eira Community Voice on at least six occasions between July 2020 and June 2021.	Surveys were conducted in the previous quarter in August and November, while a Quick Poll was carried out in October. Topics from the Community Voice activities this quarter in February and March included: draft Environmental Sustainability Strategy, gender equality and the prevention of family violence, reducing waste, active recreation, extended outdoor dining, and COVID-19 vaccine.
	We will maintain or improve the community satisfaction rating with how Council has performed in making decisions in the interest of the community.	The 2020 Local Government Community Satisfaction Survey reported a community satisfaction rating score of 58 with how Council has performed in making decisions in the interest of the community. This is down from 61 in 2019, however well above the State-wide average of 53.
	We will ensure that every major Council project and each major engagement activity has an engagement plan.	6 major engagement projects have been launched and all have engagement plans. These projects include: the Carnegie Swim Centre Redevelopment, Environmental Sustainability Strategy, Proposed Classified Tree Local Law, Urban Forest Strategy, Glen Eira 2040 Community Vision and Glen Eira Community Engagement Policy.
We will make it easier to transact with Council and demonstrate our commitment to transparency by enhancing our communication channels and increasing the amount of information that is publicly available.	We will implement chat functionality on our website to make it easier for the community to find information and transact with us online.	Council's and Glen Eira Libraries websites have an automated chatbot available 24/7 and live chat available during business hours. This functionality assists the community, making it easier to find information and to transact with Council online.
	We will establish a baseline measure for community satisfaction with our website and aim for minimum 10 per cent improvement across the year.	We have established requirements for a Customer Satisfaction Index Score so that we can benchmark aspects of our website to gauge the success of our continuous improvement initiatives. This work will be validated by the community through user testing and applied across our digital channels. Once applied, we will be able to more specifically target areas for improvement as part of our community commitments going forward. This year we will be using the 2021 results of the annual JWS Council survey to measure general customer satisfaction with our digital channels. These results are expected in quarter four. Some of the improvements that have been completed this quarter are; the establishment of a centralised capital project list on our website; research-driven improvements to the business support content; uplift of content tagging and simplifying content to make it easier to read; and a roadmap for ensuring all of our Council policies are available on the website.
	We will increase our social media presence by posting a minimum of 20 messages per month on a variety of platforms, informing the community on a range of Council services and events.	We posted more than 20 items across Facebook, Instagram and LinkedIn throughout this quarter. GECC Facebook: 172 posts, including 13 videos GECC Instagram: 83 posts, including 1 IGTV video plus 8 stories GECC LinkedIn: 18 posts

	<p>We will achieve and sustain a minimum five per cent increase in transaction volume through Council's website from pre-COVID-19 levels.</p>	<p>Transaction volumes across all channels continue to be influenced by COVID-19, with 15% fewer transactions received this financial year than during the same period last year. This is a reflection of operational adjustments and shifting community needs during COVID-19.</p> <p>Despite the overall decrease, the number of transactions received through our digital channels has increased. We have seen an 8 per cent increase in the percentage of transactions through our digital channels.</p> <p>As more people are turning to digital channels for services, we will continue looking for improvements to our communication channels over the coming months to make it easier for our community to transact with Council online.</p>
<p>We will proactively involve the community in building a vision for the future of Glen Eira and in determining future Council priorities.</p>	<p>We will endorse a Glen Eira Community Vision 2040 and work with community organisations to build understanding and commitment to the vision.</p>	<p>The initial community engagement with community groups and organisations has taken place. Further communication and engagement activities to promote the Glen Eira 2040 Community Vision will take place after the Report is formally endorsed by Council in May 2021.</p>
	<p>We will develop a Glen Eira City Council Plan 2021–2025 for endorsement by June 2021.</p>	<p>The new local Government act has new provisions for the development of the Council plan with a due date for 2021 set at 31 October.</p> <p>Understanding how we can best support our community address a range of important priorities will be the focus of this plan.</p> <p>Over the coming months, we will be offering a range of opportunities for the community to engage with us about these important questions and delve into some of the key issues and opportunities over the next four years. There are many options available to have your say including surveys; pop up engagements; focus groups; and targeted engagement activities with key stakeholders, people with disabilities, children and young people and community groups and organisations. Everyone's voice is important.</p> <p>The community can participate through our Have your say survey found here: https://www.haveyoursaygleneira.com.au/a-healthy-connected-and-thriving-glen-eira</p>
<p>We will report regularly to the community on our performance and on our progress in delivering our promises outlined in this Plan.</p>	<p>A Quarterly Performance Report will be considered by Council in August, November, February and May annually.</p>	<p>We are on track to take the quarter 3 report to Council in May 2021.</p>

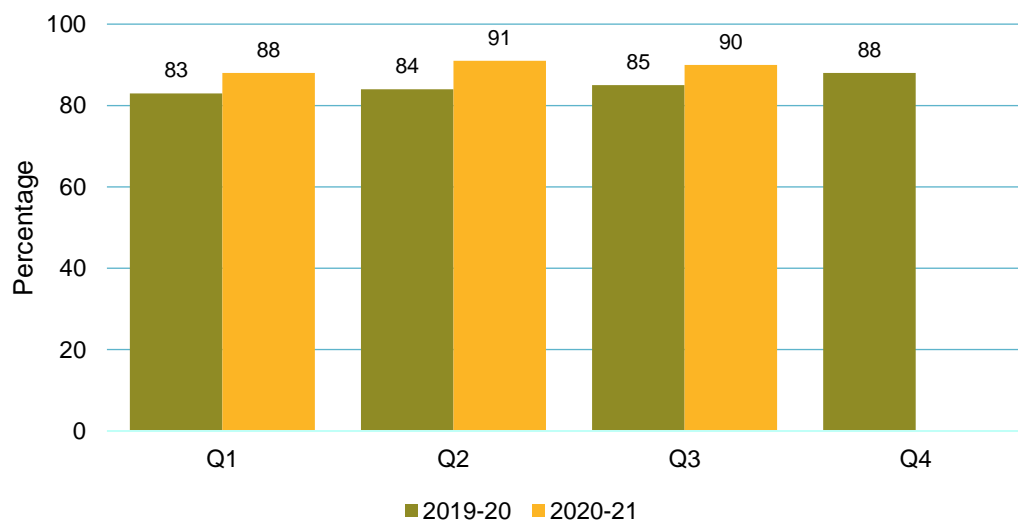
	Completed		In Progress		Ongoing		Deferred		Not Started
---	-----------	---	-------------	---	---------	---	----------	---	-------------

Calls Answered and Counter Enquiries



Comment: Overall calls have reduced from last quarter. This may be influenced by more people using other channels including our website chat bot and email while they were working remotely.

% First Point of Call Resolution



Comment: The first point call resolution remains consistent with previous quarters and higher than 2019-20 levels as a result of working remotely and a number of new customer service officers coming onboard.

Average Queue Wait Time (seconds)



Comment: Average queue wait time increased in Quarter 3 due to handling more complex and multiple customer queries including rate notice queries, debtor statements, neighbourhood activity centre queries, parking fines; election infringement notices, animal registration issues and queries on residential aged care facilities consolidation. The induction of new customer service officers toward the end of the third quarter should see a reduction of the average queue wait time in coming months.

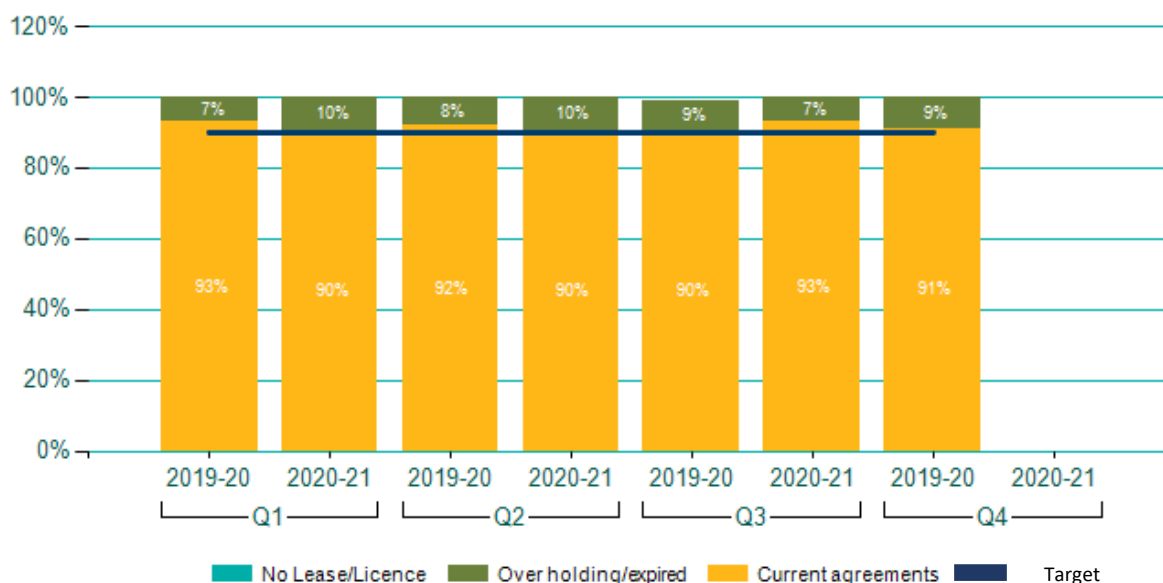
GOVERNANCE

PUBLIC QUESTIONS TO ORDINARY COUNCIL MEETINGS FOR THE PERIOD 01 January 2021 TO 31 March 2021

Average time taken to reply to public questions taken on notice at Ordinary Council meetings	0
Number of Ordinary Council meetings	3
Number of public questions asked at Ordinary Council meetings	19
Number of Public questions ruled inadmissible at Ordinary Council meetings	0
Public questions answered at an Ordinary Council meeting	19
Public questions answered following Ordinary Council meetings (person submitting question not present and/or public question taken on notice)	0

SERVICE PERFORMANCE INDICATORS - BUILDINGS AND PROPERTIES

Status of Lease and Licence Portfolio (Council as Landlord)



Comment: Council administers 87* agreements covering a variety of community and commercial tenancies. Our aim is to renew leases and licences ahead of their expiry. If they are not renewed, they move to overholding or to a month by month basis.

Reasons for agreements being in overholding/expired may be due to detailed negotiation or consideration of long-term strategic issues.

There are no occupiers of Council land or premises without a lease or licence.

At the end of Quarter 3 all occupiers of council land or buildings had a current agreement, with the proportion of current lease or licence agreements sitting at 93 per cent and those in overholding 7 per cent.

*Since the last report the licence with YWCA for their shared occupation of Bailey Reserve Hall ended and we entered into a new licence with Glen Orme Tennis Club. Five Deeds of Renewal for sporting club leases have also been renewed. In the next quarter we will be negotiating 3 tennis club lease renewals, 2 community group lease renewals, annual licences renewals to 9 Moorleigh tenants together with a new lease to Godfrey Street Community House and another lease to UE for their substation at GESAC.

SERVICE PERFORMANCE INDICATORS - EVENTS

Attendance at Major Events

The Gallery re-opened to the public on 22 January with A.M.E Bale Travelling Scholarship and Art Prize exhibition followed by International Baccalaureate Visual Arts exhibition and Celebrating Australian women artists works from Council's art collection.

Public programs also resumed in the Gallery and were 'live streamed' to engage with 'at home' audiences.

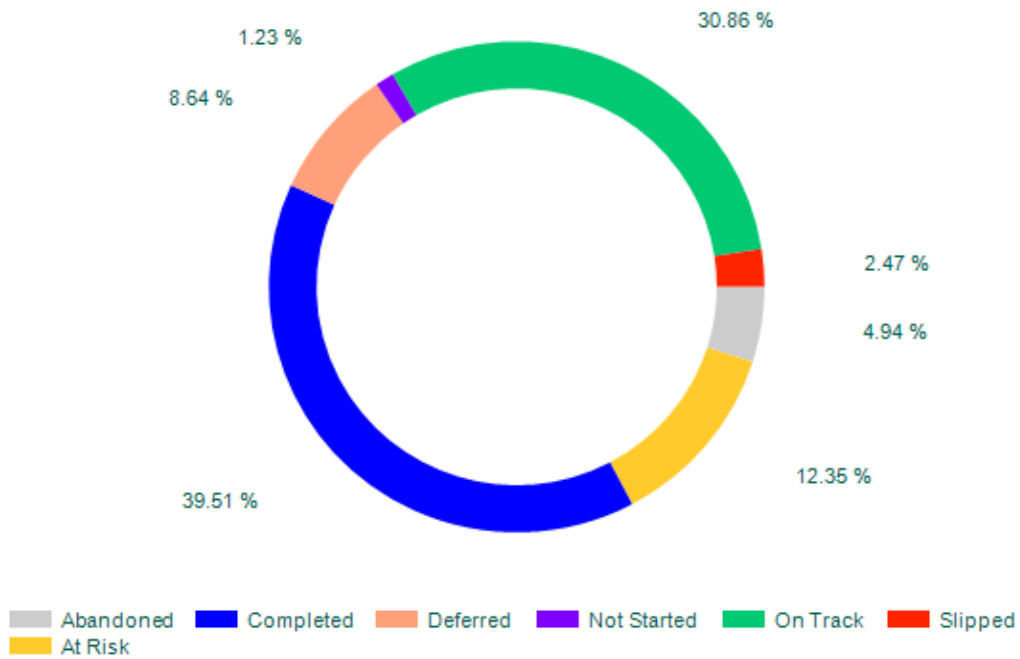
A series of new roving street art type events - 'GE Street Arts', was launched in March. Entertainment included African drumming, The Kazoos, Tubby the Robot, Stiletto Sisters, Klezmania, Anti-gravity, Japanese drummers, Bollywood dancers, ukulele player and belly dancing.

The entertainment moved between popular parks and gardens as well as major local shopping precincts.

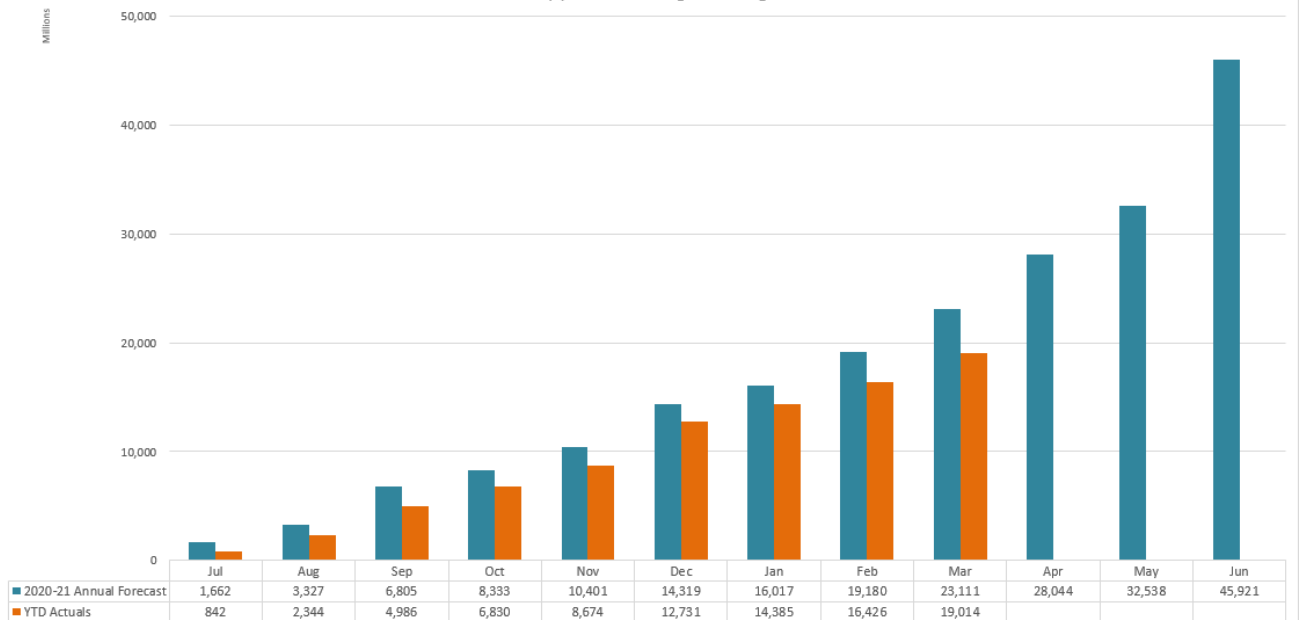
CAPITAL WORKS PROGRAM UPDATE

PROJECTS COMPLETED THIS QUARTER

Status of Capital Works Program



Monthly performance against budget and forecast



COMMUNITY ENGAGEMENT UPDATE

We are committed to engaging on matters that involve:	Consultations conducted	Responses Received
Significant change to services and facilities	1	23
A change in strategic direction	1	56
Changes to existing amenity or character of an area	2	5
Considerable budget implications	0	0
Controversial or sensitive matter	0	0
Key emerging issue	2	283

OVERVIEW



Glen Eira 2040 Community Vision

The Community Vision Panel reviewed and finalised the *Glen Eira 2040 Community Vision* report on Sunday 21 March 2021 following consideration of community feedback gathering during exhibition of the draft report. The final report will go to Council for endorsement in May 2021. The Community Vision report provides a roadmap for the community's aspirations for Glen Eira now and in the future.



Engaging Glen Eira

Council adopted its new *Community Engagement Policy* on 23 February 2021 following a community engagement period that included activities via Have Your Say and Zoom. The new Policy sets out six promises to the community that will guide the way Council engages with them.



Princes Park Playground Renewal Project

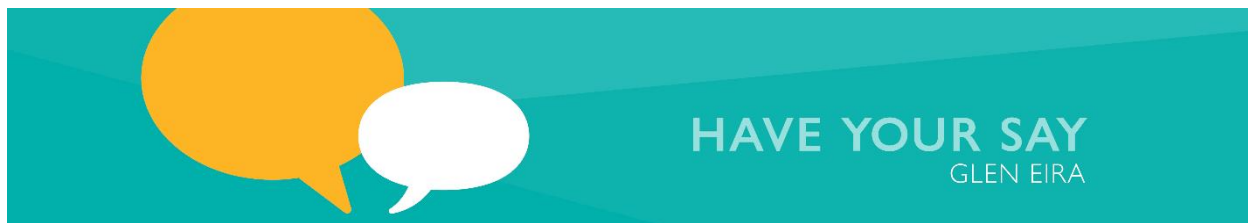
We sought community feedback to help develop an amended playground design for Princes Park. Following this engagement period, the design was presented and unanimously endorsed by Council at its meeting on 16 March 2021. An application has been lodged to the State Government, via the Community Sports Infrastructure Stimulus Program (Round 2) and we are awaiting the outcome of this application.



Community Voice activities

The February survey sought insights on the following topics: Our plan for an environmentally sustainable Glen Eira (2021-2025), gender equality and prevention of family violence, and about Community Voice members and their households.

The March survey sought insights on the following topics: Reducing waste, extended outdoor dining areas (parklets), active recreation, and the COVID-19 vaccine.



WHAT DID THE COMMUNITY TELL US?

• "Help for new parents is weighted towards helping the mother. More could be done to encourage and support men's roles in childcare during early childhood."

Community Voice survey:
Gender Equality and
Prevention of Family
Violence - Female, 25-34,
Murrumbidgee



• "Communal parklets are a great idea and should be available to the general public. There is generally inadequate space for less active (for many reasons) people to sit and rest/relax in shopping strips etc."

Community Voice survey:
Extended outdoor dining
areas (Parklets) - Male,
70+, Carnegie



• "I love the existing play equipment. Monkey bars, slides, long runway, music elements, climbing ropes etc. Please don't change it because my children love it. Your new spaces have not been as welcomed as the old parks especially for little kids and families."

Princes Park Playground
Renewal Project -
Female, 25-34, Caulfield



UPCOMING PROJECTS IN THE NEXT QUARTER

Q4



Integrated engagement for the Council Plan 2021-25 and Municipal Public Health and Wellbeing Plan 2021-25

Community Engagement Strategy 2021-25

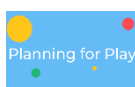


Climate Emergency Strategy 2021-25

Smoke Free Areas Local Law



Active Recreation Action Plan



Glen Eira's Playground Strategy

Waste Practices Engagement