



GLEN EIRA CITY COUNCIL  
**ANNUAL  
REPORT**  
2020–2021



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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A FAMILY DAY CARE OUTING  
TO THE BENTLEIGH SHOPS.

# The City of Glen Eira

## Acknowledgement of Country

Glen Eira City Council acknowledges the Boonwurrung/Bunurong and Wurrundjeri Woi Wurrung peoples of the Eastern Kulin Nation as Traditional Owners and Custodians, and pays respect to their Elders past, present and emerging.

We respect and recognise Aboriginal and Torres Strait Islander peoples' histories and cultures, and their continuing spiritual connection to the land and seas.

We value their living culture and practices and their right to self-determination.

Council extends its respect to all First Nations' peoples.

## 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

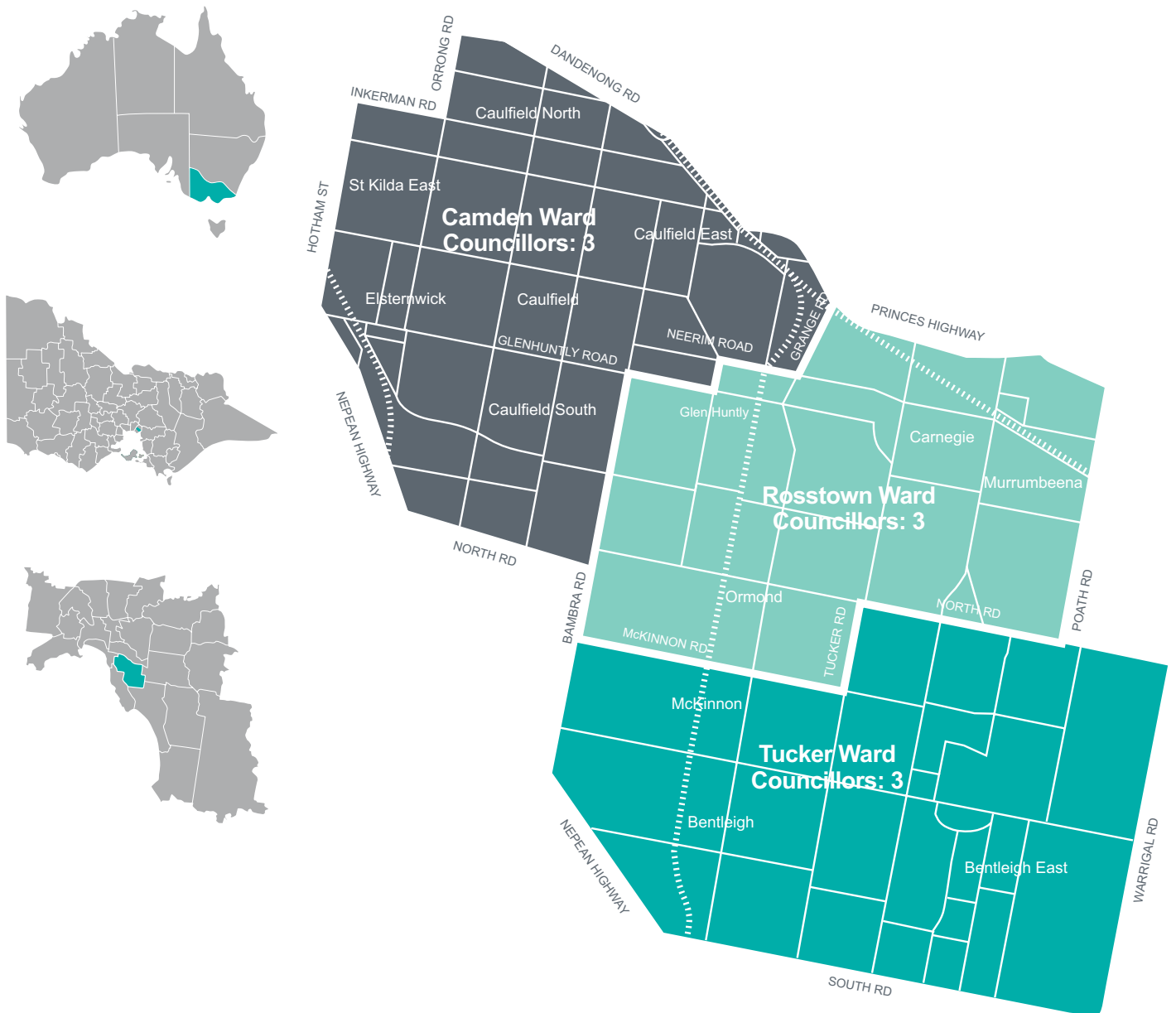
We recognise that Glen Eira is an increasingly diverse community. We treat everyone with respect and dignity and provide equal access to our services. We're always looking to address any service gaps and improve our standards, within the constraints of our limited resources.

# 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 lands of the Yaluk-ut Weelam clan of the Boonwurrung peoples.\* The Boonwurrung, also known as Bunurong, 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, who travels as an eagle, protects the land and Waa, who 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. 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. Council extends its respect to all First Nations peoples.

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.

\* On 1 July 2021, the Victorian Aboriginal Heritage Council awarded Registered Aboriginal Party (RAP) status to the Bunurong Land Council Aboriginal Corporation and the Wurundjeri Woi Wurrung Cultural Heritage Aboriginal Corporation.





**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.



**Peggy Frederice and Family, Nepean Highway, 1962.**

Photograph by Maggie Diaz. Acc No: H2014.137/67a. Maggie Diaz collection of film negatives. Source: State Library Victoria.

# Glen Eira's people

Glen Eira's population of 158,216\* is made up of 65,361\*\* 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 for Glen Eira Local Government Area 2019–20*.

\*\*Source: Glen Eira City Council.

## Glen Eira's diverse population\*

- 36.7 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.
- 31.2 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.
- 14,260 residents (10 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*.

\*\*Source: Australian Bureau of Statistics, *2018 Survey of Disability, Ageing and Carers*.

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 2020–21, 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 2020–21 were estimated at 43,252\*, a decrease of 3,936 (8.3%) on 2019–20 numbers.

The average number of employed residents in Glen Eira in 2020–21 was estimated at 81,420, down 5,773 (6.6%) from 2019–20.

Please note: Based on assumptions around impacts of social distancing, lockdowns and other COVID responses up to March 2021.

\*Source: National Institute of Economic and Industry Research (NIEIR) ©2021. Figures are average to March 2021 quarter.

## 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.

The most common household types in Glen Eira were couple families with children (34.6 per cent) followed by lone person households (26.2 per cent).

We average 2.5 people per household.

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



**“The global coronavirus (COVID-19) pandemic continued to challenge us throughout 2020 and into 2021. Our annual *Budget* reflects this and some of our planned major works have been delayed.**

**We anticipate we will continue to feel the effects of COVID-19 for many years to come.”**

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 2020–2021* 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 2020–21, Council achieved 54 out of the 68 commitments in the *2020–21 Action Plan* of the *Glen Eira Council and Community Plan 2017–2021*. Of the 14 items not delivered, six were outside of Council's control and four were deferred or re-prioritised due to the impact of COVID-19. Across the lifespan of the *Plan*, Council achieved 173 out of 223 commitments (77.6%). Our major achievements included endorsing our new Glen Eira *Our Climate Change Strategy 2021–2025*; finalising our *Glen Eira 2040 Community Vision*; adopting a new Classified Tree Local Law; and implementing a *Classified Tree Register*. A new four-year *Council Plan* will be endorsed in October 2021.

See [Council and Community Plan Results](#) page 53.

### **COVID-19 and our response**

The global coronavirus (COVID-19) pandemic continued to challenge us throughout 2020 and into 2021. Our annual *Budget* reflects this and some of our planned major works have been delayed. We anticipate we will continue to feel the effects of COVID-19 for many years to come. See [Council's response to COVID-19](#) on page 19.

### **Engagement**

Although challenging in the COVID-19 environment, we consulted with the community on 31 projects, which included advisory groups and committees; community surveys; questionnaires; feedback submissions; and virtual public forums. 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 120.

### **Online services**

With COVID-19 impacting face-to-face service delivery, it has been more important than ever to adopt a continuous improvement approach to our online service offerings. This year, 43.5 per cent of transactions with Council were through online channels, including our live chatbot which was introduced in February 2021. To make it more convenient for people to transact, we installed a pilot kiosk at our Carnegie Library and Community Centre. You can book a hard rubbish collection; report an issue; have your say on current projects; view advertised planning applications and more. We have uplifted online support for our local businesses and continue to review our online content for improvements based on

community feedback. There has also been work going on behind the scenes to improve service delivery and provide timely outcomes, such as integrating Microsoft Outlook into our systems to enable more efficient tracking of email requests. This will help us connect our customers with the right service to address their needs and communicate with them quicker. We have also used technology to improve how we can support our community to stay connected and active. The *GEL Anywhere* digital platform allows members to train from home and access pre-recorded material such as *GEL Anywhere* chat series (psychologist) and *GEL Bites* (nutrition). We have implemented digital ways to offer arts and cultural experiences for the community to enjoy and engage with. We have a range of exciting online programs and events as well as the *Libraries@Home* service to extend your ability to access library services. We are continuing to work with the Glen Eira community and use technology to improve choice and responsiveness in our service delivery.

## **Development and managing growth**

The number of Council's planning decisions appealed to the Victorian Civil and Administrative Tribunal (VCAT) has steadily reduced. We have gone from 214 appeals reviewed in 2015–16 to 32 applications reviewed 2020–21. This year saw us reset the direction for the Bentleigh and Carnegie Activity Centres with the decision to prepare a municipal-wide *Housing Strategy* that will consider neighbourhood character and provide the supporting rationale for revised *Structure Plans* (see *Key Challenges for more information*). We commenced community engagement for our draft *Built Form Frameworks* for three neighbourhood activity centres — Caulfield South, Caulfield Park and Bentleigh East. The draft *Frameworks* are the first step towards new planning controls to help us manage development in these major activity centres. We have completed three Planning Scheme Amendments to introduce the heritage overlay in parts of the commercial areas in Murrumbeena, Bentleigh and Carnegie as well as residential heritage in Bentleigh. Independent planning panels supported Council's proposals and the amendments were adopted by Council in late 2020 and early 2021. The East Village Planning Scheme Amendment (C155) was approved by the Minister of Planning in 2020–2021. The Amendment will deliver a significant benefit to the Victorian economy and provide local jobs, housing, open space, community facilities and a second campus for McKinnon Secondary College.

## **Governance**

Glen Eira's 2020–2024 Council was officially sworn in at a Special Council Meeting on Monday 9 November, following the October Council elections. Five new Councillors were elected, and four former Councillors re-elected to represent the Glen Eira community for the next four years. The *Glen Eira 2040 Community Vision* — a 20-year vision created by the community to help guide Council in planning for the future — was endorsed by Council on Wednesday 19 May 2021. This *Vision* informs the new *Glen Eira Council Plan 2021–2025* that will be adopted by Council in October 2021, following extensive community consultation. Our engagement process was diverse and co-ordinated through a range of interactions, including face-to-face, online, hard copy, email and telephone.

## **Advocacy**

An important part of our role is advocating in the interests of our community. The *Glen Eira Council and Community Plan 2017–2021* identifies advocacy as an important strategy in achieving a City that is liveable, accessible, safe, sustainable and engaged. Across the last financial year, we successfully secured \$16.53 million in government funding. This included \$1 million from the State Government towards the upgrade of the new Lord Reserve Pavilion, which will feature environmentally sustainable design initiatives, six multi-purpose change areas with unisex bathrooms, a social space and kitchen/kiosk area, storage areas, amenities for officials and public toilets. In addition to this, the State Government committed a further \$1 million to retrofit and enhance the pavilion at neighbouring Koornang Park. These enhancement works are now well underway, which will provide a redeveloped social space with viewing window, consolidated kitchen/kiosk area, improved storage and change areas, and upgrades to the grandstand area. We received Federal Government funding of \$4 million and State Government funding of \$2 million towards the new state-of-the-art Murrumbeena Community Hub. The new Hub will meet the growing needs of the tenant sporting clubs and provide opportunities for other community groups and organisations. For more information see our [Advocacy priorities](#).

## **Sustainability**

As part of our commitment to achieve zero net emissions for corporate emissions by 2025 and zero net community emissions by 2030, we have been busy working on a range of initiatives to reduce our carbon emissions and minimise the impacts of climate change. This has included engaging with community members in late 2020 on how we can help them reduce their carbon emissions; adding two new electric vehicles — Bev and Zoe — to our fleet in early 2021; endorsing an *Environmental Building and Infrastructure Policy* in late February 2021; using reclaimed asphalt pavement in our annual road resurfacing works; and endorsing the *Glen Eira Our Climate Change Strategy 2021–2025* after engaging with the community. (See *Key projects and activities for more information*). Our carbon footprint decreased by 18 per cent to 6,888 tonnes CO<sub>2</sub> equivalent compared to 8,399 tonnes the previous financial year. This decrease was due to a further 78.27kWh of solar power systems installed on eight community buildings and an overall decrease in energy use at Council sites with many buildings being unoccupied during lockdown periods. We planted 1,854 trees (854 replacement and 1,000 additional).

## **Community wellbeing**

As part of our *Community Grants Program*, Council provided \$345,895 (92 grants) to 85 local not-for-profit community groups and organisations to encourage community strengthening and inclusion. We also provided \$376,586 to community organisations experiencing hardship under our new *COVID-19 Community Action Grants Program*. We accommodated 79 clubs that resumed community sport in-line with COVID-19 directives and delivered more than 61,000 hours of in-home support to more than 2,200 elderly, frail or disabled residents. *StoryTime* and *BabyTime* sessions were held online for children and parents until Term 2 of 2021. Glen Eira Leisure, which includes GESAC, Caulfield Recreation Centre and Carnegie Swim Centre, hosted more than 370,000 visitors.

## **Community facilities and assets**

We invested \$32.48 million in community infrastructure and community facilities. We expended 80 per cent of the capital budget. The program comprised 66 per cent renewal and upgrade of existing assets, eight per cent expansion and 26 per cent new. We removed 3,531 square metres of graffiti from private property and 3,284 square metres of graffiti from Council property.

## **Support to local business**

Our business community continued to be challenged during 2020 and early 2021 due to the COVID-19 pandemic. To support it through this difficult time, we increased our *COVID-19 Response and Recovery Package* from \$7.3 million to \$8.9 million. As part of this increased package, Council introduced a new *COVID-19 Response and Recovery Small Business Support Grant* for small businesses (with an annual payroll up to \$650,000) that wanted to reach existing and new markets through online technology and e-commerce. Council provided support grants of up to \$2,000 each to 453 local small businesses. With in-person events put on hold, we held 32 webinars, including a series aimed at strengthening the digital literacy of our businesses and a series preparing them for tax time. Responding to trading restrictions imposed on businesses as a result of COVID-19, we explored opportunities to support increased outdoor dining. This included offering a temporary and streamlined opportunity for extended footpath trading, to existing footpath permit holders who wanted to expand their footpath trading space. Forty-three businesses received an extension allowing them to have a larger outdoor trading space. We also received funding (\$500,000) through the State Government's *Local Council Outdoor Dining and Entertainment Funding Package* that supported 23 businesses through the provision of dining parklets throughout the municipality. A 'mega-parklet' was also installed in Carnegie available for all businesses in the centre to utilise. We engaged with more than 900 businesses to better understand their needs and issues post-COVID and gauge their level of online presence in order to better support them into the future.

For more information see [COVID-19 response and recovery overview](#).

## Finance and risk management

Our 2020–21 operating position was a \$516,000 surplus, which is \$4.85 million lower than our 2020–21 budget. Factors that contributed to this include:

- lower than anticipated user fee income \$6.5 million;
- reduced statutory fee and fine income \$1.84 million; and
- share of the net loss of the Clayton Landfill joint venture \$2.23 million.

These factors are partially offset by savings from being unable to run our services during enforced pandemic closures.

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 106.

## Our staff members

As well as being a service provider, we are also one of Glen Eira's largest employers. We continue to invest in development, leadership and wellbeing programs for our staff. One hundred and fifty three staff members were recognised for the work they have contributed to the organisation above and beyond the normal expectations of their role. Voluntary staff turnover was 13.6 per cent, which includes turnover in our casual workforce. Staff turnover excluding casuals was 12.9 per cent. We have an overall employee engagement score of 68 per cent, which is in the top 25 per cent of the Local Government benchmark. We continued to be challenged across 2020 due to forced lockdowns. 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 and continuing our participation in the State Government's *Working for Victoria initiative*. For more information see [COVID-19 response and recovery overview](#) page 19.

Two major structural changes impacted the workforce this year. The first was a decision to create a dedicated Climate and Sustainability team within the Planning, Place and Sustainability Directorate. This change reflects Council's commitment to delivering on its ambitious emissions reduction commitments following the declaration of a climate emergency in 2020.

The other change related to Council's decision in March 2021 to close Spurway Residential Aged Care home and consolidate our aged care service onto our two remaining sites — Rosstown and Warrawee. The closure resulted in 19 staff being transferred to other locations and 22 redundancies.

## Key challenges

On Monday 16 March 2020, the State Government declared a State of Emergency in Victoria due to the serious risk to public health posed by COVID-19. The Minister for Health continued to extend this declaration into 2021, which meant some of our key services and facilities were continually shut down. This announcement meant we had to continue to limit staff face-to-face contact, continue to postpone non-essential services, major works and events, and reopen and close 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.

At an Ordinary Council Meeting on Tuesday 16 March 2021, Council resolved not to proceed further with Planning Scheme Amendment C184 (designed to embed *Bentleigh* and *Carnegie Structure Plans* within the Glen Eira Planning Scheme) and to instead undertake a reset of the process. A new *Housing Strategy* will be developed with community input to inform separate Planning Scheme amendments for each of the commercial centres (Bentleigh and Carnegie). The *Housing Strategy* will provide a clear vision for housing over the next 15 years and provide strategic support for future strategic planning work. Engagement on the *Housing Strategy* will take place later this year.



## **Future outlook**

Construction for the redevelopment of Carnegie Swim Centre has been scheduled for early 2022, with the Centre to open by mid-2023. Our focus will be on advocating for State and Federal Government grant funding and appointing a builder via a tender process. If grant funding is secured, this will allow Council to redirect funds currently allocated to this project to other community services or projects. We will continue our commitment to taking strong and swift action on the local impacts of climate change through advocacy and investment, and to meet our ambitious 2025 target to produce zero emissions from Council as outlined in the *Our Climate Emergency Response Strategy 2021–2025*. Providing green and open space will also remain a priority as we develop a number of greening projects to reduce development and protect Glen Eira’s leafy and green character. Our City’s canopy cover is currently less than 12 per cent and through our recently endorsed *Urban Forest Strategy*, we aim to increase it to 22 per cent by 2040.

## **Conclusion**

While it has been another challenging year for Glen Eira and Victoria, we are proud of what our staff and Councillors have been able to achieve. We would like to acknowledge and thank them for their dedication and commitment to ensuring that the community has remained front of mind — despite the challenges presented in these uncertain times. We look forward to continuing to work in partnership with our community in the coming year as we rebuild our financial sustainability and support them in their recovery to ensure that Glen Eira remains a vibrant City of opportunity, where everyone belongs.

**CR MARGARET ESAKOFF**  
**MAYOR**



**REBECCA MCKENZIE**  
**CHIEF EXECUTIVE OFFICER**



We participated in the State Government's *Working for Victoria* initiative, which created an additional 148 new roles between July 2020 and April 2021.



ONE OF OUR WORKING FOR VICTORIA TEAM MEMBERS PROVIDING COVID-19 RESOURCE INFORMATION TO A COMMUNITY MEMBER.

# COVID-19 response and recovery overview

On Monday 16 March 2020, the State Government declared a State of Emergency in Victoria due to the serious risk to public health posed by COVID-19 — an ongoing pandemic of coronavirus disease. This moved to a State of Disaster on Sunday 2 August 2020 and then back to a State of Emergency, which will remain in place until December 2021.

## **Our response**

We continued our response to the COVID-19 pandemic across 2020 and 2021 as part of our emergency management operations. Local Government performs a critical role in Victoria's emergency management arrangements as it is the closest level of government to communities and has access to specialised local knowledge.

In early 2020, we formed several working groups to ensure a reasonable and proportionate response to the pandemic and to the emerging needs. We continued this work throughout 2021, including the COVID-19 Pandemic Committee and a dedicated Response and Recovery Team.

## **Our services**

In-line with State Government directives and for the continued good health of our community, we had to continually postpone non-essential services and events and close 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.

We also had to make several changes to the operation of facilities offered within public open spaces, 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 run (such as immunisation sessions, in-home support, waste, customer service and maternal and child health), we adopted innovative processes that allowed us to operate while complying with social distancing and hygiene measures. This included moving our services online where possible, conducting telephone consultations/appointments and using FaceTime to hold onsite meetings.

## **Our staff**

With the constant closedown and reopening of our key facilities, we did our best to support affected staff members by redeploying more than 150 staff into other areas of Council and introducing a special COVID-19 leave entitlement of three weeks. We also successfully advocated to the State Government to participate in the *Working for Victoria* initiative, which created an additional 148 new roles between July 2020 and April 2021. During State Government lockdown restriction periods in 2020, 440 casual staff were not required and were not rostered.

Those staff that could work from home, worked from home during lockdown restrictions between July 2020 and April 2021. As restrictions eased, we welcomed the opportunity to recommence our services with some new ways of delivering services that were well received by the community including online and virtual activities. As short-term lockdowns followed, we continued to close, modify, pivot and reopen our services as required by the directives.

We introduced a range of infection control procedures which kept our staff and community safe. When staff were able to return to the workplace wearing masks they did so adhering to density guidelines.

## 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 15 December 2020, Council further enhanced its original \$7.3 million *COVID-19 Response and Recovery Package*, which was endorsed on Tuesday 7 April 2020 to \$8.9 million total over 2019–2021. The main addition to this was additional funding for small business grants. This package aims 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 provides 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 were:

- A *Rates Financial Hardship Policy* enabling ratepayers to defer rate payments with no interest charges for late or non-payment from 16 March 2020 to 30 June 2021.
- Waivers to certain fees and charges to rent relief for Council community tenants and sporting clubs. We assisted 79 community tenants and sporting clubs.
- Automatic refunds for a total of 612 footpath trading permits for the 2020 calendar year and waivers of 649 footpath trading permits for the 2021 calendar year. Council also waived registration fees for 998 food businesses and 182 public health and wellbeing businesses and prescribed accommodation businesses for the 2021 calendar year. For the same period, Council has waived new business registration fees and renewal of registration fees for both the *Food Act* and *Public Health and Wellbeing Act*.
- Introduction of dining parklets in our activity centres to assist businesses with seating more patrons. A total of 23 businesses were provided with access to parklets across the municipality to cater for diners; this included one large community parklet installed in Carnegie to help support eight restaurants in one strip.
- The introduction of the *COVID-19 Community Action Grants Program* — providing community groups and organisations grants of up to \$10,000. We provided grants totalling \$428,391 to 73 community groups and organisations across 2019–2021.
- The introduction of the *COVID-19 Community Recovery Grants Program* — providing funding for projects that focused on the immediate recovery needs of vulnerable populations and those disproportionately impacted by COVID-19. Council supported 25 organisations for a total of \$1 14,097 during 2020–2021.
- The introduction of the *COVID-19 Response and Recovery Small Business Support Grants* — providing local businesses with grants of up to \$2,000 each. We provided a total of \$877,000 to 453 small businesses across 2019–2021.
- Relaxation of parking infringements resulting in lost revenue of more than \$4 million.
- A dedicated local COVID-19 Hotline to support residents, business and community groups looking for information, advice and support during the COVID-19 crisis. More than 700 community members accessed our Hotline to receive support and advice.
- Access to free, professional and confidential counselling sessions for local business owners and community groups through Council's existing *Employee Assistance Program*. We assisted 17 people with this.
- Free online weekly fitness sessions run by Glen Eira Leisure and free online *StoryTime* sessions run by Glen Eira Libraries.

<b>COVID-19 COMMUNITY FINANCIAL SUPPORT</b>	<b>2019–2020</b>	<b>2020–2021</b>
<i>COVID-19 Community Action Grants Program</i>	\$51,805	\$376,586
<i>COVID-19 Community Recovery Grants Program</i>	-	\$114,097
<i>COVID-19 Response and Recovery Small Business Support Grants</i>	\$167,000	\$710,000
As part of <b>COVID-19 Response and Recovery Package</b>	<b>\$3.2 million</b>	<b>\$5.7 million</b>

## Looking ahead

The COVID-19 pandemic affected our community and workforce significantly. We have all had to be flexible and adaptive to new ways of working. We will continue our role in support and recovery of the Glen Eira community throughout 2021 onwards. We will continue to consult with the community to implement valuable initiatives that will assist and strengthen community groups, businesses and sporting clubs to remain viable, connected and resilient beyond this challenging time.

Internally, we will continue to focus on bringing our staff back together to further strengthen collaboration, creativity and social connections and recommence major projects that were placed on hold during the peak of the pandemic.

For further information see [Our COVID-19 Response and Recovery](#) page 47.

“On Tuesday 15 December 2020, Council further enhanced its original \$7.3 million *COVID-19 Response and Recovery Package*, which was endorsed on Tuesday 7 April 2020 to \$8.9 million total over 2019–2021.”



Twenty three businesses were provided access to dining parklets throughout the municipality. Fifteen parklets were installed including a 'mega-parklet' in Carnegie available for all businesses in the centre to utilise.

# 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 in November each year.

The following Councillors were elected for four-year terms on Saturday 24 October 2020. They took their Oath of Office at a Special Council Meeting on Monday 9 November 2020.

Cr Mary Delahunty resigned from Council effective 8 September 2020. Of the remaining eight Councillors, Cr Claire Davey, Cr Jamie Hyams, Cr Joel Silver and Cr Dan Sztrajt (Deputy Mayor 2020) did not stand as candidates for the election held in October 2020. Cr Tony Athanasopoulos,

Cr Anne-Marie Cade, Cr Margaret Esakoff and Cr Jim Magee were successfully re-elected for a further four-year term. The other five successful electoral candidates to join Council were Cr Sam Parasol, Cr Neil Pilling, Cr Li Zhang, Cr Simone Zmood and Cr David Zyngier.



OUR COUNCILLORS IN THE COUNCIL CHAMBER, GLEN EIRA TOWN HALL.

LEFT TO RIGHT: CR ANNE-MARIE CADE, CR SAM PARASOL, CR SIMONE ZMOOD (FRONT), CR JIM MAGEE, CR MARGARET ESAKOFF, CR DAVID ZYNGIER (FRONT), CR TONY ATHANASOPOULOS, CR NEIL PILLING AND CR LI ZHANG.

# Our Councillors

## CAMDEN WARD



### **Cr Sam Parasol OAM JP**

Cr Parasol was elected to Council in 2021.

Cr Sam Parasol has been a Camden Ward resident for more than 40 years. Family is very important to Cr Parasol who is married and has three married sons and seven grandchildren. Cr Parasol is passionate about people and our whole community and wants to continue to see it flourish.

Cr Parasol has had an unwavering commitment to volunteering for most of his life. He is currently a company Director and ran a successful business for many years. With this experience, Cr Parasol has helped many young people and knows they can also help the City of Glen Eira.

After establishing a local Community Bank, Cr Parasol was the honorary Chairman for more than 10 years and remains a Director, having generated more than \$2 million for the local community.

One of Cr Parasol's passions is sport where he served as an administrator and competitor and has represented Australia 14 times in international games. You can often find Cr Parasol playing or watching sports with family and friends.

Cr Parasol has a keen interest in gardens, architecture, the arts, theatre and connecting with people young and old.

Cr Parasol has Bachelor of Economics (Monash University) and is a Fellow of the Justice of the Peace — Royal Victorian Association of Honorary Justices.

Mobile: 0466 372 822

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



### **Cr Simone Zmood**

Cr Zmood was elected to Council in 2021.

Cr Zmood is serving her first term on Council. Cr Zmood grew up in Glen Eira and is a long-term resident of Camden Ward and has found the area to be a wonderful place to live and raise her family.

Cr Zmood is a management consultant and has years of governance, strategy and financial experience with large companies, start-ups, not-for-profits and community groups in more than 20 industries.

Cr Zmood is passionate about building on Glen Eira's strengths to further enhance the opportunities for locals to have healthy and deeply satisfying lives within our municipality, supported by appropriate services and facilities, and an inclusive, well connected community.

Mobile: 0466 469 776

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



# CAMDEN WARD

CONTINUED



## Cr David Zyngier

Camden Ward Councillor Dr David Zyngier spent his youth in Glen Eira and returned five years ago to Caulfield North. Cr Zyngier has worked in education for over 35 years, in schools and in teacher education. He has a Doctorate of Philosophy in Education. Cr Zyngier has been married for more than 40 years and has three children and five grandchildren.

Cr Zyngier volunteers for the Ardoch Foundation as a school facilitator for the anti-bullying foundation, Courage to Care, and delivers meals to residents in Glen Eira for the Father Bob Foundation.

Cr Zyngier is a founding member of the Glen Eira Emergency Climate Action Network, participated in the Glen Eira 2040 Community Vision, and takes an active interest in the Caulfield Racecourse Reserve Trust Land Management Plan.

Cr Zyngier has strong connections to the Camden Jewish community as former Principal of a Jewish school, an active member of their synagogue, Kehilat Nitzan, an advocate of Jewish LGBT rights, and a member of the Jewish Climate Network.

Strengthening community, openness and ensuring residents' voices are heard in decision-making are important to Cr Zyngier.

As a Greens Councillor, Cr Zyngier works to ensure Council upholds its commitment to carbon neutrality and increasing open green space for public use.

Mobile: 0427 319 018

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

CAMDEN WARD



ROSSTOWN WARD

## ROSSTOWN WARD



### **Cr Margaret Esakoff**

#### **Mayor 2020 and 2021**

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

Cr Esakoff is a long-time Glen Eira resident. She went to school in Rosstown Ward and has lived there almost all 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 the publishing, advertising and radio/television industries.

She is serving her sixth term on Council, serving as Mayor in 2005, 2007, 2011, 2020 and now in 2021 and has served as Deputy Mayor in 2008 and 2010. She now devotes her time to Council, in addition to her voluntary work (which is currently on hold due to COVID-19 restrictions).

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](mailto:mesakoff@gleneira.vic.gov.au)



### **Cr Tony Athanasopoulos**

Cr Athanasopoulos joined Council 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 them the importance of service.

Cr Athanasopoulos lives and works in Carnegie, running a family business with his wife Katherine. Recently they both welcomed young Dimitri into their world. Cr Athanasopoulos shares 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 in Hairdressing and Training and Assessment (TMG College).

Mobile: 0466 372 816

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

# ROSSTOWN WARD

CONTINUED



## Cr Neil Pilling

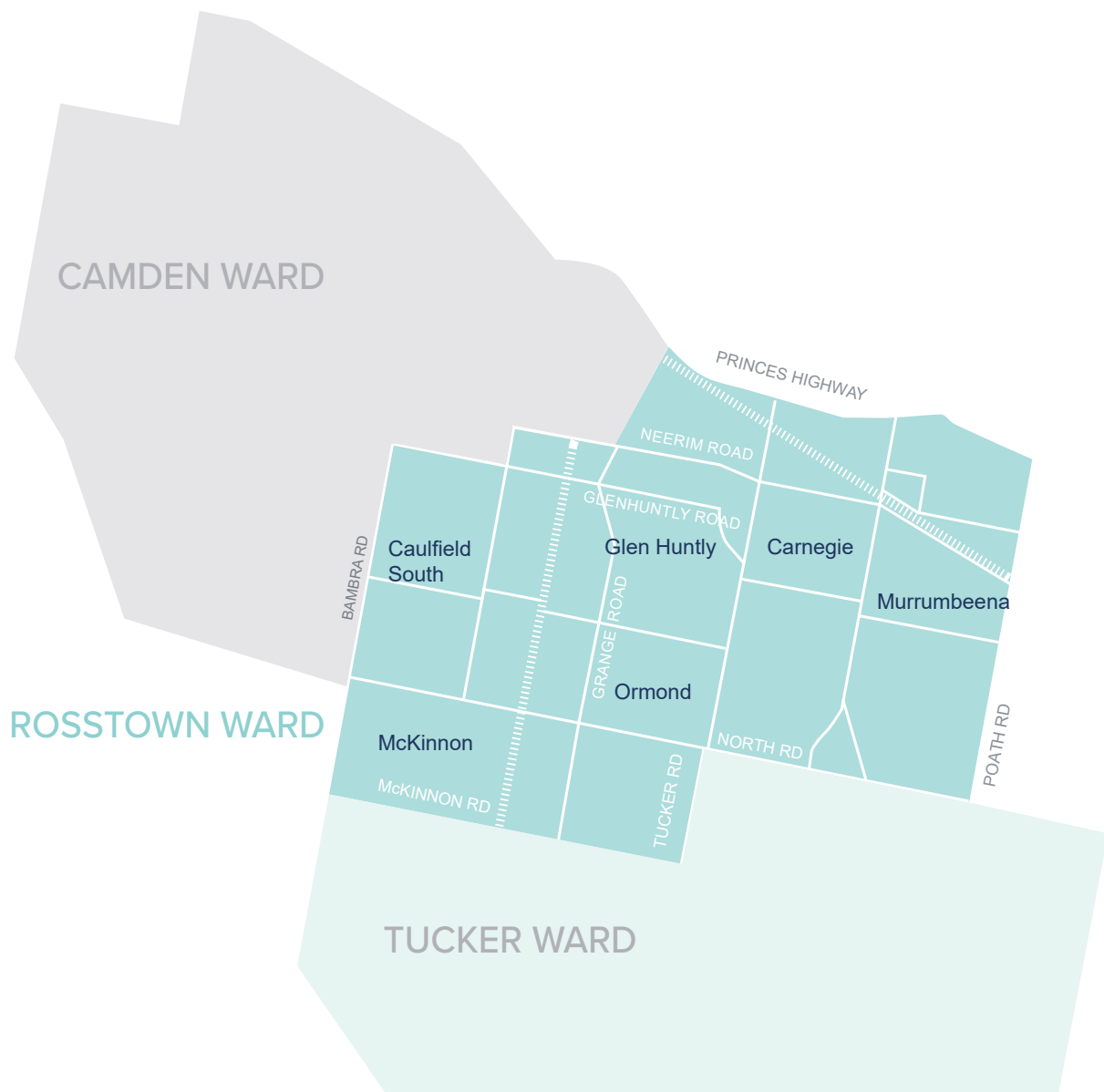
Cr Pilling was re-elected to Council in 2021 and was Mayor in 2016.

Cr Pilling has lived in the Murrumbeena area for more than 20 years. With his children having attended the local primary school and an active involvement with local sporting groups at Duncan Mackinnon Reserve, he values and enjoys the sense of community the area offers.

Cr Pilling's previous careers include IT consulting and working as a professional mountain guide in Nepal and Tasmania. He has been involved in many campaigns to protect our natural heritage, including the Franklin River and the old growth forests of East Gippsland, as well as volunteering for groups including Oxfam.

Mobile: 0418 310 631

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



## TUCKER WARD



### **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 18 and 27.

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](mailto:acade@gleneira.vic.gov.au)



### **Cr Jim Magee**

#### **Deputy Mayor 2021**

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 13th 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](mailto:jmagee@gleneira.vic.gov.au)

# TUCKER WARD

## CONTINUED



### Cr Li Zhang

Cr Zhang was elected to Council in 2020.

Cr Zhang is passionate about Glen Eira and is committed to helping make it Victoria's best place to live, work and visit.

Cr Zhang has strong community connections from volunteering at schools, supporting multicultural artists, mentoring young people and looking after local senior citizens groups.

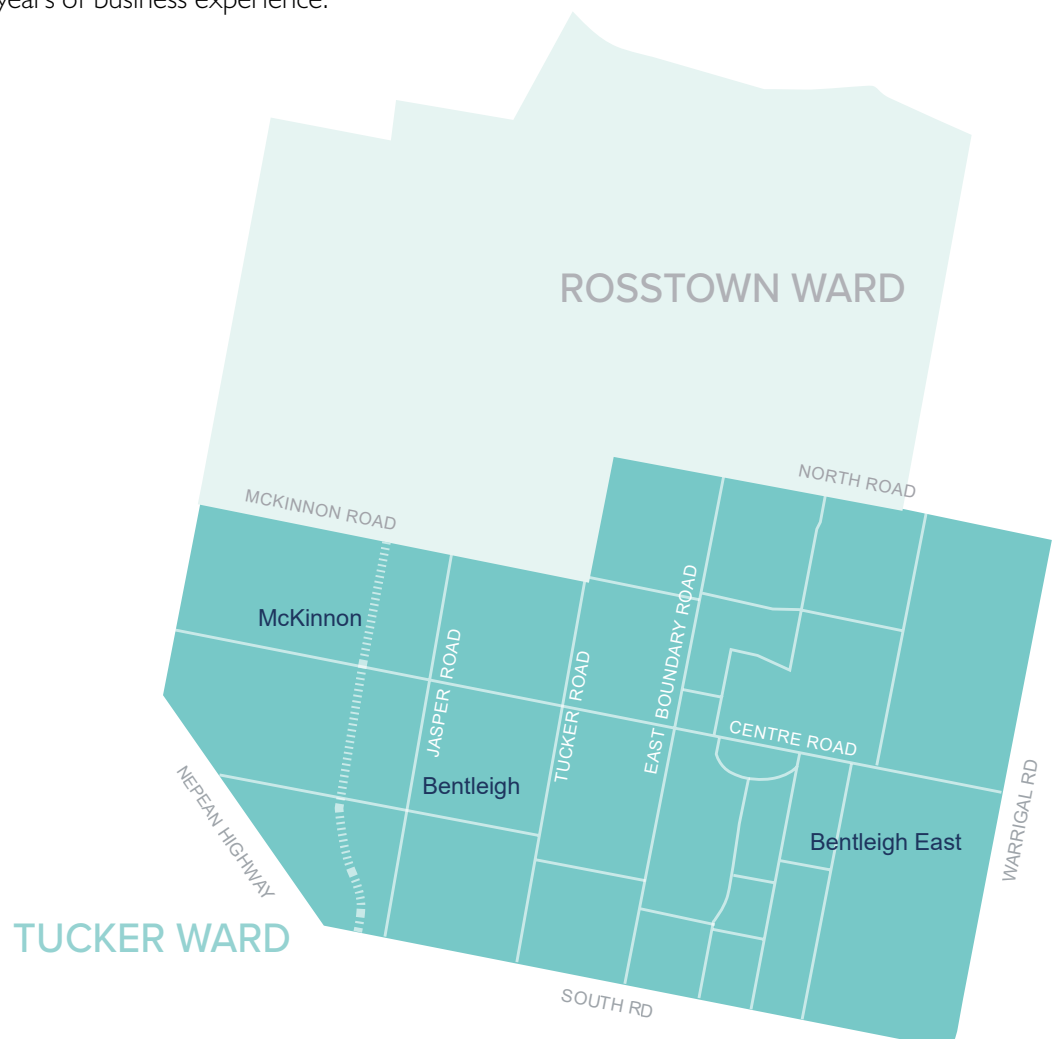
Cr Zhang is a small business owner in the fashion industry consulting sector. She has 20 years of business experience.

She is married with one teenage child and is a trilingual speaker of Mandarin, Japanese and English.

Cr Zhang has a Master of Business Administration from The University of Melbourne.

Mobile: 0499 357 262

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



# The Executive

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

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



## **CHIEF EXECUTIVE OFFICER**

### **Rebecca McKenzie**

Commenced position in February 2016

Rebecca is an accomplished leader with a successful executive career across three countries and three sectors. Before joining Council, 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 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 Chair of the Board of Zoos Victoria.



## **DIRECTOR COMMUNITY WELLBEING**

### **Mark Saunders**

Commenced position in December 2020

Mark joined Council in 2002. He has 20 years' experience in senior community service roles within Local Government across of range services, including public health, community development, libraries, aged care as well as family, youth and children's services. Mark has extensive experience in public health policy, social policy and emergency relief and recovery services.

Mark has a Bachelor of Applied Science (Environmental Health) (Swinburne University of Technology), Graduate Certificate Local Government Management (Deakin University) and is a graduate of the Australian Institute of Company Directors.



## **DIRECTOR CORPORATE SERVICES**

### **Peter Swabey**

Commenced 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) and is a Certified Practising Accountant.

# The Executive continued



## **DIRECTOR INFRASTRUCTURE AND OPEN SPACE**

### **Niall McDonagh**

Commenced position in October 2020

Niall has 30 years' experience working across and holding leadership positions at all levels of government. Niall started his career with the Australian Army, where he established his passion for combining civil engineering with helping the community. He also held a senior leadership role with the Office of Commonwealth Games Co-ordination, however most notable is his 20 years' experience within the Local Government sector where he has gained outstanding skills across a variety of engineering disciplines, including: road safety; civil and structural design; coastal engineering; project management; waste services; infrastructure maintenance; construction; and policy and strategy development.

Since completing his MBA, Niall has gained experience beyond infrastructure and held director positions within the statutory and strategic planning area and also the local laws and corporate planning areas.

Niall has a Bachelor of Engineering (Civil) and a Graduate Diploma in Psychology (Monash University), and a Master of Business Administration (La Trobe University).



## **EXECUTIVE MANAGER PEOPLE AND CULTURE**

### **Mary-Anne Palatsides**

Commenced position in August 2016

Mary-Anne has more than 20 years' experience in human resource management roles within Local Government. In her roles at the City of Melbourne, Knox City Council and now Glen Eira City Council, Mary-Anne has provided leadership in strategic and operational human resource management and organisational development at both a theoretical and practical level. Her level of expertise encompasses a range of HR specialisations, including industrial relations, leadership development, staff capability frameworks and development, employee engagement, workforce planning, attraction, retention and organisational and cultural development activities.

Mary-Anne has a strong drive and passion for making a difference in organisations by applying dedicated focus on people leadership practices and evolving organisational culture to enhance individual and team potential and performance.

Mary-Anne has a Master of Business Administration specialising in Human Resource Management (Deakin University), Bachelor of Applied Science (Victoria University), Diploma of Secondary Education (Victoria University) and is a Graduate of the Australian Institute of Company Directors.

## The Executive continued



### **DIRECTOR PLANNING, PLACE AND SUSTAINABILITY**

#### **Ron Torres**

Commenced position in  
December 2014

Ron joined Council 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 successfully delivered programs in strategic transport, climate strategy, animal management, activity centres and structure plans. Each of these is aimed to safeguard and develop community services and wellbeing. Ron has a Bachelor of Planning and Design (The University of Melbourne).



### **CHIEF TRANSFORMATION OFFICER**

#### **Kellie Vise**

Commenced position in  
September 2020

Kellie is an experienced senior executive, specialising in business transformation, organisational change, customer experience and stakeholder engagement with more than 20 years of leadership experience across a range of sectors, including retail, utilities, Local Government and tertiary education.

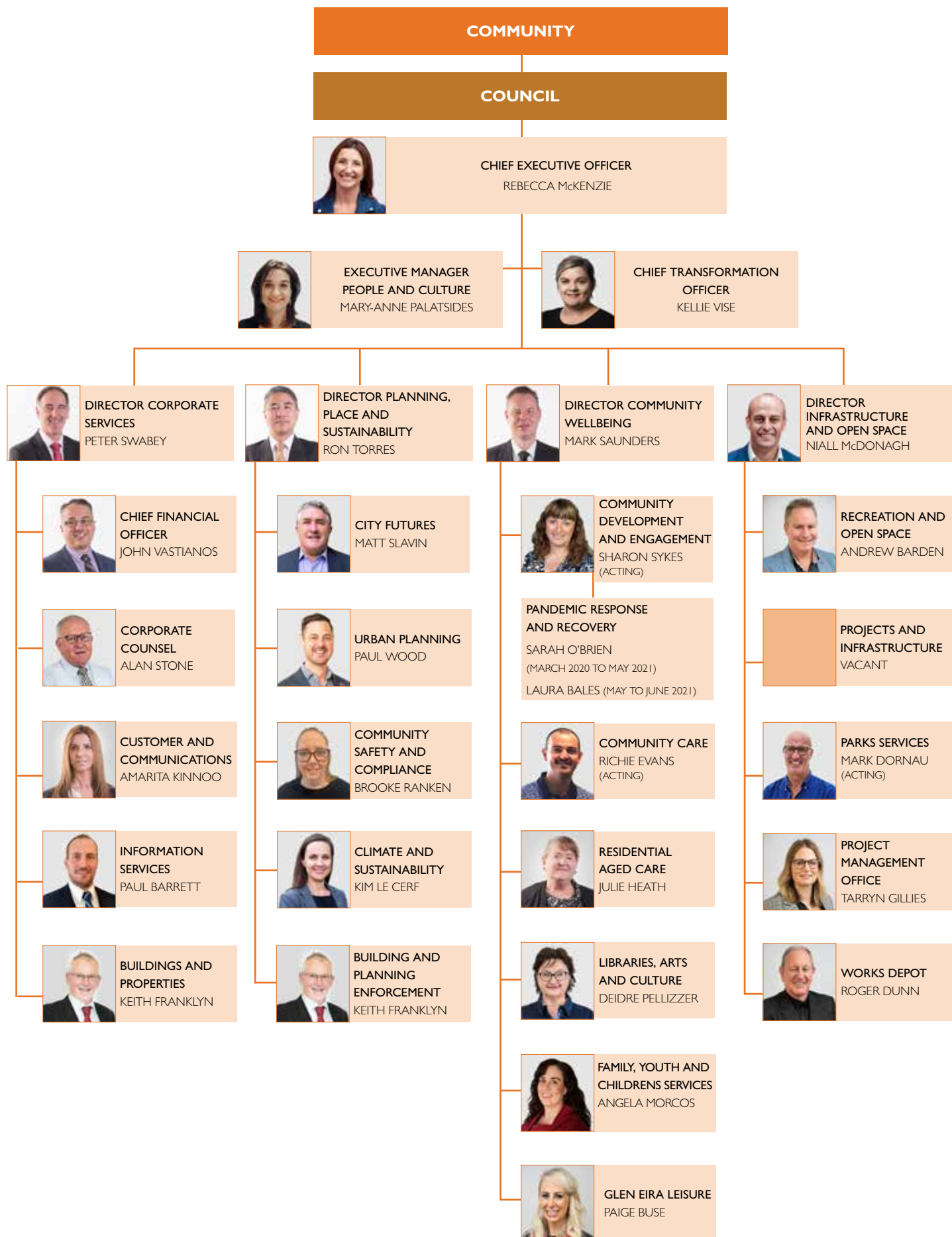
Kellie has led a range of impactful strategic and transformational initiatives in regional and urban communities and has a strong commitment to social inclusion and self-determination.

Kellie has a Bachelor of Arts, Graduate Diploma in Education and a Graduate Diploma in Business (La Trobe University) and is a Graduate of the Australian Institute of Company Directors.



# Organisational structure

As at 30 June 2021





GLEN EIRA TOWN HALL,  
CAULFIELD.

# THE YEAR AT A GLANCE

## Key projects and activities snapshots



HELPING VULNERABLE RESIDENTS

### COVID-19 support increased

In December 2020 our COVID-19 Response and Recovery Package increased from \$7.3 million to \$8.9 million. New grants were introduced to support: small businesses; projects helping vulnerable residents; and those disproportionately impacted by COVID-19. Community organisations experiencing hardship which were providing beneficial community assistance also received financial support. We also employed 148 people across Council as part of the State Government funded *Working for Victoria Program*.

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 47.



GREEN ASPHALTING

### Becoming more sustainable

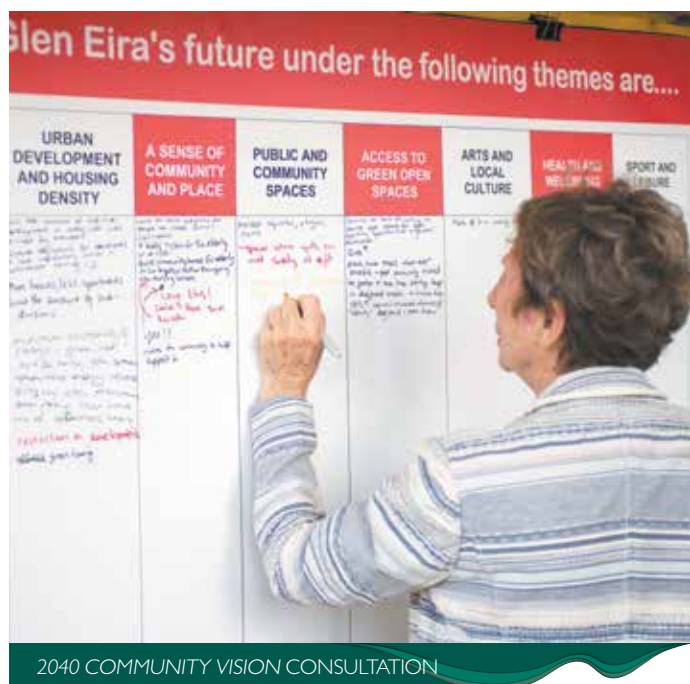
Glen Eira City Council has made a commitment to achieve zero net emissions by 2025 and net community emissions by 2030.

We have been increasing our efforts to meet these targets through: purchasing electric vehicles for our car fleet; developing a *Climate Emergency Response Strategy* that outlines our commitment to action on climate change; and using green asphalt when resurfacing our streets. We are also one of 46 councils to sign on to the Victorian Energy Collaboration (VECO), the largest ever emissions reduction project by local government in Australia. By joining the project, we will power 100 per cent of total energy use with 100 per cent renewables, including streetlights, libraries, aquatic centres and pavilions.

See [Key projects and activities — Making Glen Eira a sustainable place to live](#) page 48.

# THE YEAR AT A GLANCE

## Key projects and activities snapshots



2040 COMMUNITY VISION CONSULTATION



RIVER RED GUM, BOORAN RESERVE

### A Vision for Glen Eira

More than 4,000 community members and a deliberative panel of 42 residents developed this Vision statement:

**Our Glen Eira — a thriving community of empowered citizens working together for an inclusive and sustainable future.**

This Vision is accompanied by six guiding principles: Principle 1: We work together; Principle 2: Planning for community resilience; Principle 3: Inclusive and healthy community; Principle 4: Maximise and diversify our green and natural spaces; Principle 5: We are proactive in meeting challenges and innovate using evidence-based methods; and Principle 6: Promote and develop our creative potential, celebrating our diverse identities through art and other cultural expression.

The *Glen Eira 2040 Community Vision Report* will be used by Council to guide strategic planning and decision making for the future of Glen Eira. This includes helping shape Council's priorities through the development of the *Council Plan 2021–2025* and *Community Wellbeing Plan 2021–2025*.

See [Key projects and activities — Glen Eira's Community Vision is here](#) page 49.

### We love our trees

Trees are a part of what makes Glen Eira green and a great place to live. We have a number of very old native and European trees in our parks, streets and private gardens. Council has offered protection to these significant trees through the adoption of a new Classified Tree Local Law that stops significant trees species from being damaged or removed. A register has also been established so as members of the community can nominate significant trees to be considered for protection under the new Local Law.

See [Key projects and activities — Protecting our trees in Glen Eira](#) page 50.

# THE YEAR AT A GLANCE

## Key projects and activities snapshots



WARRAWEE COMMUNITY, BENTLEIGH EAST

### Warrawee welcomes Spurway residents

In March 2021 Council made the difficult decision to consolidate our three aged care facilities — Spurway, Warrawee and Rosstown — into two sites — Warrawee and Rosstown.

We know the standard of care provided in all our facilities is second to none, however the age, design and layout of the Spurway Community building no longer met community expectations.

Throughout the pandemic our residential aged care facilities continue to provide a high standard of care and safety to our residents.

See [Key projects and activities — Warrawee welcomes new aged care residents](#) page 51.

# THE YEAR AT A GLANCE

## Council statistics



**692,750\***  
LIBRARY LOANS

Glen Eira Libraries is a welcoming library service that provides opportunities for literacy, learning and creativity for everyone in our communities. We offer an innovative and engaging service to 55,323 library members.

At our library branches, visitors read, browse and borrow; meet others; study; connect through technology; and discover and learn with our diverse programs. Our collections include books for all ages and interests, talking books, DVDs, magazines and more.

Throughout the COVID-19 pandemic, we worked quickly and effectively to respond to the changing situation. With reduced opening hours or closures, members could still access services online 24/7. We increased our range of e-books, e-magazines and other electronic resources available to members. We expanded our home library service to maintain a supply of books to the most vulnerable and isolated members of the community. We adopted a contactless click and collect service when possible, for members who prefer print to digital. Programming moved online to reach the widest audiences across Glen Eira and included *Libraries@Home StoryTimes* and workshops, and 'in-conversations' with international and local presenters and authors. We are proud the community response to our efforts has been very positive.

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

**1,038,594\*** 2019–20  
**1,328,604** 2018–19  
**1,313,394** 2017–18  
**1,357,495** 2016–17

\*COVID-19 lockdown limited our library loans.



**16,437\***  
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 and lockdowns meant all major cultural events were postponed. Online events were programmed, including *Live Sunday Sessions* featuring performances by local Glen Eira talent. Tutor-led art/craft and spring gardening sessions for adults and children continued to be a popular online offering and included newly added programs, *I-SEW-lation* — learn to sew classes and *Spring Gardening* sessions, floristry and vegie patch planting at Rippon Lea Estate.

Once restrictions were eased smaller scale 'pop-up' style live events were programmed, including live entertainment on the back of vintage trucks and *GE Street Arts* featuring local acts performing in major shopping precincts and popular parks and gardens. *National Reconciliation Week* and our largest annual event, the *Glen Eira Storytelling Festival* were also presented online in 2021.

In 2020–21, library programs quickly moved online in response to COVID closures and visitor restrictions. 5,537 people attended 117 'one-off' live online events; and more than 100 videos with pre-recorded content were produced for our Library@Home package, including StoryTimes, workshops and creative learning activities.

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

**39,527\*** 2019–20    **62,963** 2018–19  
**69,311** 2017–18    **56,562** 2016–17

\*Live events not permitted under COVID-19 restrictions.

# THE YEAR AT A GLANCE

## Council statistics continued



**3,954\***

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 includes: Pride in schools — an initiative that helps support the establishment of school LGBTIQ+ support groups; a Youth Climate and Sustainability Action Group — 12 volunteers who aim to advocate and educate for a more sustainable community; a Youth Leadership Team — 10 volunteers who organise and lead the production of major Glen Eira youth events. The service conducts around 145 community and educational sessions per year.

Our face-to-face youth services were closed during Victoria's State of Emergency but continued to offer support to Glen Eira's vulnerable young people by providing online community programs and virtual support sessions. The service continued to provide support through online parent information nights, such as the Moving Up — student transition to high school, and the Cyber Safety Project.

The service continued to provide events during state-mandated lockdowns for young people to engage with, such as the Youth Art Exhibition Inspiration in Isolation with more than 120 entries and the Glen Eira Storytelling Festival event Queerstories with 220 registered attendees.

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

<b>9,490**</b>	<b>2019–20</b>	<b>10,161</b>	<b>2018–19</b>
<b>9,630</b>	<b>2017–18</b>	<b>6,538</b>	<b>2016–17</b>

\* Includes attendance to our online events.

\*\*Live events not permitted under COVID-19 restrictions.



**12,550**

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 consultations 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.

Throughout the COVID-19 pandemic Council's Maternal and Child Health service offered a flexible service and conducted the Key Ages and Stages consultations via telehealth and face-to-face appointments. In order to comply with COVID-19 restrictions and Victorian Department of Health requirements for this service during the pandemic, all children aged 0–8 weeks and their parents/carers received a telehealth phone consult followed by a 15-minute face-to-face appointment.

Birth notices received over the last two financial years have averaged 1,646 compared to 2017–2018 and 2018–2019 where they averaged 1,617.

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

<b>13,427</b>	<b>2019–20</b>
<b>14,469</b>	<b>2018–19</b>
<b>15,100</b>	<b>2017–18</b>
<b>16,476</b>	<b>2016–17</b>

# THE YEAR AT A GLANCE

## Council statistics continued



**7,069\***  
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 an online booking system for the four-year-old appointment-based immunisation sessions. Glen Eira's immunisation coverage for children aged five and under is an average of 94.6 per cent. The state average is 94.8 per cent.

During the pandemic, 1,871 people accessed our community flu immunisation sessions, a decrease of 198 on the previous year. Our immunisation teams were not able to attend secondary colleges during the COVID-19 restrictions to immunise students and their presentation to centralised immunisation sessions was low.

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

<b>11,005</b>	<b>2019–20</b>
<b>10,590**</b>	<b>2018–19</b>
<b>11,534</b>	<b>2017–18</b>
<b>11,575</b>	<b>2016–17</b>

\* COVID-19 lockdown limited our immunisations.

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



**33,026**  
MEALS DELIVERED AND PROVIDED\*

Our Delivered Meals service is 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. A higher number of people accessed the service during the events of the COVID-19 pandemic; most choosing to limit community access and isolate at home for their own safety. During 2020–21, more than 330 people used this service consuming 31,567 meals.

The service also provides lunch to participants of our Social Support Program. The Program provides opportunities for friendship through activities such as exercise, outings, table games, music therapy and Tai Chi. Sharing a meal with others is also an integral part of the Program. During 2020–21, more than 100 people used this service and we provided 1,459 meals to participants.

In recent years, several pre-prepared meal providers have emerged giving clients many options for consideration. Despite this, our committed team of volunteers delivered an average of 2,630 meals each month.

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

<b>29,623</b>	<b>2019–20</b>
<b>37,900</b>	<b>2018–19</b>
<b>40,628</b>	<b>2017–18</b>
<b>43,393</b>	<b>2016–17</b>

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



# THE YEAR AT A GLANCE

## Council statistics continued

**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. Carnegie Swim Centre was only operational for a short period during 2020–21 due to a catastrophic failure of the pool plant. Glen Eira Leisure currently has 9,606 members.

During Victoria's State of Emergency, Glen Eira Leisure facilities were closed, significantly affecting service provision which led to reduced consumer confidence and a drop in

memberships numbers. Our focus was on growing our *GEL Anywhere* offering with over 1,000 instructional videos including workouts such as high intensity interval training, yoga, pilates, inclusive structured classes and older adult classes. The *GEL Anywhere* program also included a chat series with a psychologist and nutritionist, as well as healthy cooking demonstrations.

*GEL Anywhere* online fitness classes were free for the entire world to access and were not exclusive to GESAC members. This innovative platform caused a stir around the world with news reporters in India interviewing the GESAC team to see how we were keeping people engaged and healthy during lock down. Sessions were viewed more than 738,000 times (20,000 hours) both locally and internationally.

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

### **1,239,621** 2019–20

GESAC (347,551), Carnegie Swim Centre (2,785)\*\*, Caulfield Recreation Centre (22,294).

### **1,745,039** 2018–19

GESAC (1,118,428), Carnegie Swim Centre (62,634), Caulfield Recreation Centre (58,559).

### **1,681,785** 2017–18

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.

### **1,500,000†** 2016–17

\* COVID-19 State of Emergency regulations required Glen Eira Leisure facilities to close.

\*\*Closure of the Centre due to failure of the pool plant.

† GESAC figure only.

# THE YEAR AT A GLANCE

## Council statistics continued



**1,539**

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 2020–21, there was a decrease of 134 houses. The number of newly rateable units and townhouses increased by 661 and newly rateable flats and apartments increased by 1,012.

There are 65,361 households in Glen Eira.

**1,177** 2019–20 (Houses 269 decrease; units and townhouses 508 increase; flats and apartments 938 increase)

**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.



**1,854**

TREES PLANTED

Being green and leafy is an important part of Glen Eira's character. We've increased the number of street trees from 30,000 to more than 50,000 over the past 20 years. We planted 1,000 new trees and replaced 854 across our parks and streets. In addition, we continue to undertake regular monitoring the health of these trees to ensure they are thriving and do not pose any risk to public safety or property.

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

**950\*** 2019–20  
**2,077** 2018–19  
**2,038** 2017–18  
**2,090** 2016–17

\*Limited plantings due to COVID-19 restrictions.

# THE YEAR AT A GLANCE

## Council statistics continued



**49%** (27,493 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 food waste recycling service allows residents to recycle food waste that would have otherwise gone to landfill. In 2020–21, we decreased food waste going to landfill by around 892 tonnes. This means our greenhouse gas emissions into the atmosphere have decreased by 1,872 tonnes CO<sub>2</sub> equivalent.\*

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

<b>49%</b>	<b>27,079 tonnes</b>	<b>2019–20</b>
<b>46%</b>	<b>23,810 tonnes</b>	<b>2018–19</b>
<b>44.3%</b>	<b>24,044 tonnes</b>	<b>2017–18</b>
<b>45.3%</b>	<b>13,225 tonnes</b>	<b>2016–17</b>

\*Based on food emission conversion factor of 2.1 as per the National Greenhouse Accounts Factors October 2020.

Our immunisation team performed 7,069 immunisations in 2020–21 down from the 11,005 performed in 2019–20. Less people presented to our community flu immunisation sessions and we were unable to attend secondary colleges during the COVID-19 restrictions.



# Services that Council delivers for every \$100 of rates and charges revenue (2020–2021):

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



## CAPITAL WORKS PROGRAM

**\$29.56**

## PLANNING FOR GROWTH AND THE FUTURE

**\$5.86**

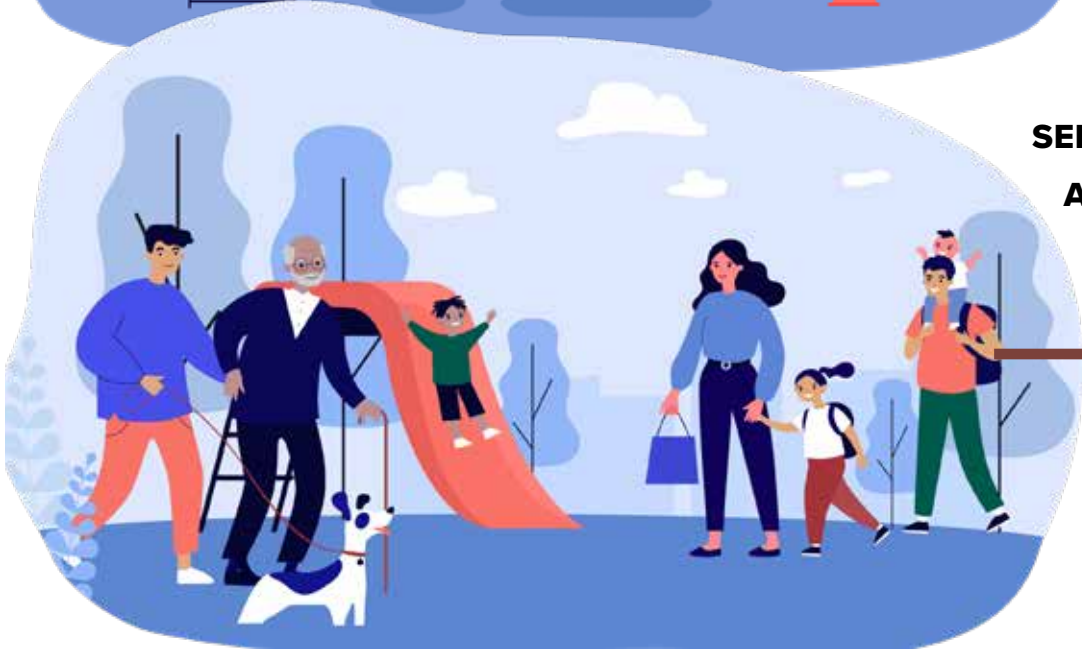


## URBAN MAINTENANCE

**\$13.04**

## RECYCLING AND WASTE

**\$12.86**



## SERVICES FOR FAMILIES AND THE COMMUNITY

**\$7.38**

## SERVICES FOR THE AGED

**\$6.78**

**Services that Council delivers for every \$100  
of rates and charges revenue (2020–2021): continued**



**PARKS AND  
RECREATION  
\$15.93**

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**GLEN EIRA  
LIBRARIES  
\$3.40**



**COMMUNITY SAFETY  
\$3.81**



**CULTURAL SERVICES  
\$1.38**

## Key projects and activities



LEFT: TONY'S CAFE RECEIVED FUNDING THROUGH OUR COMMUNITY ACTION GRANTS PROGRAM.  
RIGHT: WE EMPLOYED 148 NEW STAFF THROUGH THE WORKING FOR VICTORIA INITIATIVE.

## Our COVID–19 response and recovery

**We continued to support the Glen Eira community throughout the COVID-19 pandemic and have introduced and participated in new initiatives to help our community during a challenging time.**

At a Council Meeting on Tuesday 16 December 2020, we increased our COVID-19 Response and Recovery Package from \$7.3 million to \$8.9 million. The package was further enhanced to respond to new directives from the Victorian Chief Health Officer and feedback from residents, businesses and community organisations. This included allocating additional funding for our Community Action Grants and Small Business Support Grants.

To support businesses with reopening and to help reactivate Glen Eira, we waived footpath and outdoor trading permit fees and encouraged businesses to apply for a 'parklet' space allowing them to offer outdoor dining options. Fifteen temporary parklets were set up throughout Glen Eira's shopping strips.

We participated in the Working for Victoria initiative, which was funded by the Victorian Government. This initiative provided new employment opportunities for members of our community whose employment had been negatively impacted by COVID-19. From June 2020 to May 2021, we employed 148 new staff members in a variety of roles as part of this program.

These are only some of the highlights and supports we have implemented.

For more information see the [Mayor and CEO Overview](#), [Our COVID-19 Response and Recovery Overview](#) and the [Coronavirus \(COVID-19\)](#) page on our website.

# Key projects and activities



RECYCLING FOOD WASTE IN THE WEEKLY GREEN BIN IS AN EASY AND EFFECTIVE WAY TO LIVE MORE SUSTAINABLY.

## Making Glen Eira a sustainable place to live

**We are committed to protecting the environment now and into the future.**

As part of our commitment to achieve zero net corporate emissions by 2025 and zero net community emissions by 2030, we have been busy working on a range of initiatives to reduce our carbon emissions and minimise the impacts of climate change. This has included engaging with the community in late 2020 on how we can help them reduce their carbon emissions; adding two new electric vehicles — Bev and Zoe — to our fleet in early 2021; endorsing an *Environmental Building and Infrastructure Policy* in late February 2021; using reclaimed asphalt pavement in our annual road resurfacing works; and preparing and consulting on a draft *Our Climate Emergency Response Strategy 2021–2025* in April 2021.

In late 2020, we engaged with community members on how we can assist them to reduce their carbon emissions. This feedback helped us to draft the *Our Climate Emergency Response Strategy*. We were thrilled to receive 785 feedback submissions on the draft *Strategy* that informed the final *Strategy*, which was endorsed by Council on Tuesday 29 June 2021. The *Strategy* is supported by the *Our Climate Emergency Response Strategy Action Plan* and outlines our commitment to strong and fast action on climate change.

In January 2021, we trialled green asphalt on three streets in Bentleigh East — Brosnan Road, Dega Avenue and Brosa Avenue. Green asphalt contains a range of recycled materials, including plastic, recycled glass and reclaimed asphalt pavement. Around 15,000 two-litre plastic bottles and 110,000 glass bottles were recycled into the road. The trial not only decreased landfill by 200 tonnes — the equivalent of 3,000 wheelie bins of waste glass and plastic — but also reduced carbon emissions by 1,260 kilograms.

We will continue our work to make Glen Eira a more sustainable place to live and we look forward to delivering the *Our Climate Emergency Response Strategy* across the next four years with the Glen Eira community.

For more information visit the [Sustainable living](#) page on our website.



# Key projects and activities



MORE THAN 4,000 COMMUNITY MEMBERS PROVIDED THEIR OPINIONS AND FEEDBACK DURING THE VISION'S DEVELOPMENT.

## Glen Eira's Community Vision is here

After many months of community consultation, debate and decision-making, the *Glen Eira 2040 Community Vision* was endorsed at a Council Meeting on Wednesday 19 May 2021.

The process to create a *Vision* written by the community for the community was a first for Glen Eira.

More than 4,000 community members provided their opinions and feedback during its development.

The *Vision* was created by a panel of 42 local residents of varied ages, gender, suburbs and backgrounds who were selected via a deliberative process. They spent more than 25 hours over several months reviewing community feedback, relevant data and technical information, and working together through intense discussions to develop a draft *Vision* statement: Our Glen Eira — a thriving community of empowered citizens working together for an inclusive and sustainable future.

In February 2021, the panel shared the draft *Vision* statement with the community to get further feedback before finalising the *Glen Eira 2040 Community Vision*. The panel met for one final session in March 2021 to review the feedback from 90 community contributors.

The *Vision* statement is accompanied by six principles, which will help drive the achievement of the overall *Vision*. These principles reflect many of the priority themes identified through the months of community engagement that took place in 2019 and early in 2020.

For more information on the *Glen Eira 2040 Community Vision* see [our website](#).

# Key projects and activities



THIS RIVER RED GUM AT BOORAN RESERVE IN GLEN HUNTLY HAS BEEN PLACED ON OUR CLASSIFIED TREE REGISTER.

## Protecting our trees in Glen Eira

Trees have always been an important part of what makes Glen Eira such a great place to live, work and play. In July 2020, we consulted with the community on a proposed Classified Tree Local Law. Following consultation, Council adopted a new Classified Tree Local Law in September 2020 to protect significant tree species from being damaged or removed from public or privately-owned land.

Our *Council and Community Plan 2017–2021* committed to consulting the community on the implementation of a *Classified Tree Register*. A *Classified Tree Register* is a list of trees within the municipality that are considered significant and warrant protection. In two rounds of community consultation in 2017 and 2018, the community indicated support for the adoption of a new Local Law that would protect the most valuable and important trees in Glen Eira.

The new adopted Local Law sets out a process for:

- how a tree can be nominated to be on the *Register*;
- the assessment process for determining whether a nominated tree should be included on the *Register*;
- how you can apply for a review if you do not believe your tree should be included on the *Register*;

- what process applies if a tree that is on the *Register* needs to be removed; and
- what process applies if a tree that is on the *Register* is no longer considered to be significant and in need of protection.

In March 2021, we invited the community to nominate the most valuable and important trees in our City for inclusion in our *Classified Tree Register*. More than 100 submissions were received for consideration with seven formally being added to the *Register*. We will continue to invite the community to submit nominations and grow the *Register*.

Protecting these trees is an important part of managing Glen Eira's urban forest for our community and visitors to Glen Eira, as well as future generations.

For more information visit the [Classified Tree Register](#) page on our website.

# Key projects and activities



A WARRAWEE AGED CARE COMMUNITY DINING ROOM, BENTLEIGH EAST.

## Warrawee welcomes new aged care residents

**On Tuesday 16 March 2021, Council made the decision to consolidate our three residential aged care facilities — Spurway, Warrawee and Rosstown — into two sites — Warrawee and Rosstown.**

Glen Eira is the only council in Victoria that still owns and operates residential aged care. Since our first facility opened more than 40 years ago, residential aged care has become more complex and challenging. The Royal Commission into Aged Care Quality and Safety and COVID-19 has also changed the aged care landscape.

Having made the decision to continue to run aged care for the foreseeable future, we now need to ensure we can do so in a way that is consistent with these changed expectations.

We know the standard of care provided in all our facilities is second to none, however the age, design and layout of the Spurway Community building no longer met community expectations.

All Spurway residents were moved to our Warrawee facility in Bentleigh East in May 2021 where they continue to receive the quality care and services they are used to, while also benefiting from its contemporary feel and facilities, spacious communal areas and single rooms with ensuite.

While future plans for the Spurway site have not yet been determined, we will be looking at appropriate options for the space.

For more information visit the [Residential Aged Care](#) page on our website.

# Council's priorities

Our online *Annual Report* is a key tool that monitors our 2020–21 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.

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*.

**Note:** a new four-year *Council Plan* will be endorsed in October 2021. This four-year *Council Plan* will replace the *Council and Community Plan* and outline how we will dedicate our organisation to supporting our community, strengthening trust, embedding collaboration and prioritising the areas that are important to people who live, work and play in our municipality. It will also provide a blueprint for how we will ensure the aspirations outlined in our *2040 Community Vision* are progressed over the next four years from 2021 to 2025.

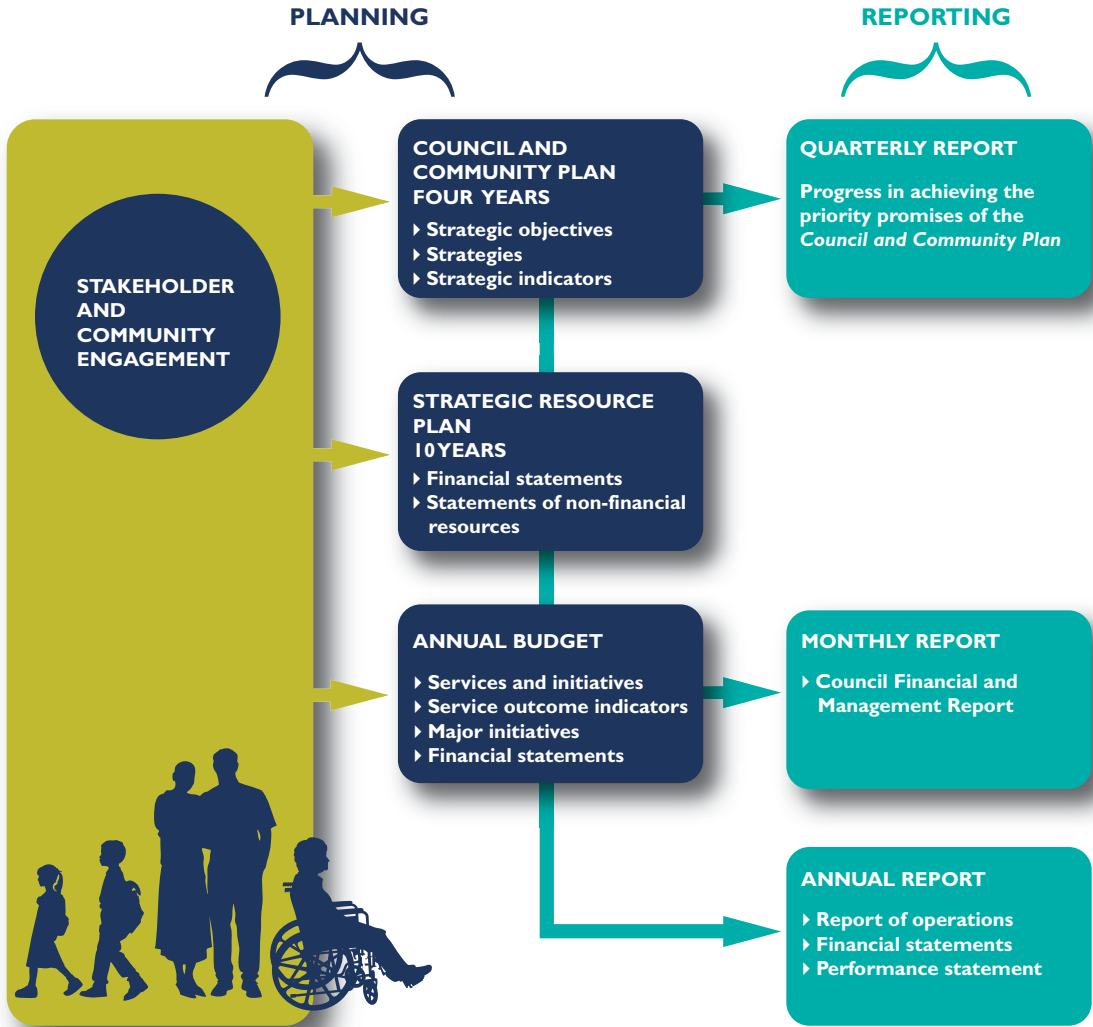
Download the [Glen Eira Council and Community Plan 2017–2021](#).

# Glen Eira Council and Community Plan results 2020–2021

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

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.

This diagram outlines our planning and accountability framework.



The Bentleigh Library and Community Hub will be a new community centre and the new home for our Youth Services. Multipurpose spaces will deliver a range of services, programs and events for young people, adults, and families, through to senior citizens. The Hub is expected to be completed by mid-2022.



AN ARTIST'S IMPRESSION OF THE NEW BENTLEIGH LIBRARY AND YOUTH HUB, BENTLEIGH EAST.

# 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 2020–2021, we:**

- continued our commitment to social and affordable housing in the municipality by delivering 82 per cent of year two actions in the *Social and Affordable Housing Strategy 2019–2023 Action Plan*. This included working with adjoining councils to encourage the development of consistent policies; completing a mapping of unused or potential State Government sites within Glen Eira where opportunities exist for social and/or affordable housing projects; developing a position paper on adopting a standard policy for affordable housing requirements on rezoned sites; and conducting training for our Urban Planning Department about achieving affordable housing outcomes in planning applications;
- completed the detailed designs for the proposed redevelopment of Carnegie Memorial Swimming Pool in preparation for tender. The designs consider feedback from the community during the last consultation phase in August 2020 to retain the essential elements of Carnegie Memorial Swimming Pool — nostalgic feel, concrete façade. An Expression of Interest for a suitable contractor has been completed, with the formal tender phase due to commence in September 2021; and
- commenced construction of the new Bentleigh Library and Youth Hub in March 2021. The Bentleigh Library and Community Hub will be a new community centre and the new home for our Youth Services. Multipurpose spaces will deliver a range of services, programs and events for young people, adults, and families, through to senior citizens. The Hub is expected to be completed by mid-2022.

## **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
<p><b>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.</b></p>	<p>The 2021 <i>Local Government Community Satisfaction Survey</i> indicates an increase in satisfaction with Glen Eira's Town Planning Policy score from 55 in 2020 to 56 in 2021. This result is in line with other metro and state-wide averages.</p> <p>Throughout 2020–21, the community were able to provide feedback into the <i>Glen Huntly Structure Plan, Amendment C184</i> to implement the <i>Bentleigh</i> and <i>Carnegie Structure Plans, Post War and Hidden Gems Heritage Review</i> and the preparation of three <i>Built Form Frameworks</i> in the Caulfield South, Caulfield Park and Bentleigh East Neighbourhood Activity Centres. Council conducted an online session, <i>Planning – Ask us Anything</i> to improve the community's understanding of the planning system and polices and where the community could also ask questions of the planning team. Council looked for new ways to engage with the community during COVID-19 restrictions which were in place for much of the year and increased the consultation period for many projects.</p>

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

STRATEGIC INDICATOR	RESULT
<p><b>Our community will report increased satisfaction with Council's planning for population growth.</b></p>	<p>The <i>2021 Local Government Community Satisfaction Survey</i> indicates a slight decrease in Council's planning for population growth satisfaction rating with an index score movement from 53 in 2020 to 52 in 2021. The state-wide average planning for population growth index score is 53.</p>
<p><b>A minimum 70 per cent of residents will report that their quality of life is good or very good.</b></p>	<p>The <i>Local Government Community Satisfaction Survey 2021</i> indicates that 93 percent of residents rate their quality of life as either 'good' or 'very good', 61 percent rated their quality of life as 'very good' with 32 percent rating it as 'good'.</p>
<p><b>There will be a reduction in commercial vacancy rates within Bentleigh, Carnegie and Elsternwick shopping centres.</b></p>	<p>The effects of the COVID-19 pandemic continue to pose significant challenges to our shopping centres.</p> <p>In 2020–21, Bentleigh had four vacancies out of 292 premises (1.4 per cent). This was a decrease on the previous year which was 6.2 per cent vacancies.</p> <p>In 2020–21, Carnegie in had 18 vacancies out of 211 premises (8.5 per cent). This was an increase on the previous year which was 3.1 per cent vacancies.</p> <p>In 2020–21, Elsternwick had 18 vacancies out of 283 premises (6.4 per cent). This was a decrease on the previous year which was 9.9 per cent vacancies.</p> <p>Overall, there was a decrease in the commercial vacancy rate across the three shopping centres.</p>
<p><b>We will see an increase in planning decisions upheld at VCAT following the implementation of new policies in our <i>Planning Scheme</i>.</b></p>	<p>There has been a reduction of 36 per cent of decisions upheld at VCAT in the last financial year. This is in part because of a number of decisions within the Caulfield South Activity Centre that set aside Council's decision to refuse taller buildings.</p> <p>In response to the absence of directional policy in this area and an increase in planning permit applications seeking taller buildings, Council is undertaking strategic work to implement new planning policies into the <i>Planning Scheme</i> to address this.</p>



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

STRATEGIC INDICATOR	RESULT
<p><b>There will be an increase from 2017 figures on the level of diversity within available housing stock.</b></p>	<p>There continues to be an increase in apartments and townhouse developments with a reduction in the number of detached single dwellings, providing for a diversity of available housing stock.</p> <p>The number of apartments increased 19 per cent from 16,195 apartments in 2017 to 19,266 in 2021.</p> <p>Townhouse developments increased five per cent to 15,902 in 2021. While single dwellings declined by three per cent to 24,405.</p> <p>In 2019–20 there was 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>
<p><b>In 2017, we will adopt Structure Plans for Carnegie, Bentleigh and Elsternwick.</b></p>	<p>In February 2018, Council adopted <i>Structure Plans</i> for Bentleigh, Carnegie and Elsternwick.</p>

Achieved =  Not achieved =  Deferred by Council 





Not achieved due to COVID-19 pandemic = 



Not achieved due to factors outside of Council's control = 


2020–2021 COMMITMENT	PERFORMANCE MEASURE	RESULT
<p>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.</p>	<p>We will commence the formal Planning Scheme Amendment process to implement the <i>Glen Huntly Structure Plan</i>.</p>	<p></p>
<p><b>Comment:</b> The draft <i>Glen Huntly Structure Plan</i> was presented to Council on 1 September 2020 following community consultation. The <i>Structure Plan</i> was not endorsed at this time therefore the Planning Scheme Amendment was not able to be progressed. Officers undertook more detailed assessments, including 3D modelling, traffic and heritage to support the <i>Structure Plan</i>'s propositions. The <i>Structure Plan</i> will be presented to Council in Q1 of 2021–22 for endorsement. A Planning Scheme Amendment will be pursued following Council's endorsement.</p>		
	<p>We will conclude the Planning Scheme Amendment process for the <i>Bentleigh and Carnegie Structure Plan</i> Planning Scheme Amendments, including public exhibition and consultation with the community.</p>	<p></p>
<p><b>Comment:</b> Following exhibition of the Planning Scheme Amendment, a report was presented to Council on 16 March 2021 where Council resolved not to proceed further with the Amendment in its current form and to undertake a reset of the process beginning with the development of a <i>Housing Strategy</i>, which will underpin separate Amendments for Bentleigh and Carnegie.</p>		

2020–2021 COMMITMENT	PERFORMANCE MEASURE	RESULT
<p><b>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.</b> Continued.</p>	<p>We will continue to progress the formal Planning Scheme Amendment process for the <i>Elsternwick Structure Plan</i>.</p>	<p><b>D</b></p>
<p><b>Comment:</b> The Elsternwick Planning Scheme Amendment to introduce planning controls from the <i>Structure Plan</i> was on hold awaiting the outcome of Amendment C184. (Carnegie and Bentleigh Planning Scheme Amendments). Council abandoned C184 on 16 March 2021.</p> <p>There will need to be revisions to the <i>Elsternwick Structure Plan</i> in order for it to support a Planning Scheme Amendment (PSA).</p> <p>These revisions will be considered in the context of the <i>Housing Strategy</i> consultation currently underway. The revised <i>Structure Plan</i> will be presented to Council in August/September 2022 for consultation, with a PSA to implement the <i>Structure Plan</i> to be commenced early 2023.</p>		
	<p>Following community and stakeholder consultation, we will complete a draft <i>Structure Plan</i> for the Caulfield Station Precinct.</p>	<p><b>CX</b></p>
<p><b>Comment:</b> The Victorian Planning Authority (VPA) handed the management of the Structure Plan over to Council in November 2020 due to changing State priorities as a result of COVID-19. This resulted in delays in undertaking consultation and completing a draft <i>Structure Plan</i>. A revised timeline was established for the project, which will see a draft <i>Structure Plan</i> presented to Council in December 2021. The project is proceeding to these timeframes.</p>		
<p><b>We will continue to protect and celebrate Glen Eira’s cultural heritage through a range of planning policies and controls.</b></p>	<p>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</p>	<p></p>
<p><b>Comment:</b> The Hidden Gems Planning Scheme Amendment was exhibited from 29 October to 30 November 2020. Submissions were reported to Council in February 2021. Council resolved to undertake further consultation. A further report was presented to Council on 27 April 2021 seeking the Amendment to be referred to an independent planning panel. This is to be held in July 2021.</p> <p>The Bentleigh and Carnegie Heritage Review was adopted by Council on 16 March 2021 and is awaiting approval by the Minister for Planning.</p> <p>Elsternwick Heritage Review has been extended and authorisation sought on 16 March 2021. The amendment was placed on exhibition from 10 June to 12 July 2021.</p> <p><b>This is also a major initiative of the 2020–21 Annual Budget.</b></p>		

2020–2021 COMMITMENT	PERFORMANCE MEASURE	RESULT
<p><b>We will contribute to an increase in the availability of social and affordable housing in the municipality through implementing our <i>Social and Affordable Housing Strategy 2019–2023</i>.</b></p>	<p>We will deliver a minimum 80 per cent of year two actions in the <i>Social and Affordable Housing Strategy 2019–2023 Action Plan</i>.</p>	
<p><b>Comment:</b> Nine out of the 11 actions (82 per cent) of the year two <i>Action Plan</i> have been completed. We have worked with adjoining councils to encourage the development of consistent policies and understanding what each is doing in the social and affordable housing policy area. We have completed a mapping of unused or potential State Government sites within the Glen Eira Municipality where opportunities exist for social and/or affordable housing projects. We developed a position paper on adopting a standard policy for affordable housing requirements on rezoned sites, which included guidance on how and when the affordable housing requirement will be determined and the preferred delivery mechanisms (eg. dwellings, land or cash). We also conducted training for our Urban Planning Department about achieving affordable housing outcomes in planning applications. Ongoing monitoring will occur to ensure legal training is conducted and is aligned with any applications that have the potential to include affordable housing.</p>		
	<p>We will develop a standard policy for affordable housing requirements on rezoned sites.</p>	
<p><b>Comment:</b> The <i>Standard policy for affordable housing requirements in rezoned sites</i> was endorsed by Council at the 29 June 2021 Ordinary Council Meeting.</p>		
	<p>We will develop a position paper on Council’s commitment to a planning mechanism for affordable housing contributions for new developments.</p>	
<p><b>Comment:</b> The position paper was reported to Council on 29 June 2021 for noting.</p>		
<p><b>We will develop community facilities and spaces that are vibrant hubs, connect people with the place that they live, and encourage active lifestyles.</b></p>	<p>We will commence construction of the Community Hub at Murrumbeena Park.</p>	
<p><b>Comment:</b> Construction of the new Community Hub commenced in March 2021. The Canary Island palm trees that were such a beautiful part of the Park have been carefully removed and are now being maintained in storage during construction. At the conclusion of construction the palm trees will be replanted on site. Construction is scheduled to be completed in May 2022.</p>		

2020–2021 COMMITMENT	PERFORMANCE MEASURE	RESULT
<p><b>We will develop community facilities and spaces that are vibrant hubs, connect people with the place that they live, and encourage active lifestyles.</b></p> <p>Continued.</p>	<p>We will use the outcomes of our community consultation process to inform the completion of a detailed design for the Carnegie Memorial Swimming Pool in preparation for tender.</p>	
<p><b>Comment:</b> The outcomes from the community consultation were incorporated into the detailed design for Carnegie Memorial Swimming Pool which was adopted by Council in June 2021.</p>		
	<p>We will commence construction of Eat Street in Bentleigh — a pedestrian friendly mall which will underpin Bentleigh’s growing café and restaurant culture.</p>	
<p><b>Comment:</b> Construction commenced in late May with demolition works. The first phase of the project is due to be complete in November 2021.</p>		
	<p>We continue the development of a concept plan for a cultural precinct in Selwyn Street, Elsternwick.</p>	
<p><b>Comment:</b> Functional Layout Plan options have been developed in-line with an advisory committee made up of stakeholders from the precinct, which has now been adopted by Council. The detailed design will commence in 2021–22. An engagement plan will be developed and it is likely the project will be ready to commence construction in late 2023.</p>		
	<p>We will commence construction of the Bentleigh Library and Youth Hub and forecourt.</p>	
<p><b>Comment:</b> The Bentleigh Library and Youth Services closed to the public on 7 March 2021. Construction commenced in March 2021 and is due to be completed in June 2022.</p>		
	<p>We will commence concept design and community consultation for a new Community Hub and Library in Elsternwick.</p>	
<p><b>Comment:</b> Community consultation regarding the kinds of experiences and the types of services the community would like to see at the new Community Hub has been completed.</p> <p>Feedback received during engagement was earmarked to be used to develop concept design options for the new Hub in line with <i>Council and Community Plan</i> commitments.</p> <p>Due to impacts of COVID-19 this project has been deferred. The timing in line with Council’s revised <i>Strategic Resource Plan</i> is under review, however it is likely that construction will be towards the latter part of our current 10-year planning cycle.</p>		

2020–2021 COMMITMENT	PERFORMANCE MEASURE	RESULT
<p>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.</p>	<p>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.</p>	
<p><b>Comment:</b> The Planning Scheme rewrite progressed significantly in Q2 and was adopted by Council on 15 December 2020.</p> <p>The Minister for Planning required some minor changes to the Planning Scheme Amendment documentation, which has been completed and the amendment package returned to the Minister for approval to exhibit the amendment.</p>		
<p>We will invest a minimum of \$25 million on infrastructure projects that maintain and enhance liveability through Council’s Capital Works Program.</p>	<p>More than \$25 million will be spent through Council’s Capital Works Program for 2020–21.</p>	
<p><b>Comment:</b> \$32.5M was spent on Council’s Capital Works Program in 2020-21.</p> <p><b>This is also a major initiative of the 2020–21 Annual Budget.</b></p>		

COMMITMENT 2019–20 (CARRIED OVER)		
2019–2020 COMMITMENT	PERFORMANCE MEASURE	RESULT
<p>We will create a new community space on the site of the old furniture warehouse in Neerim Road, Carnegie.</p>	<p>Implementation and activation of a new open space area on the old furniture warehouse site in Carnegie by June 2020.</p>	
<p>The new Carnegie Community Space has been completed and was opened to the public on 15 May 2021.</p>		



We have developed a draft of the *Street Design Guidelines* and will continue to advocate with the State Government to maintain high-quality standards for cycling infrastructure.



BIKE STATION, ELSTERNWICK PLAZA, ELSTERNWICK.

## 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 2020–2021, we:**

- expanded our *Active Schools Program*, which encourages parents and children to walk, ride or scoot to school. We have 13 local schools participating in the program and hope to continue to grow this. To assist us with this, we welcomed funding from VicHealth which will be used to encourage further schools to participate in the *Active Schools* initiative that will be run in October 2021; and
- commenced implementation of our *Cycling Action Plan*, which included developing a plan to install a network of cyclist counters for continuous monitoring; developing a draft of the *Street Design Guidelines*, to ensure future on-road cycling provisions are of a high standard; completing a *Cycling Guide*; completing a draft *Bike Parking Strategy*; and working in consultation with Chadstone Shopping Centre and Stonnington Council to connect the Djerring Trail in Murrumbeena with the Scotchman's Creek Trail in Malvern East, via Boyd Park Murrumbeena.

## **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
<p><b>We will increase bicycle usage by 10 per cent from 2017 figures.</b></p>	<p>There has been a three per cent* increase in bicycle usage in 2021 (2,110 daily AM movements**) from 2016 figures (2,051 movements). In comparing the same sites surveyed in 2020, there has been a 14 per cent reduction in movements when comparing 2020 to 2021.</p> <p>There are a number of potential factors explaining this decline.</p> <p>It is likely that issues related to COVID-19 affected bike riding activity in March. These issues may include increased preferences for working from home arrangements, an increase in car-based travel, and the gradual return of employees to offices. This decrease was reflected nationally, with a 33% national decrease when compared with the same sites surveyed in 2020.</p> <p>In 2020 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. The bike count was conducted on Tuesday 2 March 2021 for two hours from 7am to 9am. As this count is a single morning census it can be affected by weather (new sites added since 2016 sites were excluded from this comparison).</p> <p>**Movements — a bicycle moving through the survey area in the time period of the count.</p>

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

STRATEGIC INDICATOR	RESULT
<p><b>A greater percentage of people (compared to 2017 numbers) will live within walking distance of a major transport node.</b></p>	<p>Population growth continues to drive the demand for diverse and affordable housing in Glen Eira. Development activity, particularly apartments, are being directed to the major activity centres. The majority of our major activity centres are conveniently located along and within walking distance to major train and tram lines. Bentleigh, Carnegie and Elsternwick have experienced growth in apartments in the 2020–21, with each of these centres suitably located around train stations on three separate rail lines. The number of apartments in Bentleigh increased by 5 per cent, Carnegie 7.7 per cent and Elsternwick 9.5 per cent.</p>
<p><b>We will construct five per cent of our missing link footpaths.</b></p>	<p>During the 2020–21 capital works budget process, Council significantly reduced the capital works portfolio to prepare for the uncertainty of COVID-19 and the slowing down of 2019–20 projects. As a result, the construction of missing link footpaths were not incorporated into the <i>2020–21 Annual Budget</i>.</p> <p>Alternatively, Council invested \$300,000 into removing asphalt wedging and footpath hazards on the Great Walking Streets*. In addition, Council continued to invest \$1.85 million into footpath renewal across Glen Eira and \$375,000 to address footpath risks associated with tree damage.</p> <p>* For more information see our <a href="#">Walking and Accessibility Action Plan 2019–2024</a>.</p>
<p><b>We will achieve a five per cent improvement in the ‘Walk Score’ across the municipality.</b></p>	<p>The 2021 Walk Score for the Glen Eira municipality is 73*, which is unchanged from 2018, 2019 and 2020.</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 as Council gradually implements its <i>Integrated Transport Strategy</i>, including <i>Council’s Walking and Accessibility Action Plan</i>.</p> <p>*Source: <a href="http://www.walkscore.com">www.walkscore.com</a></p>



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




STRATEGIC INDICATOR	RESULT
<p><b>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>.</b></p>	<p>The <i>2021 Local Government Community Satisfaction Survey</i> indicates there has been a one per cent decrease in Glen Eira's parking facilities performance score from 59 in 2020 to 58 in 2021.</p> <p>The slight decrease in performance can be attributed to Council electing to not enforce certain parking restrictions during COVID-19 lockdowns. To support the community through lockdowns, Council did not enforce 'green sign' parking offences such as 2-hour parking and only enforced safety breaches to the areas that displayed 'red signs' such as No Stopping signs.</p> <p>The move to not enforce certain parking restrictions was to support a high proportion of community members who were working from home or isolating in line with State Government requirements and to also support businesses succeed through an uncertain economic environment.</p> <p>Whilst the score has resulted in a decrease, it is in line with the State average score of 58.</p>

Achieved =  Not achieved =  Deferred by Council 

Not achieved due to COVID-19 pandemic = 

Not achieved due to factors outside of Council's control = 

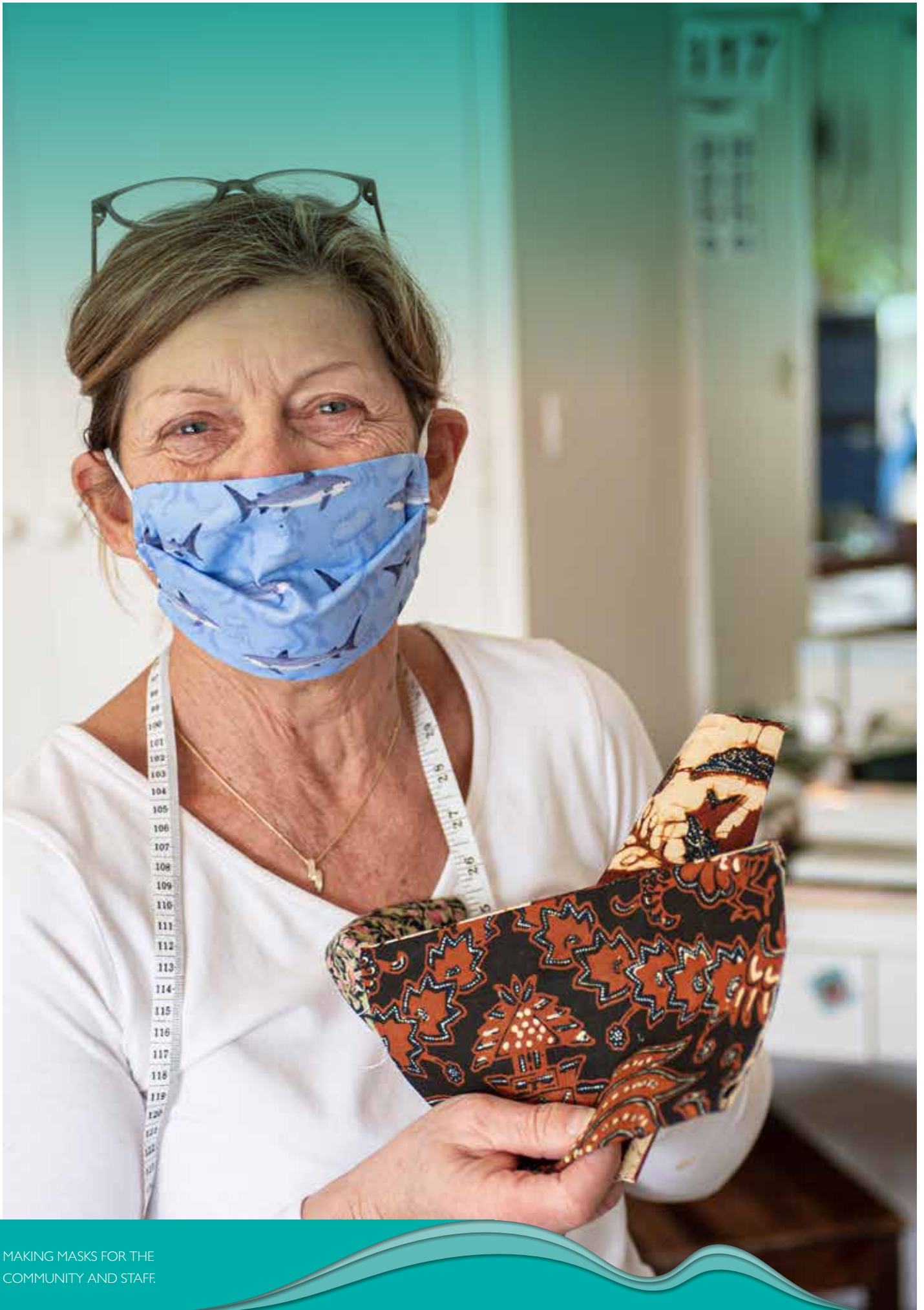
2020–21 COMMITMENT	PERFORMANCE MEASURE	RESULT
<p>We will continue to implement of our <i>Integrated Transport Strategy 2018–2031</i>, with a focus on creating safer and walkable neighbourhoods, and a range of viable transport options for our diverse community.</p>	<p>We will expand the <i>Active Schools Program</i> to at least two more schools.</p>	
<p><b>Comment:</b> Council has expanded its program and there are 13 schools participating in the <i>Active Schools</i> program. We have been supporting schools with internal active initiatives while running the annual <i>Golden Ticket</i> program, which encourages children to walk, ride or scoot to school as opposed to being driven.</p> <p>Council has secured funding from VicHealth to include healthy eating initiatives promoting social connection and support local food providers. The funding will be used to encourage further schools to participate in the <i>Active Schools — Go For Gold</i> program that will be run in October 2021.</p>		
	<p>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.</p>	
<p><b>Comment:</b> Following Council's decision of March 2021 to continue with the designs for the corridor, a new project plan has been prepared, anticipating recommencement of the Cycling Reference Group consultation and traffic analysis in June 2021. Traffic data collection has been delayed due to additional COVID-19 lockdown restrictions occurring in May, June and July 2021. We are anticipating the data collection can occur in August 2021 and we expect this commitment will be achieved by June 2022.</p>		

2020–21 COMMITMENT	PERFORMANCE MEASURE	RESULT
<p><b>We will enable cycling to become a safe and attractive form of transportation in the municipality by implementing our <i>Cycling Action Plan</i>.</b></p>	<p>We will commence implementation of at least one action from each of the three themes of our <i>Cycling Action Plan</i>:</p> <ol style="list-style-type: none"> <li>1. Education and behaviour.</li> <li>2. Policy and enforcement.</li> <li>3. Infrastructure.</li> </ol>	
<p><b>Comment:</b></p> <ol style="list-style-type: none"> <li>1. Education and behaviour. During 2020–21 we worked to develop a plan to install a network of cyclist counters for continuous monitoring. The first site for the counters was the Djerring Trail but this has been delayed due to COVID-19 lockdown restrictions. We anticipate the counters will be installed in July 2021. We have continued to have conversations with schools about their interest and the timing of cycling programs.</li> <li>2. Policy and enforcement. We have developed a draft of the <i>Street Design Guidelines</i> and will continue to advocate with the State Government to maintain high-quality standards for cycling infrastructure. We have also completed — <i>The Cycling Guide</i>.</li> <li>3. Infrastructure. We have completed a draft of the <i>Bike Parking Strategy</i>. We have also worked in consultation with Chadstone Shopping Centre and City of Stonnington to connect the Djerring Trail with the Scotchman’s Creek trail via Boyd Park.</li> </ol> <p><b>This is also a major initiative of the 2020–21 Annual Budget.</b></p>		
<p><b>We will enable walking to become a safe and attractive form of transportation in the municipality by implementing our <i>Walking and Accessibility Action Plan</i>.</b></p>	<p>We will commence implementation of at least one action from each of the three themes of our <i>Walking and Accessibility Action Plan</i>:</p> <ol style="list-style-type: none"> <li>1. Education and behaviour.</li> <li>2. Policy and enforcement.</li> <li>3. Infrastructure.</li> </ol>	
<p><b>Comment:</b></p> <ol style="list-style-type: none"> <li>1. Education and behaviour. We have continued to educate the community about the importance of walking by funding a series of initiatives and programs. The <i>Walk to School Program</i> that was due to commence in October 2020 did not proceed due to COVID-19 restrictions. We will continue to have conversations with schools about their interest and timing of walking programs to be held in Q3 and Q4 2021.</li> <li>2. Policy and enforcement. We have created a draft of the <i>Street Design Guidelines</i>.</li> <li>3. Infrastructure. Our pilot for a Pedestrian Safe Neighbourhood project that was scheduled in 2020–21 has been deferred to the 2023–24 financial year due to financial considerations.</li> </ol> <p><b>This is also a major initiative of the 2020–21 Annual Budget.</b></p>		
<p><b>We will make it easier for pedestrian travel throughout the municipality by maintaining the quality and condition of our footpaths.</b></p>	<p>We will invest a minimum of \$1.8 million maintaining and improving our footpaths in prioritised locations.</p>	
<p><b>Comment:</b> We have invested \$1.859 million in maintaining and improving our footpaths in prioritised locations this year.</p>		



**COMMITMENT 2018–19 (CARRIED OVER)**

2018–19 COMMITMENT	PERFORMANCE MEASURE	RESULT
<p>We will work with the Level Crossing Removal Authority to implement upgrade works to Neerim Road, Murrumbena in line with community feedback and Council endorsed designs.</p>	<p>Commence the upgrade of Neerim Road, Murrumbena streetscape works.</p>	<p><b>D</b></p>
<p><b>Comment:</b> Due to the impacts of COVID-19, this project has been deferred and will be appropriately resourced in future years' budgets.</p>		



MAKING MASKS FOR THE  
COMMUNITY AND STAFF.

# 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 2020–2021, we:**

- delivered 95 per cent of actions (41 out of 43) from our *Municipal Public Health and Wellbeing Plan* for 2020–21. This included the development of a Business Resource Hub containing information on small business grants, rent relief, webinars for businesses and support for residents and ratepayers during COVID-19 lockdowns; administering more than 7,050 vaccinations to infants and children and 1,871 influenza vaccinations to eligible residents and staff; supporting 130 older residents through our *Active Adults* exercise program which promoted staying active during COVID-19; and spreading acts of kindness to our community through our Glen Eira Be Kind initiative; and
- continued to implement the actions within our *Reconciliation Action Plan 2018–20*, including: exploring options to expand and/or review Aboriginal markers and storyboards around Glen Eira's parks and open space; developing an Aboriginal cultures and histories publication of Glen Eira; and exploring options of possible locations to establish a Learning Stone site. We were also delighted to be announced winner of *Reconciliation Victoria* and *Victorian Local Government Association's* respected *HART (Helping Achieve Reconciliation Together) Award* in the Local Government category for 2021.
- significantly increased our online presence and engagement with the community via Glen Eira Leisure's *GEL Anywhere program*, which included more than 1,350 programs being presented on nutrition, mental health, fitness, and group fitness classes for children and older adults. More than 55 programs for people with disabilities were also provided free for the community. Glen Eira Libraries also pivoted several programs and events online, including *Library@Home StoryTimes* and in-conversation with local and international authors.

## **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
<p><b>There will be an increase in the percentage of residents who agree this is a close-knit community.</b></p>	<p>The 2021 <i>Local Government Community Satisfaction Survey</i> indicates that 56 per cent of residents agree ‘... that people live in a close neighbourhood’ with 15 percent that ‘strongly agree’ and 41 per cent ‘agree’. This is a decrease on the 2020 response.</p> <p>The 2020 <i>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 2019 <i>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>
<p><b>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.</b></p>	<p>The 2021 <i>Local Government Community Satisfaction Survey</i> indicates residents’ satisfaction with family support services is slightly lower at 65 than the period 2020 of 70. The state-wide average remains at 66 with the Metro average at 67 (down from 69 last year).</p>
<p><b>There will be an increase in the percentage of residents that report that they feel safe to walk alone at night time.</b></p>	<p>The 2021 <i>Local Government Community Satisfaction Survey</i> indicates that 66 per cent of residents feel very safe walking in their local area alone after dark. This compares with 63 per cent in 2020.</p>
<p><b>There will be an increase in the percentage of residents who participate in volunteering.</b></p>	<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>*Source: Australian Bureau of Statistics <i>Census 2011</i> and <i>2016</i>.</p>




Achieved =  Not achieved =  Deferred by Council 

Not achieved due to COVID-19 pandemic = 

Not achieved due to factors outside of Council's control = 




2020–21 COMMITMENT	PERFORMANCE MEASURE	RESULT
<p>We will continue to deliver our <i>Active Communities Program</i> to improve the health and fitness and social connection of residents.</p>	<p>We will engage at least 500 Glen Eira residents in free exercise activities in parks throughout Glen Eira.</p>	
<p><b>Comment:</b> We engaged 986 attendees in outdoor programs. As COVID-19 restrictions were lifted, Glen Eira Leisure used an outdoor marquee to provide free fitness classes for the community. In addition, classes will be scheduled in parks in Q4 2021.</p>		
<p>We will contribute to the community's sense of safety and support crime prevention in the municipality through delivery of key activities in our <i>Community Safety Plan 2018–2022</i>.</p>	<p>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.</p>	
<p><b>Comment:</b> 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 2020, and for the Glen Eira community on 9 December 2020.</p>		
	<p>We will develop a 2020–22 <i>Action Plan</i> and deliver a minimum 80 per cent of the year one commitments.</p>	
<p><b>Comment:</b> The <i>Community Safety Action Plan 2020–2022</i> contains 21 actions to be implemented each year over two years. Of the 2020–21 actions, 95 per cent (20) were completed. In early 2021 Council developed and launched the <i>Glen Eira Good Neighbour Recognition Program</i> designed to connect and build positive relationships with our neighbours, build friendships and enhance community safety.</p> <p>During the 2020–2021 COVID-19 lockdown periods, Council supported and promoted online events, activities and programs that brought the community together, fostered connections and increased understanding of culture and faith.</p> <p>Glen Eira Libraries had weekly online multicultural and diversity author discussions, which included international and national guests from the indigenous, transgender and diverse communities. Council also held four virtual Coffee with a Cop sessions with Victoria Police, which offered the opportunity to access resources, gain information and asked questions about elder abuse, mental health, community policing and youth. Council was successful in receiving funding from the Department of Justice and Community Safety to develop and implement the <i>Living Safely Program</i>. In partnership with Victoria Police and Glen Eira Neighbourhood Watch, 5,860 Crime Prevention Kits were distributed to Glen Eira residents, which saw improvement in community confidence and an increase in car and home security measures.</p>		




2020–21 COMMITMENT	PERFORMANCE MEASURE	RESULT
<p><b>We will deliver programs and initiatives that support young people and give them a voice through the implementation of our <i>Glen Eira Youth Strategy 2019–2023</i>.</b></p>	<p>We will complete a minimum of 80 per cent of year two commitments of the <i>Glen Eira Youth Strategy 2019–2023</i> by June 2021.</p>	
<p><b>Comment:</b> Eighty-eight per cent of year two actions in the <i>Glen Eira Youth Strategy Action Plan 2020–21</i> were completed as of June 2021.</p> <p>Some highlights of completed actions include:</p> <ul style="list-style-type: none"> <li>• the online event, <i>Queerstories</i> which ran as a part of the <i>2021 Glen Eira Storytelling Festival</i> and had 220 registered attendees;</li> <li>• the online Parent Information Night webinar in partnership with Cyber Safety Project, with 48 registered attendees,</li> <li>• 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;</li> <li>• the <i>Moving Up with Parents</i> primary school to secondary school transitions webinar, attended by 76 parents;</li> <li>• the online Youth Art Expo, with more than 120 entries; and</li> <li>• two ‘Welcome to Glen Eira’ Glen Eira Multicultural Youth Network activities (barista training and sushi social).</li> </ul> <p><b>This is also a major initiative of the 2020–21 Annual Budget.</b></p>		
<p><b>We will deliver swimming lessons to residents with limited water safety knowledge and skills to ensure they are safe around water.</b></p>	<p>A minimum of 100 residents will have the opportunity to participate in a modified swimming program by June 2021.</p>	
<p><b>Comment:</b> We enrolled 90 participants in the culturally and linguistically diverse (CALD) swimming program. The swimming program was heavily impacted by COVID-19 restrictions with the GESAC learn-to-swim program closed for 35 weeks and COVID-19 capacity restrictions placed on the pools for an additional 10 weeks. Demand for the program also decreased due to stay at home pandemic restrictions and family concerns about possible exposure to the virus in the community.</p>		


2020–21 COMMITMENT	PERFORMANCE MEASURE	RESULT
<p><b>We will engage our community through a diverse program of events and activities.</b></p>	<p>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 <i>Glen Eira Storytelling Festival</i>; three <i>Party in the Park</i> events; and <i>Reconciliation Week</i> activities in line with Council's <i>Reconciliation Action Plan</i>.</p>	
<p><b>Comment:</b> Libraries and Arts and Culture delivered 151 online and face-to-face (where permitted) community events and activities despite the cancellation of major cultural events, such as <i>Carols in the Park</i>, <i>Party in the Park</i> and <i>Groove and Graze</i> due to the closure of libraries, physical distancing restrictions and COVID-19 lockdowns. The <i>Storytelling Festival</i> was moved online. Events and activities included performance groups and children's entertainers; artists and curators; arts and crafts programs, pop-up events in shopping precincts and parks; in-conversations with international and local presenters and authors; and <i>Library@Home Storytimes</i> and workshops.</p>		
	<p>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.</p>	
<p><b>Comment:</b> The community space is complete with the opening event held on 15 May. Two additional events were planned but didn't proceed due to COVID-19 restrictions. Opportunities to conduct additional events will be discussed with the Carnegie Traders Association and programmed when permitted.</p>		
<p><b>We will enhance health and wellbeing outcomes in our community by implementing Council's Municipal Public Health and Wellbeing Plan (MPHWP).</b></p>	<p>We will deliver a minimum of 90 per cent of the <i>Municipal Public Health and Wellbeing Plan 2017–21</i> year four commitments by June 2021.</p>	
<p><b>Comment:</b> The <i>Municipal Public Health and Wellbeing Plan</i> for 2020–21 contained 43 actions, of these 41 actions (95 per cent) were completed. Key actions included:</p> <ul style="list-style-type: none"> <li>• Development of a Business Resource Hub containing information on small business grants, rent relief, webinars for businesses and support for residents and ratepayers during COVID-19 lockdowns.</li> <li>• Our Public Health team administered more than 7,050 vaccinations to infants and children and 1,871 influenza vaccinations to eligible residents and staff.</li> <li>• Our <i>Active Ageing</i> program supported 130 older residents through exercise programs which promoted staying active during COVID-19.</li> <li>• Our <i>Glen Eira Be Kind</i> campaign successfully focused on spreading acts of kindness for yourself and others, including stories and tips on how to look after yourself and your neighbours.</li> <li>• During the COVID-19 lockdowns the Children Services teams reached families through weekly online playgroups. Resource packs with arts and crafts supplies and activity sheets were delivered to families to keep children engaged at home.</li> <li>• A successful <i>Glen Eira Community Awards</i> event was held in May 2021 to recognise our many volunteers and community groups. Awards were presented for <i>Citizen of the Year</i>, <i>Young Citizen of the Year</i> and <i>Community Group of the Year</i>.</li> </ul>		





2020–21 COMMITMENT	PERFORMANCE MEASURE	RESULT
<p><b>We will enhance health and wellbeing outcomes in our community by implementing Council's <i>Municipal Public Health and Wellbeing Plan (MPHWP)</i>.</b> Continued.</p>	<p>We will engage with the community in preparation for the <i>Municipal Public Health and Wellbeing Plan 2021–25</i>.</p>	
<p><b>Comment:</b> During April to June 2021 we delivered a variety of engagement activities using online, written and face-to-face methods. These incorporated surveys, pop-up engagements in local shopping centres and libraries, workshops and focus groups with a broad range of population groups and people in our community from diverse backgrounds and identities. This helped shape the draft plan, which will go through a further period of community consultation in August and September 2021.</p>		
<p><b>We will enhance outcomes for people with disabilities in our municipality by implementing Council's <i>Disability Action Plan 2017–2021</i>.</b></p>	<p>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.</p>	
<p><b>Comment:</b> Council has implemented accessibility upgrades at Mackie Road Reserve, Bentleigh East Pavilion; Victory Park Pavilion, Bentleigh; Princes Park Multipurpose Pavilion and DC Bricker Function Room, Caulfield South. These works have enhanced the physical access and improved their functionality for people with disabilities.</p>		
	<p>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.</p>	
<p><b>Comment:</b> Council has implemented 89 per cent of quick wins from the accessibility reports for Bentleigh, Elsternwick and Carnegie shopping precincts. This includes improving parking accessibility options around shops and services for people with disabilities and engaging local businesses to be more aware of access and inclusion.</p>		
<p><b>We will invest in increased compliance activity on building sites in order to improve safety and amenity during major construction works.</b></p>	<p>We will aim to decrease the number of complaints received by 10 per cent.</p>	
<p><b>Comment:</b> Complaints relating to building sites decreased by 22.5 per cent but enforcement action increased during this period.</p> <p>These figures show a trend of Council taking a zero-tolerance approach to the impact construction is having on community safety and amenity to ensure compliance. Officers have been proactive in monitoring building sites and creating a presence, which has resulted in a decreased need to be reactive.</p>		

2020–21 COMMITMENT	PERFORMANCE MEASURE	RESULT
<p><b>We will investigate Council’s provision of active recreation facilities identified in the <i>GET ACTIVE — Future of Sport and Active Recreation Report</i>.</b></p>	<p>We will prepare and consult on an <i>Active Recreation Action Plan</i>, focused on future provision of active recreation facilities, including multipurpose courts, skate facilities and outdoor fitness equipment in our parks.</p>	
<p><b>Comment:</b> Extensive consultation has been undertaken including in-park observations at nine sites, including: Caulfield Park, Caulfield North; Princes Park, Caulfield South; Booran Reserve, Glen Huntly; Packer Park, Carnegie; Joyce Park, Ormond; Duncan Mackinnon Reserve, Murrumbeena; Hodgson Reserve, Bentleigh; King George Reserve, Bentleigh East; and McKinnon Reserve, McKinnon. We also conducted online surveys and engaged with internal Council departments and a range of external community organisations, including Sport and Recreation Victoria and Maccabi Victoria.</p> <p>Analysis of the engagement outcomes, as well as assessments of individual suburbs, examining their open space provision (as reflected by the <i>Open Space Strategy</i>), active recreation facility provision and gaps, demographics and analysis of opportunity were undertaken and have been used to inform the development of the <i>Active Recreation Action Plan</i>.</p> <p>The <i>Active Recreation Action Plan</i> focuses on future provision of active recreation facilities, including multipurpose courts, skate facilities and outdoor fitness equipment in our parks, and opportunities to activate the community through physical activity programs.</p> <p>The <i>Active Recreation Action Plan</i> is scheduled to be considered for endorsement at the 20 July Ordinary Council Meeting.</p>		
<p><b>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.</b></p>	<p>We will increase our online presence and engagement of Glen Eira Leisure activities by 20 per cent.</p>	
<p><b>Comment:</b> Our online programming has increased by over 20 per cent in response to higher demand during the COVID-19 lockdown period.</p> <p>The <i>GEL Anywhere</i> program proved to be very popular in 2020–21 with a variety of programs being presented including nutrition, mental health, fitness, children’s and older adult programs. Programs for people with disabilities were also provided free for the community. The minutes viewed of <i>GEL Anywhere</i> online classes saw an increase of 375 per cent, from 320,900 in the previous year to 1.2 million in 2020–21 and net followers of our Facebook page increased by 1.9 million compared to a modest increase of 800,000 the previous year.</p>		
<p><b>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.</b></p>	<p>We will comply with all Department of Health and Human Services COVID-19 guidance, notes and directions.</p>	
<p><b>Comment:</b> 2020–21 has continued to be a challenging time for our community. We have continued to adhere to the guidance and directions of the Department Health and Human Services; communicating changes and advice as they come to hand via social media, our website and other channels, pivoting our operations online and continuing to deliver our core services to the community. We are committed to ensuring we can support the community by providing leadership, partnership and advice as we move into a new financial year.</p>		

2020–21 COMMITMENT	PERFORMANCE MEASURE	RESULT
<p><b>We will update our planning controls to better protect areas that are prone to overland flooding.</b></p>	<p>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.</p>	<p style="text-align: center;"></p>
<p><b>Comment:</b> Finalised flood mapping data was received late in Q4 and is now under final review. Council is expecting a formal request from Melbourne Water as the proponent for its component of the Amendment in November 2021. Following this, officers will brief Council and seek authorisation for the Amendment.</p>		
<p><b>We will work with community, businesses and other stakeholders to develop and deploy a comprehensive COVID-19 Recovery Strategy.</b></p>	<p>Implement all high priority actions from <i>COVID-19 Response and Recovery Plan</i>.</p>	<p style="text-align: center;"></p>
<p><b>Comment:</b> Currently there are 32 actions contained within the <i>COVID-19 Recovery Strategy 2021</i>. 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.</p> <p>The actions related to the social impacts of COVID-19 have been initiated and continue to run on an ongoing basis through the recovery phase. Council's Pandemic Response and Recovery team have actioned relief services as directed under the Emergency Management arrangements, managed referrals from State Government under the <i>Community Activation and Social Isolation Initiative</i>, coordinated the local Pandemic Response and Recovery Committee and provided COVID safe information to Council business units and to the public.</p> <p>The actions addressing the economic impacts includes, initiating and continuing to work with neighbouring Councils and peak bodies to create opportunities for local businesses, discuss innovation for business rejuvenation, consult and engage with local traders association and local key business contacts during the length of the COVID-19 crisis, and promote COVID safe behaviour for business operations during the COVID-19 crisis.</p> <p><b>This is also a major initiative of the 2020–21 Annual Budget.</b></p>		
<p><b>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.</b></p>	<p>We will continue to implement our <i>Reconciliation Action Plan 2018–20 — Innovate</i> and achieve 90 per cent of commitments.</p>	<p style="text-align: center;"></p>
<p><b>Comment:</b> We were successful in completing all of our actions within the <i>Reconciliation Action Plan 2018–20 — Innovate Plan</i>.</p> <p>We were delighted to be announced winner of <i>Reconciliation Victoria and Victorian Local Government Association's</i> respected <i>HART (Helping Achieve Reconciliation Together) Award</i> in the Local Government category for 2021.</p>		

2020–21 COMMITMENT	PERFORMANCE MEASURE	RESULT
<p><b>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.</b> Continued.</p>	<p>We will renew Council's memorandum of agreement with the Boonwurrung Traditional Owners.</p>	
<p><b>Comment:</b> The memorandum of agreement documents were signed by both parties on 8 February 2021, continuing our strong partnership for the future.</p>		
	<p>We will seek endorsement of the next iteration of our <i>Reconciliation Action Plan — Innovate</i> from Reconciliation Australia.</p>	
<p><b>Comment:</b> Conditional endorsement was received from Reconciliation Australia. The new <i>Reconciliation Action Plan</i> is now being prepared for launch in August 2021.</p>		
	<p>We will renew Aboriginal markers and storyboards at Mallanbool Reserve.</p>	
<p><b>Comment:</b> The updated text has been approved by the Boon Wurrung Foundation and Council's Aboriginal and Torres Strait Islander civic and cultural officer. Signage style and design type have been confirmed and a manufacturer engaged. Final updates to images and text alignment is being completed. We were waiting on COVID-19 restrictions to lift for signage to be confirmed onsite. Installation of the signage is now expected in September 2021.</p>		
	<p>We will commence a process to engage with the community on design of a learning stone and gathering place site at Mallanbool Reserve, Murrumbena.</p>	
<p><b>Comment:</b> A site visit with Traditional Owners and <i>Reconciliation Action Plan</i> Advisory Group members took place and discussion with the Elders confirmed similar design ideas. We have engaged with a learning stone representative and Council's Parks team to progress the design. An engagement plan has been developed containing clearly defined goals for the project.</p>		

**COMMITMENTS 2019–20 (CARRIED OVER)**

2019–20 COMMITMENT	PERFORMANCE MEASURE	RESULT
<p><b>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.</b></p>	<p>Two digital kiosk spaces implemented by June 2020.</p>	<p></p>
<p><b>Comment:</b> A digital kiosk was installed in the Carnegie Library in February 2021. A second digital kiosk was installed in the Elsternwick Library instead of Bentleigh Library, given that Bentleigh is currently closed for redevelopment.</p>		
<p><b>We will develop role descriptions for all categories of Council volunteers and deliver training programs to build their capacity to support the community</b></p>	<p>We will develop a volunteer induction program and commence rollout by June 2020.</p>	<p></p>
<p><b>Comment:</b> A <i>Volunteer Induction Program</i> was developed in consultation with key stakeholders. The <i>Program</i> was endorsed by the Executive Team; however implementation was delayed due to the impacts of COVID-19. Implementation recommenced in early 2021 once COVID-19 restrictions on volunteers lifted.</p>		

Two electric car vehicle charging stations have been placed at Town Hall for community use and for recharging our new electric cars that are now part of our fleet.



ELECTRIC VEHICLE CHARGING STATION,  
GLEN EIRA TOWN HALL, CAULFIELD.

# 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 2020–2021, we:**

- endorsed *Our Climate Emergency Response Strategy 2021–2025* on 29 June 2021. Extensive community and stakeholder consultation was undertaken to inform the final *Strategy*, which 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;
- assessed the outcomes of our weekly green bin trial held in McKinnon and Ormond throughout October 2019. The outcomes from the weekly green bin trial were presented to Council on 21 July 2020 where Council resolved to further rollout the weekly green bin, fortnightly red bin collection to the wider community. On 8 September 2020, Council endorsed a plan to rollout the weekly green bin service to the Glen Eira community from July 2021; and
- enhanced the protection of significant trees across the municipality, which included consultation with the community on a Classified Tree Local Law. On 1 September 2020, following public consultation and after consideration of community submissions, Council resolved to adopt the Classified Tree Local Law.

## **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
<p><b>We will see a five per cent increase in the recycling rate at Council buildings.</b></p>	<p>Waste audits of Council buildings were not completed in 2020 and 2021 due to the outbreak of COVID-19.</p> <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>
<p><b>Greenhouse gas emissions will be a further 25 per cent lower from Council buildings, waste and outdoor lighting by 2021.</b></p>	<p>We have seen a 40 per cent reduction of green house gas emissions from Council buildings, waste and outdoor lighting since our baseline year of 2014–15.</p> <p>The <i>Environmental Sustainability Strategy 2016–2021</i> set a target for Council greenhouse gas emissions to be 25 per cent lower from Council buildings, waste and outdoor lighting by 2021. With collaboration across Council, we delivered multiple renewable energy, energy efficiency and Environmentally Sustainable Design (ESD) projects since then, and we have exceeded this target, delivering a 40 per cent reduction since our baseline year of 2014–15.</p> <p>Our 2020–21 carbon footprint decreased by 18 per cent to 6,888 tonnes Greenhouse gas emissions (t CO<sub>2</sub>-e) compared to 8,399 tonnes in the previous financial year. The COVID-19 pandemic would have significantly contributed to this decrease in emissions with many buildings unoccupied during lockdown periods. There were also a number of renewable energy and energy efficiency projects that helped bring our emissions down, with another 78.27kWh of solar power systems installed on eight community buildings, bringing the total amount of rooftop solar capacity to 1109kW.</p> <p>Council has now started to measure emissions from our supply chain, like postage services, paper consumption, water use, road asphalt, waste generation, waste collection and street cleaning. This year we have accounted for an additional 2,851 t CO<sub>2</sub>-e and will now incorporate these carbon sources into our emissions inventory every year. By capturing these new sources of emissions, we are responsible for generating, we will be able to identify opportunities to work with our supply chain to further reduce emissions across our operations.</p> <p>Continues on next page.</p>

**Greenhouse gas emissions will be a further 25 per cent lower from Council buildings, waste and outdoor lighting by 2021.** Continued.

Our 2019–20 carbon footprint decreased by 10 per cent to 8,399 t CO<sub>2</sub>-e 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.

Our 2018–19 carbon footprint decreased by 6.8 per cent to 9,287 t CO<sub>2</sub>-e 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.

Our 2017–18 carbon footprint decreased by eight per cent to 9,961 t CO<sub>2</sub>-e 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.

**There will be an increase in open space in areas of the City identified in our *Open Space Strategy* as lacking green space.**

Further opportunities to expand and connect the open space network are identified in the *Open Space Strategy* which was refreshed in 2020. Key projects over the 2020 year included: finalising a road closure to create a new park in Aileen Avenue, Caulfield South; identifying potential new open spaces adjacent to the Caulfield to Dandenong rail corridor; and advocacy with the Caulfield Reserve Racecourse Trust for improved access and recreational activity on Crown Land within the reserve.

The *Open Space Strategy* refresh incorporated the updated *Census* data showing the population growth trends across Glen Eira. Given the previous *Open Space Strategy* was developed with previous population data it is difficult to compare the open space per capita shift, however the refreshed *Strategy* positions Council well to report positive shifts in the future.

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

STRATEGIC INDICATOR	RESULT
<p>The level of satisfaction with open space in the <i>Community Satisfaction Survey</i>, will be consistent with, or better than, industry benchmarks.</p>	<p>In the 2021 <i>Local Government Community Satisfaction Survey</i>, Glen Eira residents rated their level of satisfaction with the appearance of public areas an index score of 78. The state-wide average is 73. Residents rated their level of satisfaction with recreational facilities an index score of 78 compared to the state-wide average of 71</p>
<p>Traders' associations will report an increased level of satisfaction with the cleanliness and amenity of our activity centres.</p>	<p>Carnegie and Bentleigh Traders Association have advised of some issues with the cleanliness/amenity in each centre. Dumped rubbish remains a problem but is actioned upon requests being received. Graffiti is a major problem across all three centres.</p> <p>Elsternwick Traders Association has reported the level of cleanliness is consistent with the previous year but have concerns with graffiti, public toilets and the lack of greenery.</p> <p>Council's schedule of footpath cleaning, high pressure cleaning and bin emptying and cleaning has been conducted at the required frequency.</p> <p>Each trader association manages graffiti above two metres in height from funding from the special rate. Below two metres is a Council responsibility and is removed once reported.</p> <p>In the coming year, Council will work more closely with the trader associations to obtain more detailed reporting on this matter as well as actions from each Associations business plans.</p>
<p>New generation garbage disposal facilities will be well progressed toward opening.</p>	<p>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.</p>
<p>New buildings and facilities will be recognised as leading examples of highly efficient and sustainable design.</p>	<p>All our major projects, have five percent allocated to the budget for Environmentally Sustainable Design (ESD). For the new Murrumbeena Community Hub and Carnegie Memorial Swimming Pool Centre, we plan to exceed the target, spending more on ESD. The new Murrumbeena Community Hub and Lord Reserve Pavilion will have all electric systems, with no fossil fuel in the building. Carnegie Memorial Swimming Pool Centre will be one of the first 6-Star Green Star aquatic centres in Australia.</p>

Achieved =  Not achieved =  Deferred by Council 

Not achieved due to COVID-19 pandemic = 

Not achieved due to factors outside of Council's control = 

2020–21 COMMITMENT	PERFORMANCE MEASURE	RESULT
<p>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.</p>	<p>Continue to work with Inner South East Mayors Forum members to progress a graffiti removal trial on State assets.</p>	
<p><b>Comment:</b> 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.</p>		
<p>We will enhance the protection of significant trees across the municipality through the development of a <i>Classified Tree Register</i>.</p>	<p>Council will consult with the community on a Classified Tree Local Law and thereafter determine and implement the Classified Tree Local Law and <i>Classified Tree Register</i>.</p>	
<p><b>Comment:</b> 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 <i>Classified Tree Register</i> has been moved to business as usual.</p> <p><b>This is also a major initiative of the 2020–21 Annual Budget.</b></p>		
<p>We will increase the quality, availability and accessibility of public open space across the municipality by implementing priority actions from our <i>Open Space Strategy 2019–2031</i>.</p>	<p>Implement the high priority action from the <i>Lord Reserve Koornang Park Master Plan</i> to commence construction of the new Lord Reserve Pavilion.</p>	
<p><b>Comment:</b> Project works commenced in April 2021 and are progressing well on site at Lord Reserve Pavilion, Carnegie with the construction phase site set up complete. Temporary facilities are in place for the community sports clubs use during the construction phase. The demolition and site preparation works are now complete, with footings installation and slab construction currently underway. The project is expected to reach practical completion by March 2022. This will be weather dependent. The construction timelines will be continually reviewed as we progress further.</p>		

2020–21 COMMITMENT	PERFORMANCE MEASURE	RESULT
<p><b>We will increase the quality, availability and accessibility of public open space across the municipality by implementing priority actions from our <i>Open Space Strategy 2019–2031</i>.</b></p> <p>Continued.</p>	<p>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.</p>	
<p><b>Comment:</b> Planning Scheme Amendment C218 (revised open space contribution) was referred to the Department of Environment, Land, Water and Planning (DELWP) in December 2020, seeking authorisation. DELWP is yet to respond but a response is considered imminent and we will proceed to exhibition once authorised.</p>		
	<p>We will commence the construction of a new open space in Aileen Avenue, Caulfield South.</p>	
<p><b>Comment:</b> Construction of new open space commenced with demolition and site preparation works in June 2021. Park construction will be completed in the 2021–22 financial year.</p>		
	<p>Implement the high priority action from the <i>Lord Reserve Koornang Park Master Plan</i> for new cricket nets at Lord Reserve.</p>	
<p><b>Comment:</b> The construction of the new cricket nets at Lord Reserve was completed in February 2021.</p>		
<p><b>We will invest in Council initiatives and support our community through programs that contribute to our environmental sustainability objectives.</b></p>	<p>We will develop a new <i>Environmental Sustainability Strategy</i> with action plans to achieve corporate and community carbon emission reduction targets.</p>	
<p><b>Comment:</b> Our <i>Climate Emergency Response Strategy 2021–2025</i> was endorsed by Council on 29 June 2021. Extensive community and stakeholder consultation was undertaken to inform the final <i>Strategy</i>, which 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.</p>		
	<p>We will install additional solar generation facilities on Council sites including: early learning centres (at least three sites) and pavilions (at least three sites).</p>	
<p><b>Comment:</b> Council implemented solar works at four pavilions and four early learning sites. The sites include: Victory Park Pavilion, Bentleigh; Bailey Reserve Pavilion, Bentleigh East; Mackie Road Reserve Pavilion, Bentleigh East; Moorleigh Reserve Pavilion, Bentleigh East; Bentleigh East Kindergarten, Bentleigh East; Centre Road Kindergarten, Bentleigh East; Caulfield South Kindergarten, Caulfield South; and East Bentleigh Child Care Centre, Bentleigh East. These works have enhanced the building and improved their energy usage.</p>		

2020–21 COMMITMENT	PERFORMANCE MEASURE	RESULT
<p><b>We will invest in Council initiatives and support our community through programs that contribute to our environmental sustainability objectives.</b> Continued.</p>	<p>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.</p>	
<p><b>Comment:</b> Two electric car vehicle charging stations have been placed at Town Hall for community use and for recharging our new electric cars that are now part of our fleet.</p>		
<p><b>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.</b></p>	<p>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.</p>	
<p><b>Comment:</b> Five per cent of the capital budget has been incorporated into the plans for Carnegie Memorial Swimming Pool and Murrumbeena Community Hub. Council has gone over and above the minimum required sustainability standards with Council adopting a six star, green star approach for Carnegie Memorial Swimming Pool. Murrumbeena Community Hub has allocated 6.7 per cent of the total budget for sustainability measures.</p>		
<p><b>We will reduce the amount of waste going to landfill by increasing our rate of food waste recycling across the municipality.</b></p>	<p>Assess the outcomes of the trial and determine a future approach across the municipality.</p>	
<p><b>Comment:</b> 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 and 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.</p> <p><b>This is also a major initiative of the 2020–21 Annual Budget.</b></p>		
	<p>Our annual waste bin audit will show a minimum 10 per cent improvement in the rate of food waste recycling from 2019–20.</p>	
<p><b>Comment:</b> We have not achieved this commitment. 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. 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.</p> <p><b>This is also a major initiative of the 2020–21 Annual Budget.</b></p>		

2020–21 COMMITMENT	PERFORMANCE MEASURE	RESULT
<p><b>We will update and refresh a minimum of two key Council community strategies relating to recreation, open space, infrastructure or facilities.</b></p>	<p>We will refresh our <i>Asset Management Plans</i> for roads, footpaths and drainage.</p>	<p><b>X</b></p>
<p>As part of reassessing our priorities post COVID-19 we commenced the process to update and refresh our <i>Asset Management Plans</i> for roads, footpaths and drainage in January 2021. These will be completed in-line with the new <i>Local Government Act 2020</i> requirements by the end of June 2022.</p> <p>Council's <i>Road Management Plan (RMP)</i> review has been completed. The <i>RMP</i> will be issued for community consultation process prior to Council endorsement in 2021–22.</p>		

**COMMITMENT 2019–20 (CARRIED OVER)**

2019–20 COMMITMENT	PERFORMANCE MEASURE	RESULT
<p><b>We will update and refresh a minimum of two key Council community infrastructure strategies relating to recreation, open space and facilities.</b></p>	<p>Council endorsement of the <i>Playground Strategy</i>.</p>	<p><b>D</b></p>
<p>The <i>Playground Strategy</i> 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 <i>Strategy</i> and the community consultation process has been completed. Officers are in the process of reviewing consultation feedback and preparing the final <i>Strategy</i> for Council endorsement.</p>		

Council secured \$16.53 million in grant funding (over and above Grants Commission funding) in the 2020–21 financial year.



LEFT TO RIGHT: MEMBER FOR OAKLEIGH STEVE DIMOPOULOS MP, MINISTER FOR COMMUNITY SPORT THE HON. ROS SPENCE, FEDERAL MEMBER FOR HIGGINS DR KATIE ALLEN MP AND GLEN EIRA MAYOR CR MARGARET ESAKOFF WERE JOINED BY SPORTING CLUB REPRESENTATIVES AT THE OFFICIAL SOD TURNING TO MARK THE COMMENCEMENT OF THE REDEVELOPMENT OF THE NEW MURRUMBEENA COMMUNITY HUB.



## 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 2020–2021, we:**

- worked closely with the community to develop the *Glen Eira 2040 Community Vision* which was endorsed by Council on 19 May 2021. This important achievement has been promoted widely and shared across our community groups and organisations through newsletters, correspondence and presentations, acknowledging that the community's vision will be important for all of our future planning for Glen Eira;
- increased our online transactions by 13.2 per cent, with 45 per cent of all transactions received through digital channels. As more people are turning online for services, we will continue looking for improvements to our digital channels to make it easier for our community members to transact with Council through their channel of choice; and
- continued our advocacy efforts and secured \$16.53 million in grant funding from peak bodies, State and Federal Governments in the 2020–21 financial year. We have also been advocating to State and Federal Governments on a wide variety of social and local issues including; regulation of rooming houses; Caulfield to Rowville light rail; planning reform; indigenous representation; JobSeeker payments; availability of COVID-19 vaccinations; funding for Carnegie Memorial Swimming Pool Centre; funding for urban forest initiatives; and funding for electric vehicle infrastructure.

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

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

#### **WE WILL:**

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

### **2. ACHIEVE A REPUTATION FOR ORGANISATIONAL AND SERVICE EXCELLENCE.**

#### **WE WILL:**

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

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

#### **WE WILL:**

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

## ON BEHALF OF THE COMMUNITY, COUNCIL WILL ADVOCATE FOR:

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

## HOW WILL WE KNOW IF WE HAVE BEEN SUCCESSFUL?

STRATEGIC INDICATOR	RESULT
Rates per assessment will remain at the second lowest level of all metropolitan municipalities.	In 2020–21 the average rates per assessment was \$1,427. 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>2021 Local Government Community Satisfaction Survey</i> Council remained consistent in its advocacy (lobbying on behalf of community) with an index score of 56. The state-wide average advocacy index score is 55.
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>2021 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 2020–21, we consulted on 31 projects receiving 9,458 responses from the community.
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 against the <i>Council and Community Plan</i>.</p> <p><i>Quarterly Service Performance Reports</i> were tabled at the following Ordinary Meetings of Council:</p> <ul style="list-style-type: none"> <li>11 August 2020 — quarter year ending June 2020</li> <li>24 November 2020 — quarter year ending September 2020</li> <li>23 February 2021 — quarter year ending December 2020</li> <li>19 May 2021 — quarter year ending March 2021</li> </ul>




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

STRATEGIC INDICATOR	RESULT
<p>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.</p>	<p>In the <i>2021 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 58. The state-wide average community consultation and engagement index score is 56.</p>
<p>Staff engagement levels will be consistent with, or better than, industry benchmarks.</p>	<p>The <i>Employee Engagement Survey</i> is conducted every two years. The most recent survey was conducted in May 2021 by a new provider, Insync.</p> <p>The survey measured two factors that drive performance. These are:</p> <ul style="list-style-type: none"> <li>— Alignment, which measures whether employees, teams, systems, processes and customer strategy are aligned to the organisation’s long term goals; and</li> <li>— Engagement, which measures whether employees are committed to and emotionally engaged with the organisation and its goals, and they promote and act in its best interests</li> </ul> <p>In June, the organisation was notified of its results which were extremely positive after a difficult 12 months due to the COVID-19 pandemic.</p> <p>The results indicated that Glen Eira City Council employees are highly aligned (62 per cent) and engaged (68 per cent). The results places Glen Eira in the top 25th percentile for engagement and in the top 10th percentile for alignment (both within the high-performance category) when compared to Insync’s benchmark database which consists of 72 local government studies in Australia and 27,975 responses.</p>

Achieved =  Not achieved =  Deferred by Council 


Not achieved due to COVID-19 pandemic = 

Not achieved due to factors outside of Council's control = 

2020–21 COMMITMENT	PERFORMANCE MEASURE	RESULT
<p><b>We will continue to advocate on behalf of the community in-line with the priorities identified in our <i>Advocacy Strategy</i>.</b></p>	<p>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.</p>	
<p><b>Comment:</b> As reported here and in regular financial reporting, Council secured \$16.53 million in grant funding (over and above Grants Commission funding) in the 2020–21 financial year. Council also progressed advocacy in relation to a wide variety of social and local issues, including but not limited to: regulation of rooming houses; Caulfield to Rowville light rail; planning reform; Indigenous representation; JobSeeker payments; availability of COVID-19 vaccinations; funding for Carnegie Memorial Swim Pool Centre; funding for urban forest initiatives; and funding for electric vehicle infrastructure.</p>		
<p><b>We will ensure that Council's governance processes and frameworks remain consistent with contemporary practice and <i>Local Government Act</i> requirements.</b></p>	<p>All requirements of the new <i>Local Government Act 2020</i> will be complied with in accordance with implementation timelines set by the Minister for Local Government.</p>	
<p><b>Comment:</b> The <i>Local Government Act 2020</i> provides for phased implementation of reforms commencing in July 2020 and extending to December 2021. Council has complied with all requirements within required timeframes. Significant requirements met include the adoption of a <i>Community Engagement Policy</i>, a <i>Public Transparency Policy</i>, new Governance Rules, a new <i>Councillor Code of Conduct</i> and <i>Financial Plan</i>. Completion of future requirements is well advanced including finalisation of the <i>Community Vision</i> and <i>Council Plan</i>.</p> <p><b>This is also a major initiative of the 2020–21 Annual Budget.</b></p>		
<p><b>We will ensure that the community has the opportunity to influence and shape Council initiatives and programs through implementing our <i>Community Engagement Strategy 2018–2021</i>.</b></p>	<p>We will consult with the Glen Eira Community Voice on at least six occasions between July 2020 and June 2021.</p>	
<p><b>Comment:</b> We consulted Community Voice on 17 topics including: social impacts of COVID-19; urban planning services; patronage of Glen Eira parks and paths; the <i>Reconciliation Action Plan</i>; our plan for an environmentally sustainable Glen Eira (2021–2025); and an integrated engagement for the <i>Council Plan 2021–2025</i> and <i>Public Health and Wellbeing Plan 2021–2025</i>. Surveys were conducted in August, November, February, March and June while a quick poll was carried out in October.</p>		

2020–21 COMMITMENT	PERFORMANCE MEASURE	RESULT
<p><b>We will ensure that the community has the opportunity to influence and shape Council initiatives and programs through implementing our <i>Community Engagement Strategy 2018–2021</i>. Continued.</b></p>	<p>We will maintain or improve the community satisfaction rating with how Council has performed in making decisions in the interest of the community.</p>	
<p><b>Comment:</b> The <i>2021 Local Government Community Satisfaction Survey</i> reported a performance score of 59 with how Council has performed in making decisions in the interest of the community, which is up from 58 in 2020, and above the state-wide average of 56.</p>		
	<p>We will ensure that every major Council project and each major engagement activity has an engagement plan.</p>	
<p><b>Comment:</b> Ten major engagement projects started and all had engagement plans. These projects included: the Carnegie Memorial Swim Centre Redevelopment; <i>Environmental Sustainability Strategy</i>; proposed Classified Tree Local Law; <i>Urban Forest Strategy</i>; <i>Glen Eira 2040 Community Vision</i> a Healthy, Connected and Thriving Glen Eira; and <i>Glen Eira Active Recreation Action Plan</i>.</p>		
<p><b>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.</b></p>	<p>We will implement chat functionality on our website to make it easier for the community to find information and transact with us online.</p>	
<p><b>Comment:</b> 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 transact with Council online.</p>		
	<p>We will establish a baseline measure for community satisfaction with our website and aim for minimum 10 per cent improvement across the year.</p>	
<p><b>Comment:</b> The <i>2021 Local Government Community Satisfaction Survey</i> received last quarter showed perceptions of customer service performance are highest among residents contacting Council via the website. Ratings increased significantly over the past 12 months (index score of 86 per cent, an increase of 14 per cent). Overall, feedback shows customers can generally find the information they are looking for more easily. These results will inform the next roadmap of improvements for our digital channels.</p>		

2020–21 COMMITMENT	PERFORMANCE MEASURE	RESULT
<p><b>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.</b> Continued.</p>	<p>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.</p>	
<p><b>Comment:</b> Throughout 2020–21 we provided information and news to the community through: GECC Facebook: 226 posts total, including eight videos; GECC Instagram: 142 posts total, including three IGTV videos and 40 stories; and GECC LinkedIn: five posts. We increased the frequency and type of posts to the community across the year to ensure they are informed on the current COVID-19 situation and activities, events and information about Council operations.</p>		
	<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><b>Comment:</b> Online customer transaction volumes increased by 13.2 per cent, with 45 per cent of all transactions received through digital channels. As more people turn online for services, we will continue looking for improvements to our digital channels into the future to make it easier for our community members to transact with Council through their channel of choice.</p>		
<p><b>We will proactively involve the community in building a vision for the future of Glen Eira and in determining future Council priorities.</b></p>	<p>We will endorse a <i>Glen Eira 2040 Community Vision</i> and work with community organisations to build understanding and commitment to the vision.</p>	
<p><b>Comment:</b> The <i>Glen Eira 2040 Community Vision</i> was endorsed by Council 19 May 2021. This important achievement has been promoted widely and shared across our community groups and organisations through newsletters, correspondence and presentations, acknowledging the community’s vision will be important for all of our future planning for Glen Eira. The <i>Community Vision</i> will help guide Council’s activities across the new four-year <i>Council Plan</i>.</p> <p><b>This is also a major initiative of the 2020–21 Annual Budget.</b></p>		
	<p>We will develop a <i>Glen Eira City Council Plan 2021–2025</i> for endorsement by June 2021.</p>	
<p><b>Comment:</b> The new <i>Local Government Act 2020</i> has new provisions for the development of the <i>Council Plan</i> with a due date set at 31 October 2021. This date had not been set by the State Government when the target was set by Council in June 2020. Progression towards completion is well underway with community consultation completed on 25 June 2021. We are currently collating the engagement information with a plan to draft the report to go back to the Councillors and subsequently the community for feedback in August 2021. We plan to have the new <i>Council Plan 2021–2025</i> adopted in October 2021 in-line with the <i>Local Government Act 2020</i> requirement.</p> <p><b>This is also a major initiative of the 2020–21 Annual Budget.</b></p>		

2020–21 COMMITMENT	PERFORMANCE MEASURE	RESULT
<p>We will report regularly to the community on our performance and on our progress in delivering our promises outlined in this <i>Council and Community Plan</i>.</p>	<p>A <i>Quarterly Performance Report</i> will be considered by Council in August, November, February and May annually.</p>	
<p><b>Comment:</b> The <i>Quarterly Performance Report</i> has been adopted by Council and provided to the community each quarter of 2020–21 to demonstrate the progress against our <i>Council and Community Plan</i> commitments and associated performance measures.</p>		





MACKIE ROAD RESERVE, BENTLEIGH EAST.

# FINANCIAL SUSTAINABILITY

## FINANCIAL OVERVIEW

On 16 March 2020, a State of Emergency was declared in Victoria due to the COVID-19 pandemic. A State of Disaster was subsequently declared on 2 August 2020.

Council's 2020–21 operating result and capital works budgets have been significantly impacted by COVID-19. Some business areas were severely restrained such as our Libraries and Learning Centres and Glen Eira Leisure due to forced closures directed by Chief Health Officer directives.

To support the Glen Eira community, Council endorsed a *COVID-19 Response and Recovery Package* totalling \$8.9 million. This *Package* provided immediate financial relief to those most at risk and aimed 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 pandemic continues to provide an uncertain environment. Council has noted the following significant impacts on its financial operations:

- New revenue from government grants that enabled us to provide new services to the community and local employment in response to the pandemic. This revenue was offset by expenditure.
- Reductions in income, including user fee income from Glen Eira Leisure Centres (\$6.4 million) and interest revenue from investments (\$1.08 million).
- Our *COVID-19 Response and Recovery Package*, \$5.7 million in 2020–21.
- Costs for pandemic prevention, including cleaning and personal protective equipment to protect our staff and community (\$1.4 million).

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 the *Financial Report* [here](#).

## OPERATING POSITION

Our 2020–21 operating position was a \$516,000 surplus, which is \$4.85 million less than our 2020–21 budget. Factors that contributed to this include:

## INCOME

Our total revenue for the 2020–21 financial year was \$178.96 million, \$3.22 million unfavourable to budget (two per cent).

**Rates and charges** revenue was in-line with the 2020–21 *Annual Budget*. Our rates and charges are still much lower than the average of all inner metropolitan councils (we are the second lowest).

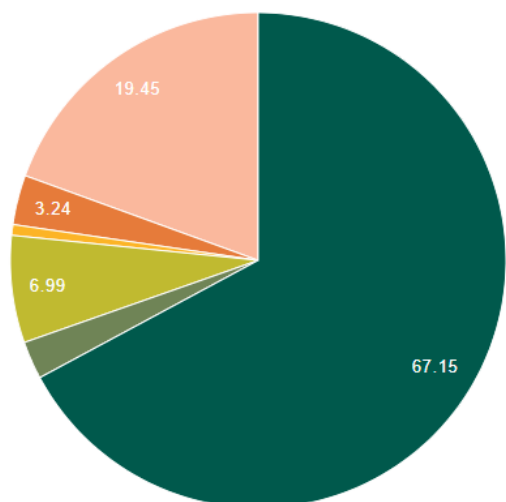
**Statutory fees and fines** were unfavourable to budget by \$1.84 million, mainly due to lower than anticipated revenue from parking infringements of \$1.8 million.

**User fees** were lower than anticipated due to COVID-19 restrictions, mainly related to the closure of Glen Eira Leisure facilities (\$3.72 million), reduced fees received for Family and Children's services (\$1.19 million) and reduced occupancy within our Residential Aged Care facilities (\$1.06 million).

**Grants — operating** was favourable to budget by \$8.33 million due to:

- *Working for Victoria initiative* — Council was successful in applying for a grant of \$6.6 million with the Department of Jobs, Precincts and Regions to carry out a project through the Working for Victoria Fund. The aim of the Fund was to match displaced workers with casual and short-term employment opportunities. Employees in these positions supported delivery of critical community services to support the Government's COVID-19 response;
- early receipt of the 2021–22 payment from the Victorian Grants Commission. The amount of \$2.01 million (50 per cent of the 2021–22 grants) was received for financial assistance and local roads funding during the 2020–21 financial year;
- increased subsidy funding of family day care and early learning centres mainly due to government initiatives due to the pandemic (\$822,000); and
- the above favourable variances were offset by reduced residential aged care income due to vacant beds (\$1.53 million).

**FIGURE 1.**  
**2020–21 SOURCES OF INCOME (%)**



- Rates and charges 67.15%
- Statutory fees and fines 2.47%
- User fees 6.99%
- Other revenue 0.7%
- Contributions 3.24%
- Grants 19.45%

**Grants — capital** was unfavourable to budget by \$661,000 due to the timing of grants now expected to be received during 2021–22.

**Other income** was unfavourable to budget by \$1.98 million and relates to decreased interest revenue due to reduced investment as a result of the pandemic and lower than anticipated interest rates (\$1.31 million).

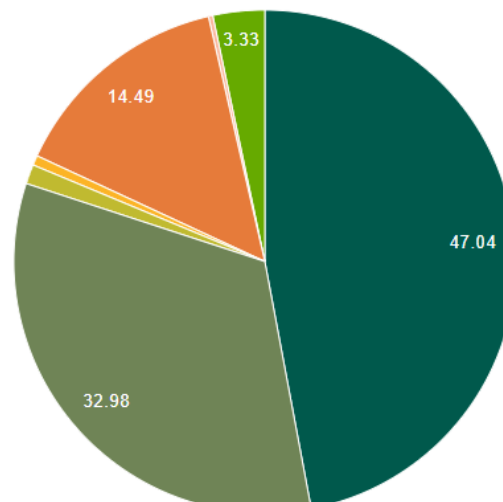
Refer to Figure 1.

## EXPENSES

Our total expenditure for 2020–21 was \$178.44 million (one per cent unfavourable to budget). Significant variances to budget include:

**Employee costs** — unfavourable variance of \$4.91 million mainly due to new expenditure for the *Working for Victoria initiative* (fully grant funded) and increased costs to meet Chief Health Officer directions as a result of the pandemic for residential aged care facilities.

**FIGURE 2.**  
**2020–21 CATEGORIES OF EXPENDITURE (%)**



- Employee costs 47.04%
- Materials and services 32.98%
- Share of net (loss) of joint operations 1.25%
- Net (loss) on sale/disposal of property, infrastructure, plant and equipment 0.63%
- Depreciation and amortisation 14.49%
- Borrowing and finance costs 0.28%
- Other expenses 3.33%

**Materials and services** — favourable variance of \$4.55 million due to savings across utilities, materials, contractors, training and building maintenance, mainly due to closures of services and buildings as a result of the pandemic.

[For more information see note 1 starting on page 11 of the Financial Report.](#)

Refer to Figure 2.

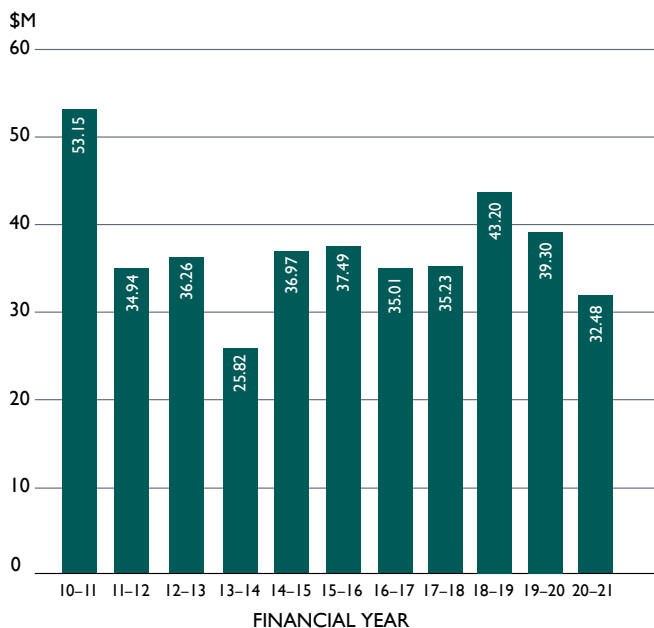
## CAPITAL INVESTMENT

During 2020–21, we expended \$32.48 million on capital works. Variance to budget for total capital works was \$8.2 million across the following activities:

**Land** — we purchased three parcels of land for future open space (\$3.27 million).

**Buildings** — we underspent by \$7 million in 2020–21 due to works that are ongoing at Murrumbena Community Hub, Bentleigh Library redevelopment, Lord Reserve

**FIGURE 3.  
CAPITAL WORKS EXPENDITURE  
2010–11 TO 2020–21**



pavilion and Carnegie Memorial Swimming Pool. These will be carried forward into 2021–22.

**Plant, machinery and equipment** — was under budget due to delays in delivery of ordered fleet and plant and equipment as a result of COVID-19 (\$1.17 million).

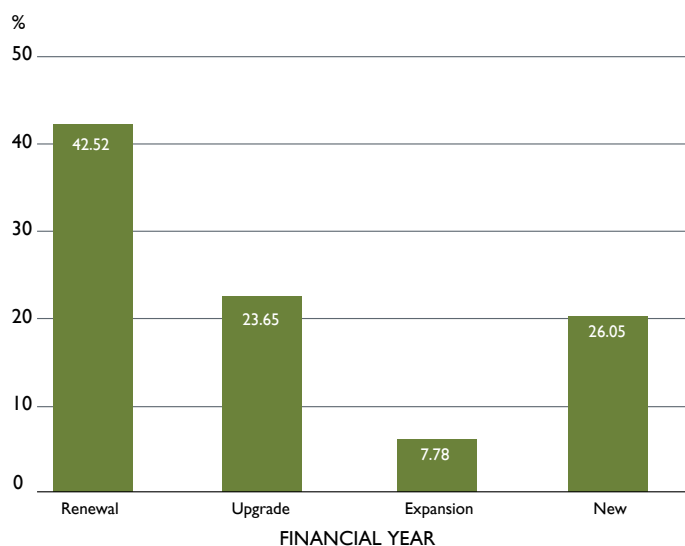
**Drainage** — was underspent by \$1.35 million due to works across the municipality unable to be completed and will be carried forward to the 2021–22 financial year.

**Streetscape works** — relates to development and beautification of Council's streets and shopping precincts. These projects were underspent by \$3.04 million mainly due to the Bentleigh Eat Street Plaza project, which was delayed due to COVID-19 (\$2.65 million). Funding will be carried forward to the 2021–22 year.

**Carried forward expenditure from 2019–20** — 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 \$5.68 million in July 2020 of which \$5.23 million was spent as at 30 June 2021.

Refer to Figure 3.

**FIGURE 4.  
2020–21 CAPITAL WORKS EXPENDITURE —  
BY TYPE (%)**



### ASSET EXPENDITURE CATEGORIES

The major asset expenditure categories of capital works were:

- land \$3.27 million;
- buildings \$7.9 million;
- plant and equipment \$3.62 million;
- roads \$5.08 million;
- footpaths \$2.26 million;
- drainage \$2.55 million;
- open space and recreation \$1.97 million;
- car parks \$61,000;
- streetscape works \$540,000; and
- projects carried forward from 2019–20 \$5.23 million.

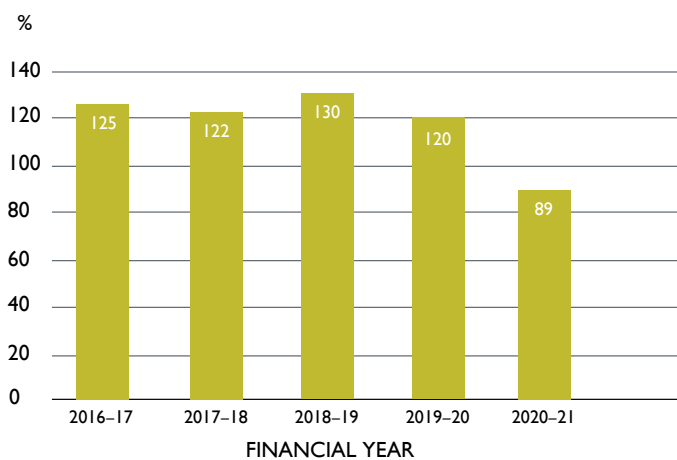
[For more information see note 1.2 starting on page 15 of the Financial Report.](#)

The \$32.48 million comprised:

- renewal 42.52 per cent (\$13.81 million);
- upgrade 23.65 per cent (\$7.68 million);
- expansion 7.78 per cent (\$2.53 million); and
- new expenditure 26.05 per cent (\$8.46 million).

Refer to Figure 4.

**FIGURE 5.**  
**ASSET RENEWAL RATIO (INCLUDING UPGRADE) 2016–17 TO 2020–21 (%)**



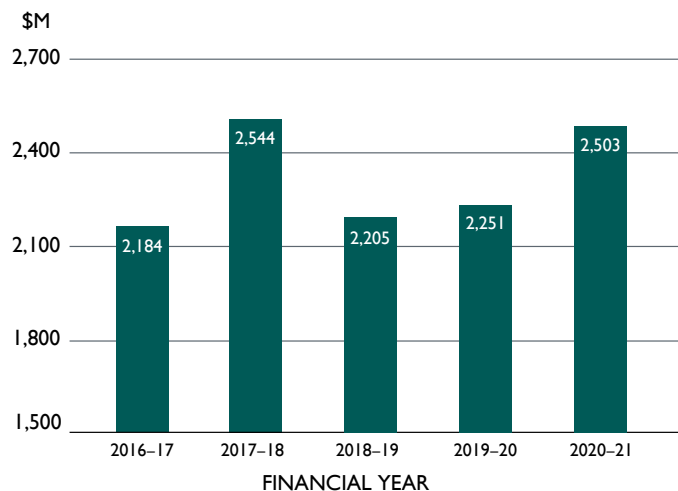
**ASSET RENEWAL**

To bridge the infrastructure gap, we invested \$24.02 million in renewing, upgrading and expanding assets in 2020–21.

Our asset renewal ratio, measured by comparing asset renewal and upgrade expenditure to depreciation was 89 per cent.

Refer to Figure 5.

**FIGURE 6.**  
**PROPERTY, INFRASTRUCTURE, PLANT AND EQUIPMENT AND INTANGIBLES 2016–17 TO 2020–21 (\$M)**



**ASSETS**

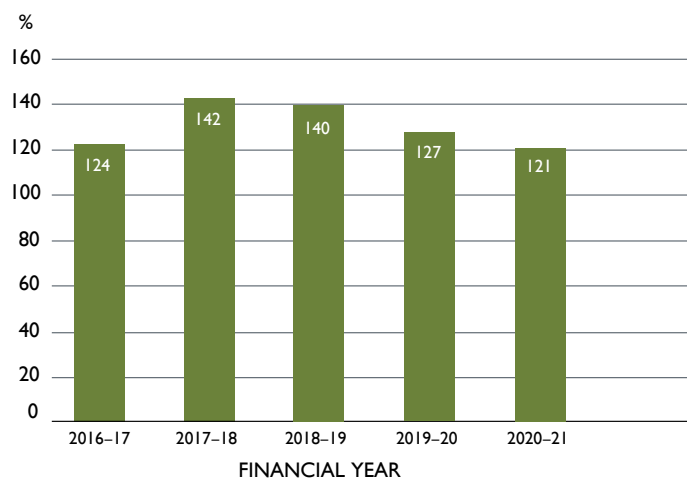
Our net asset base increased from \$2,263 million to \$2,509 million. This was mostly due to a decrease in the value of our fixed assets from \$2,251 million to \$2,503 million.

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)**  
**2016–17 TO 2020–21 (%)**



## 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 \$64.24 million as at 30 June 2021. This is enough to cover our short-term restricted liabilities, which include \$30.2 million in trust funds and aged care deposits, and \$26.26 million in Public Open Space Reserve funds.

We must ensure we maintain working capital and 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 \$5.80 million during the 2020–21 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 \$3.74 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 (2021–2022):

*Capital Works Program* \$31.04

Planning for growth and the future \$5.06

Urban maintenance \$11.62

Recycling and waste \$18.87

Services for families and the community \$6.38

Services for the aged \$7.05

Parks and recreation \$13.66

Glen Eira Libraries \$3.73

Community safety \$1.36

Cultural services \$1.23

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

## LOOKING AHEAD

We've prepared a *2021–22 Budget* to respond to the draft themes emerging as part of our consultation process to inform the development of our *Council Plan 2021–2025*. The Budget also details the resources required to fund the large range of services we provide to the community. It includes details of capital expenditure allocations to improve and renew our City's physical infrastructure, buildings and operational assets, and how we intend to invest in technology and other improvements that will enable us to continue to deliver high-quality, responsive and accessible services at a reasonable cost.

The *2021–22 Budget* is based on a rate increase of 1.5 per cent. This is in-line with the *Fair Go Rates System (FGRS)*, which caps Victorian council rate increases to forecast movements in the Consumer Price Index.

Our focus for the next year is to support and lead our community's recovery from the pandemic, continue to deliver quality projects and services that make our City a great place to live, work and do business, and to demonstrate our commitment to deep community engagement through our actions. Our challenges for

2021–22 include:

- Continuing to redirect resources into 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.
- Managing our finances within the constraints set by the State Government's rate capping regime;
- Continuing to provide top-up funding for services that we provide on behalf of the State and Federal Governments to the local community (such as School Crossing Supervision and Home and Community Care). Over time the funds received by Local Governments have not increased in-line with real cost increases — leaving a gap. At this time, we do not know what increases if any will be applied;
- Maintaining investment in our ageing community and infrastructure assets.
- Responding to growth and increasing diversity in the population within the municipality.

We projected an investment of \$72.65 million in new capital expenditure for asset renewals, upgrades and expansions.

Highlights of the 2021–22 *Capital Works Program* include:

— **Community facilities** — comprises buildings and building improvements, upgrade and renewal of community facilities; municipal offices; sports facilities; and pavilions. Projects include Bentleigh Library, Murrumbeena Pavilion, Lord Reserve Pavilion and the redevelopment of the Carnegie Swim Centre (\$32.07 million).

— **Renewal Projects** — this includes the renewal and upgrade of Council's major infrastructure assets, such as: road reconstruction; drainage improvement; footpaths; local road resurfacing and car parks. Other renewals include building improvements and upgrade of

community facilities, replacement of plant and machinery; furniture and equipment; information technology and telecommunications; and library collections (\$18.64 million).

— **Recreation and Open Space** — this includes *Open Space Strategy* initiatives (including acquisition of new open spaces); parks; playing surfaces; and playground equipment (\$15.15 million).

— **Sustainability** — Council continues to allocate five per cent of capital budgets for sustainability measures. Direct sustainability initiatives include the installation of photovoltaic systems to generate renewable energy, double glazing and insulation on Council assets and other building sustainability improvements (\$6.2 million includes total sustainability measures across all projects).

— **Community safety** — this includes safety projects: cross intersection, pedestrian crossings and safer speed limits; school safety; shopping centres; sustainable transport and disabled parking upgrades (\$505,000).

— **Strategic projects** — Activity Centre streetscape works, *Cycling Action Plan* implementation, multi-deck car parks, *Integrated Transport Strategy* implementation and Structure Plan designs (Elsternwick, Bentleigh, Carnegie) (\$4.27 million).

— **Transformation and technology** — includes technological solutions to enable customers to better transact with Council. Customer-focused projects include single customer view and increased online presence to make it easier to do business with us without needing to come to the Town Hall (\$1.33 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.

# **2020–21 Financial Report**

## Financial Statements and Performance Statement for the year ended 30 June 2021

**See Appendix one, page 182.**

# Corporate governance



CAULFIELD EARLY LEARNING CENTRE,  
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;
- taking into account regional, state and national plans and policies in strategic planning and decision-making; and
- 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 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 24 October 2020. Victorian councils held general elections on that date for a four-year term.

We conducted our election with postal voting in accordance with Ministerial direction. The Victorian Electoral Commission conducted the election.

### Local Government Act 2020

The *Local Government Act 2020 (Act)* received Royal Assent on 24 March 2020. The *Act* provides for a staged rollout of its reforms until 30 June 2022. The *Act* restates the constitutional recognition of Local Government as a distinct and essential tier of government. The operation of the *Act* is underpinned by overarching and supporting principles that a Council must give effect to and consider in the performance of its role. The *Act* includes provisions for the:

- preparation of the *Council Plan*, budgets and annual reports;
- preparation of policies in relation to complaints, community engagement, public transparency, Councillor gifts and expenses, and CEO employment and remuneration;
- preparation of an *Audit and Risk Committee Charter*, Governance Rules, a *Community Vision*, a *Financial Plan*, an *Asset Plan* and a *Revenue and Rating Plan*; and
- making and enforcing Local Laws.

# Council's strategies, plans and policies 2020–2021

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.

Throughout 2020–21, Council adopted the following strategies, policies and action plans. Council also reviewed and endorsed new action plans of previously adopted strategies.

<i>Environmental Sustainability Strategy 2020–21 Action Plan</i>	<i>After-Hours Noise Complaints Policy</i>
<i>Glen Eira Smoke-Free Outdoor Policy</i>	<i>Flag Policy</i>
<i>Councillor Civic Support and Expenses Policy</i>	<i>Glen Eira Community Engagement Policy 2021</i>
<i>City of Glen Eira Thematic Environmental History (refresh) 2020</i>	<i>Sustainable Building and Infrastructure Policy</i>
<i>Public Transparency Policy</i>	<i>Waste Management Pricing Policy</i>
<i>Governance Rules</i>	<i>Investment Policy</i>
<i>Election Period Policy</i>	<i>Councillor Gift Policy</i>
<i>State and Federal Elections (Councillor Candidature) Policy</i>	<i>Glen Eira 2040 Community Vision</i>
<i>Classified Tree Local Law</i>	<i>Street Numbering Policy</i>
<i>Classified Tree Policy</i>	<i>CEO Employment and Remuneration Policy</i>
<i>Classified Tree Assessment Guidelines</i>	<i>2021–22 Budget</i>
<i>Glen Eira Social and Affordable Housing Strategy Implementation Plan Year Two 2020–21</i>	<i>2021–22 to 2030–31 Long-Term Financial Plan</i>
<i>Public Interest Disclosure Policy</i>	<i>2021–22 to 2024–25 Revenue and Rating Plan</i>
<i>Procurement Policy</i>	<i>Our Climate Emergency Response Strategy 2021–2025</i>
<i>Municipal Public Health and Wellbeing Action Plan 2020–21</i>	<i>Glen Eira Urban Forest Strategy</i>
<i>Glen Eira Reconciliation Development Plan</i>	<i>Standard Policy for Affordable Housing Requirements</i>
<i>Innovate Reconciliation Action Plan 2021–2023</i>	<i>Licensed Sports Club Allocation and Charging Policy</i>
<i>Glen Eira Community Safety Action Plan 2020–2022</i>	

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:**

- is significant change to services and facilities, such as the redevelopment of a local park;
- are changes to the existing amenity or characteristics of an area, such as safe cycling routes;
- is a change in strategic direction, such as the *Council and Community Plan*;
- are considerable budget implications, such as the redevelopment of a library;
- are controversial or sensitive matters, such as an environmental issue; and
- are 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 450 residents who agree to be consulted about key projects, issues and topics on a regular basis. Throughout 2020–2021, Community Voice members participated in five surveys and one quick poll.
- 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 31 community engagement activities in 2020–21.

We had 9,458 responses to consultations and Community Voice surveys and polls.

Our community engagements were on the following topics:

- Proposed Classified Tree Local Law<sup>†</sup>
- Carnegie Swim Centre redevelopment
- Amendment C184 Bentleigh and Carnegie Activity Centre
- *Reconciliation Action Plan*
- Planning: in Glen Eira: Ask Us Anything
- Amendment C297 380 Dandenong Road and 15 Rockbrook Avenue<sup>†</sup>
- Community Vision deliberative panel<sup>†</sup>
- *Draft Urban Forest Strategy*
- Community Voice survey (August)
- Public space opportunities for business
- Our plan for an environmentally sustainable Glen Eira stage 1
- Community Voice quick poll (October)
- Post War and Hidden Gems Planning Scheme Amendment C214<sup>†</sup>
- Proposed name of new park in Caulfield South
- Community Voice survey (November)
- *Community Engagement Policy*
- *Glen Eira 2040 Community Vision* — Public Exhibition<sup>†</sup>
- Princes Park play space upgrade
- Post War and Hidden Gems Planning Scheme Amendment C214 — late submissions<sup>†</sup>
- Community Voice survey (February)
- Extended outdoor dining in Glen Eira
- Community Voice survey (March)
- *Playground Strategy*
- *Glen Eira Active Recreation Action Plan*
- Have your say on our draft *Our Climate Emergency Strategy 2021–2025* stage 2
- Draft built form frameworks for Caulfield Park, Caulfield South and Bentleigh East Neighbourhood Activity Centres<sup>†</sup>
- *Annual Budget 2021–22*
- A Healthy, Connected and Thriving Glen Eira<sup>†</sup>
- Traffic management in Elsternwick South
- Planning Scheme Amendment C204 — Heritage Elsternwick, Carnegie and Bentleigh<sup>†</sup>
- Community Voice survey (June)

For more information visit the [Have Your Say Glen Eira](#) page on our website.

<sup>†</sup> Major initiatives of the 2020–21 Annual Budget



**“Council flew the Aboriginal and Torres Strait Islander flags at half-mast on Australia Day as a mark of respect and empathy for those for whom 26 January is a day of mourning.”**

# Glen Eira City Council

## significant media coverage

### 2020–21

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 2020–21, we sent out 88 media releases highlighting the diversity of Council services, including community grants, community consultations and COVID-19 support initiatives. Below is a list of significant media coverage we received across local and mainstream media in 2020–21.

#### **September 2020**

While conducting park patrols Council officers found a greyhound to be off-leash in contravention of State Government legislation on eight separate occasions. This matter was taken to court. Council was asked to comment on the fairness of greyhounds not being able to walk off-leash in off-leash parks.

Council does not have power to determine off-leash walking for greyhounds.

Council believed this matter should have been directed to the State Government as Council was only enforcing State Government legislation.

Council considered a report on a dog off-leash review in May 2020.

As part of the development of that report, Council sought independent legal advice on its ability to make an order to include areas for greyhounds to be exercised off-leash. The advice indicated Council does not have the power to make an order.

Council did not make any changes because of the media coverage.

#### **January 2021**

Council flew the Aboriginal and Torres Strait Islander flags at half-mast on Australia Day as a mark of respect and empathy for those for whom 26 January is a day of mourning.

Council considered coverage of this issue relatively accurate and comprehensive, notwithstanding some minor reinterpretations of the narrative.

There were no impacts to Council as a result of the media coverage.

#### **May 2021**

Council received a lot of negative publicity on social media in relation to bin collection changes. The change (to be implemented on 26 July 2021) means that every week food and garden waste (green waste) will be collected weekly while general waste will be collected every second week (previously weekly).

While a successful trial had been undertaken in McKinnon and Ormond to test the proposed changes in 2019, Council understood the concerns of the community.

Council undertook to support the community through these changes and to provide solutions for varying household situations.

Council provided extended communication materials further explaining reasons for the change and answers to various questions from the community, including toolkits, pop-up sessions and a waste handbook.

## **June 2021**

**A high-profile resident takes action against Council in the Supreme Court to oppose the approval of a development at 590–596 Glen Huntly Road, Elsternwick.**

In relation to the allegations made in the Supreme Court proceeding, Council's position was not to comment on proceedings before the Court.

While the resident expressed certain views, they were not views that Council shared.

There were no impacts or changes by Council as a result of the media coverage. Council will be defending its position in the Supreme Court.

# Council Meetings

Council Meetings are open either virtually or in-person and advertised to the public. This is dependent upon COVID restrictions at the time. Ordinary Council Meetings are generally held on Tuesday evenings, every three weeks.

All Ordinary and Special Council meetings from 7 July 2020 to the 24 November 2020 (inclusive) were held virtually due to COVID-19. 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. Since then, the measures have been extended twice to finish in April 2022. The measures permit Councillors to participate in a Council Meeting by electronic means of communication, if the meeting is streamed live on Council's internet site. Meetings held from 15 December 2020 to 19 May 2021 were held in-person at the Glen Eira Town Hall before returning to virtual meetings in June due to COVID-19 and the restrictions in place at the time.

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 the Governance Rules adopted by Council on 11 August 2020. They were developed in accordance with the *Local Government Act 2020*, the Local Government (Governance and Integrity) Regulations 2020. The meetings must also comply with the Council Meeting Procedure Local Law that was reviewed and adopted in 2019. The agendas consist of reports independently prepared by staff members and include recommendations for Council to consider.

The provisions for declaring conflicts of interest changed on 24 October 2020 where Councillors previously disclosed under the *Local Government Act 1989* if they had a direct or indirect conflict of interest on any item to be discussed at a Council Meeting. Section 130 of the new *Local Government Act 2020* in conjunction with the Governance Rules provides that Councillors must disclose if they have a general or material conflict of interest on any item to be 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. During 2020–21, seven conflicts of interest were declared at Council Meetings: Cr Margaret Esakoff (5); Cr Sam Parasol (1); and Cr David Zyngier (1).

Public participation ceased for most of the 2020–21 year due to COVID-19 temporary measures being in place. Exceptions to this were consideration of items listed in an agenda that included hearing submitters in accordance with Section 223 of the *Local Government Act 1989*. Public participation is available for you to address Ordinary Meetings under clause 30 of the Governance Rules, except for the period that COVID-19 temporary measures are in place. Information on public participation and the adopted guidelines are available on the [Meetings and agendas](#) page on our website.

You are welcome to submit questions to the Ordinary Meetings, under clause 30 Written public questions to Council and the associated guidelines.

# Councillor attendance at Council Meetings July 2020–June 2021

There were 19 Ordinary Meetings and three Special Meetings.

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

COUNCILLOR	ORDINARY MEETINGS (19 held)	SPECIAL MEETINGS (3 held)	TERM OF OFFICE
Cr Tony Athanasopoulos	14 (16)	3 (3)	1 July 2020–30 June 2021
Cr Anne-Marie Cade	14 (16)	3 (3)	1 July 2020–30 June 2021
Cr Clare Davey	5 (6)	Nil	1 July 2020–24 October 2020
Cr Mary Delahunty	4 (4)	Nil	1 July 2020–8 September 2020
Cr Margaret Esakoff	16 (16)	3 (3)	1 July 2020–30 June 2021
Cr Jamie Hyams	6 (6)	Nil	1 July 2020–24 October 2020
Cr Jim Magee	14 (16)	3 (3)	1 July 2020–30 June 2021
Cr Sam Parasol	10 (10)	3 (3)	9 November 2020–30 June 2021
Cr Neil Pilling	8 (10)	2 (3)	9 November 2020–30 June 2021
Cr Joel Silver	6 (6)	Nil	1 July 2020–24 October 2020
Cr Dan Sztrajt	5 (6)	Nil	1 July 2020–24 October 2020
Cr Li Zhang	10 (10)	3 (3)	9 November 2020–30 June 2021
Cr David Zyngier	10 (10)	2 (3)	9 November 2020–30 June 2021
Cr Simone Zmood	10 (10)	3 (3)	9 November 2020–30 June 2021

## Election of Mayor and Deputy Mayor

We elect our Mayor and Deputy Mayor for one-year terms. On 9 November 2020, Rosstown Ward Councillor Margaret Esakoff was elected Mayor and Tucker Ward Councillor Jim Magee was elected Deputy Mayor.

The Mayor performs ceremonial duties, chairs Council meetings and is the principal spokesperson for Council. The Mayor has a range of responsibilities under the *Local Government Act 2020*, including leading engagement with the community on the development of the *Council Plan*. The Mayor also assists Councillors to understand their role, promotes behaviour consistent with the *Councillor Code of Conduct* and, subject to the Governance Rules, has the power to direct a Councillor to leave a Council meeting if their behaviour prevents the Council from conducting its business.

# Councillors' Code of Conduct

At the Special Council Meeting held on 9 November 2020 to swear in the new Councillors, the Councillors Elect took an Oath or Affirmation and agreed to abide by the existing *Councillor Code of Conduct*. On 23 February 2021, Council adopted a revised *Councillor 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 and Mayoral 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.

# Councillor expenses

Under Section 41 of the *Local Government Act 2020 (LGA 2020)*, 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. The *Councillor Civic Support and Expenses Policy* was reviewed in July 2020. The review was to consider and incorporate any additional information required under the new *LGA 2020*. The *Policy* was adopted by Council on 21 July 2020.

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

The 2020–21 details are set out in the following table:

## Schedule of Councillor allowances and expenses 1 July 2020–30 June 2021

COUNCILLOR	COUNCILLOR ALLOWANCES*	CONFERENCES, FUNCTIONS AND TRAINING	TRAVEL**	INFORMATION AND COMMUNICATION TECHNOLOGY	CHILD CARE AND CARER EXPENSES	TOTAL EXPENSES
Cr Tony Athanasopoulos	\$32,925	–	–	\$519	–	\$33,444
Cr Anne-Marie Cade	\$32,925	\$1,940	\$50	\$477	–	\$35,392
Cr Clare Davey	\$10,736	–	–	\$105	–	\$10,841
Cr Mary Delahunty	\$6,408	–	–	\$157	\$328	\$6,893
Cr Margaret Esakoff Mayor 2020, 2021	\$105,167	\$3,910	\$170	\$637	–	\$109,884
Cr Jamie Hyams	\$10,736	–	–	\$311	–	\$11,047
Cr Jim Magee Deputy Mayor 2021	\$32,925	–	–	\$580	–	\$33,505
Cr Sam Parasol	\$22,188	\$600	–	\$184	–	\$22,972
Cr Neil Pilling	\$22,188	–	–	\$928	–	\$23,116
Cr Joel Silver	\$10,736	–	–	\$118	–	\$10,854
Cr Dan Sztrajt Deputy Mayor 2020	\$10,736	–	–	\$140	\$387	\$11,263
Cr Li Zhang	\$22,188	\$536	–	\$32	–	\$22,756
Cr Simone Zmood	\$22,188	\$685	–	\$272	–	\$23,145
Cr David Zyngier	\$22,188	\$1,236	–	\$928	–	\$24,352
<b>CATEGORY TOTAL</b>	<b>\$364,234</b>	<b>\$8,907</b>	<b>\$220</b>	<b>\$5,388</b>	<b>\$715</b>	<b>\$379,464</b>

\*Includes 9.5 per cent superannuation. \*\*No car mileage expenses were incurred.



# 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 24 November 2020)

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

Current composition: Cr Li Zhang, Cr Anne-Marie Cade, Cr Neil Pilling and Cr Sam Parasol

Number of meetings held during 2010–21: 6

### Audit and Risk Committee

(new membership as of 11 August 2020)

This Audit and Risk Advisory Committee was revoked by Council on 11 August 2020. A new Audit and Risk Committee was established under subsection 53(1) of the *Local Government Act 2020*.

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 Simone Zmood and Cr Neil Pilling with Cr Margaret Esakoff and Cr Jim Magee as substitutes

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

Number of meetings held during 2020–21: 4

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

Lisa Woolmer (Chair)    \$10,784 p.a. (excl. GST) (appointed until 1 January 2022)

Menchi Schneier        \$9,226 p.a. (excl. GST) (appointed until 1 January 2023)

Dr Craig Geddes        \$9,226 p.a. (excl. GST) (appointed until 1 January 2024)

### **CEO Employment Matters Committee**

(membership as of 24 November 2020)

Role: to provide advice to Council on all aspects of the executive recruitment and appointment process agreed to by Council and the remuneration and other conditions of employment.

Current composition: Cr Margaret Esakoff, Cr Jim Magee and Cr Tony Athanasopoulos

Number of meetings held during 2020–21: 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 24 November 2020)

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 Jim Magee, Cr Margaret Esakoff and Cr Simone Zmood

Independent representatives: Mary Torpy and Jonah Feiglan

Number of meetings held during 2020–21: 2

### **Community Engagement Advisory Committee**

(new membership as of 24 November 2020)

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 Simone Zmood, Cr Anne-Marie Cade and Cr Tony Athanasopoulos

Independent representatives as of 6 April 2021: Jacinta Smith, Noe Harsel, Ethan Mileikowski, Brad van Delft, Karyn Seigmann and Brenna Dempsey

Number of meetings held during 2020–21: 4

### **Community Grants Advisory Committee**

(new membership as of 24 November 2020)

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 Anne-Marie Cade, Cr Sam Parasol and Cr Margaret Esakoff

Number of meetings held during 2020–21: 8

### **Elsternwick Cultural Precinct Advisory Committee**

(new membership as of 24 November 2020)

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 David Zyngier, Cr Tony Athanasopoulos, Cr Anne-Marie Cade and Cr Sam Parasol

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 2020–21: 1

### **Glen Eira Youth Advisory Committee**

(new committee established 6 April 2021)

Role: To provide feedback and advice to Council on matters impacting young people in the development of initiatives, strategies and plans.

Current composition: Cr David Zyngier, Cr Li Zhang and Cr Tony Athanasopoulos

Independent representatives appointed 29 June 2021: Akiva Kaltmann, Alex Swieca, Audrey King, Claire O'Brien, Elianna Ben-David, Emily Qiao, James Hoenig, Jonah Roseby, Lucia Bekinschtein, Maria Haywood, Monique Andelic, Peninah Silverstein, Romilly Miller and Sahiti Ravi

Number of meetings held between April – June 2021: 0

### **Local Laws Advisory Committee**

(new membership as of 24 November 2020)

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

Current composition: Cr Margaret Esakoff; Cr Anne-Marie Cade and Cr Neil Pilling

Number of meetings held during 2020–21: 2

### **Open Space, Sport and Recreation Advisory Committee**

(new membership as of 24 November 2020)

Role: to provide advice and make recommendations about open space, sport, 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 Li Zhang, Cr Sam Parasol and Cr Tony Athanasopoulos

Number of meetings held during 2020–21: 1

### **Strategic Transport Advisory Committee**

(new membership as of 24 November 2020)

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 Simone Zmood, Cr David Zyngier, Cr Jim Magee and Cr Tony Athanasopoulos

Independent representatives as of 16 March 2021: Declan Martin, Mark Wallace, Monica Quing, Noam Shifrin and Pete Canny

Number of meetings held during 2020–21: 3

### **Sustainability Advisory Committee**

(new membership as of 24 November 2020)

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 Simone Zmood, Cr Sam Parasol, Cr Li Zhang and Cr David Zyngier

Independent representatives: Lindsay Donde, Judy Glick, Diana Prapas and Sophie Vidinovski

Number of meetings held during 2020–21: 4

## **Other committees with Councillor representatives**

### **Eastern Alliance for Greenhouse Action**

Delegate: Cr David Zyngier

### **Municipal Association of Victoria**

Delegate: Cr Neil Pilling

Substitute: Cr Margaret Esakoff

### **Metropolitan Local Government Waste Forum**

Delegate: Cr David Zyngier

Substitute: Cr Tony Athanasopoulos

### **Metropolitan Transport Forum**

Representative: Cr Tony Athanasopoulos

Substitute: Cr Neil Pilling

# 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.

**Meeting procedure** — from 11 August 2020, Council Meeting procedures were governed by the Governance Rules, which were adopted in accordance with the requirements of the new *Local Government Act 2020* and replaced the Council Meeting Procedure Law 2019.

**Classified trees** — in September 2020, Council passed the Classified Tree Local Law 2020 following extensive consultation with the community. The Law sets out a process for the nomination of significant trees for inclusion on a Classified Tree Register. Once on the register, permits may be required to remove, prune or carry out works near that tree. The process for the nomination of a tree and criteria for trees to be included in the tree register are available on our website. For more information visit the [Nominate a tree](#) page on our website.

You can download the Community Local Law 2019, Council Meeting Procedure Local Law 2019, Classified Tree Local Law 2020 and the Governance Rules 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 in 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](mailto: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 2016–17 to 2020–21

DETAILS	2016–17	2017–18	2018–19	2019–20	2020–21
Total number of new requests	27	51*	45	57	54
Requests determined not to be <i>Freedom of Information Act</i> requests	2	9	8	10	6
Access granted in full	5	11	10	16	13
Access granted in part	8	12	6	11	8
Other	1	7	11	13	7
Access denied in full	7	4	1	3	3
Requests still under consideration**	2	4	5	0	12
Requests withdrawn	3	4	4	4	5
Number of decisions referred to the Victorian Information Commissioner	4	6	1	6	1
Appeals lodged with VCAT	0	1	0	1	0

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

\*\*As of the date of reporting.



# Public interest disclosures

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 public interest disclosures. 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 Public Interest Disclosures 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 2020–21, we received two disclosures that we had to report to IBAC, pursuant to the provisions of the *PIDA*. IBAC determined that one disclosure did not qualify as a public interest disclosure. IBAC has not made a determination regarding the second disclosure at the time of preparing this *Report*.



WE OPENED A POP UP LIBRARY AND YOUTH SERVICE IN MCKINNON ROAD MCKINNON WHILE OUR BENTLEIGH FACILITIES ARE BEING REDEVELOPED.

# Statutory reporting

## Local Government Performance Reporting Framework

For the year ended 30 June 2021

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 2021

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
<b>Community engagement policy</b> (Policy outlining Council's commitment to engaging with the community on matters of public interest)	Adopted in accordance with section 55 of the <i>Local Government Act 2020</i>	✓
	Date of operation of current <i>Policy</i>	23/02/2021
<b>Community engagement guidelines</b> (Guidelines to assist staff to determine when and how to engage with the community)	Current guidelines in operation	✓
	Date of operation of current guidelines	22/05/2021
<b>Financial Plan</b> (Plan under section 91 of the Act outlining the financial and non-financial resources required for at least the next 10 financial years)	Adopted in accordance with section 91 of the <i>Local Government Act 2020</i>	✓
	Date of adoption	29/06/2021

## GOVERNANCE AND MANAGEMENT CHECKLIST (CONTINUED)

Governance and management items	Assessment	Outcome
<b>Asset Plan</b> (Plan that sets out the asset maintenance and renewal needs for key infrastructure asset classes for at least the next 10 years)	Adopted in accordance with section 92 of the <i>Local Government Act 2020</i>	✓
	Date of operation of current <i>Plans</i>	Includes the: <ul style="list-style-type: none"> <li>— <i>Road Management Plan</i> (16/11/2018);</li> <li>— <i>Asset Management Strategy</i> (25/11/2014);</li> <li>— <i>State of Community Assets Report</i> (17/3/2015);</li> <li>— <i>Roads and Laneways Asset Management Plan</i> (February 2016);</li> <li>— <i>Footpaths Asset Management Plan</i> (November 2014);</li> <li>— <i>Building Services Asset Management Plan</i> (March 2014); and</li> <li>— <i>Stormwater Drainage Asset Management Plan</i> (November 2015).</li> </ul>
<b>Revenue and Rating Plan</b> (Plan setting out the rating structure of Council to levy rates and charges)	Adopted in accordance with section 93 of the <i>Local Government Act 2020</i>	✓
	Date of adoption	29/06/2021
<b>Annual Budget</b> (Plan setting out the services to be provided and initiatives to be undertaken over the next 12 months and the funding and other resources required)	Budget adopted in accordance with section 94 of the <i>Local Government Act 2020</i>	✓
	Date of adoption	29/06/2021
<b>Risk policy</b> (Policy outlining Council's commitment and approach to minimising the risks to Council's operations)	Current <i>Policy</i> in operation	✓
	Date of operation of current <i>Policy</i>	<i>Risk Management Framework and Policy</i> 05/02/2019

## GOVERNANCE AND MANAGEMENT CHECKLIST (CONTINUED)

Governance and management items	Assessment	Outcome
<b>Fraud Policy</b> (Policy outlining Council's commitment and approach to minimising the risk of fraud)	Current <i>Policy</i> in operation	✓
	Date of operation of current <i>Policy</i>	26/09/2017 <i>Fraud Policy</i> currently subject to review
<b>Municipal Emergency Management Plan</b> (Plan under section 20 of the <i>Emergency Management Act 1986</i> for emergency prevention, response and recovery)	Prepared and maintained in accordance with section 20 of the <i>Emergency Management Act 1986</i>	✓
	Date of preparation	25/09/2020
<b>Procurement Policy</b> (Policy outlining the principles, processes and procedures that will apply to all purchases of goods and services by the Council)	Adopted in accordance with section 108 of the <i>Local Government Act 2020</i>	✓
	Date of approval	30/06/2020
<b>Business Continuity Plan</b> (Plan setting out the actions that will be taken to ensure key services continue to operate in the event of a disaster)	Current <i>Plan</i> in operation	✓
	Date of operation of current <i>Plan</i>	27/05/2020
<b>Disaster Recovery Plan</b> (Plan setting out the actions that will be undertaken to recover and restore business capability in the event of a disaster)	Current <i>Plan</i> in operation	✓
	Date of operation of current <i>Plan</i>	19/02/2021
<b>Risk Management Framework</b> (Framework outlining Council's approach to managing risks to the Council's operations)	Current <i>Framework</i> in operation	✓
	Date of operation of current <i>Framework</i>	<i>Risk Management Framework and Policy</i> 5/02/2019
<b>Audit and Risk Committee</b> (Advisory Committee of Council under section 53 and 54 of the Act)	Established in accordance with section 53 of the <i>Local Government Act 2020</i>	✓
	Date of establishment	11/08/2020
<b>Internal audit</b> (Independent accounting professionals engaged by the Council to provide analyses and recommendations aimed at improving Council's governance, risk and management controls)	Internal auditor engaged	✓
	Date of engagement of current provider	1/07/2020

## GOVERNANCE AND MANAGEMENT CHECKLIST (CONTINUED)

Governance and management items	Assessment	Outcome
<b>Performance Reporting Framework</b> (A set of indicators measuring financial and non-financial performance, including the performance indicators referred to in section 131 of the <i>Local Government Act 1989</i> )	Current <i>Framework</i> in operation	✓
	Date of operation of current <i>Framework</i>	30/06/2021
<b>Council Plan report</b> (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)	Current report	✓
	Dates reporting presented	Reported to Council quarterly on 11/08/2020, 24/11/2020, 23/02/2021, 19/05/2021.
<b>Financial reporting</b> (Quarterly statements to Council under section 138 (1) of the <i>Local Government Act 1989</i> comparing budgeted revenue and expenditure with actual revenue and expenditure)	Quarterly statements presented to Council in accordance with section 138(1) of the 1989 Act	✓
	Dates statements presented	Financial reporting to Council is performed monthly until year-end. Dates statements presented to Council: 08/09/2020; 22/09/2020; 24/11/2020; 15/12/2020; 02/02/2021; 16/03/2021; 06/04/2021; 27/04/2021; 08/06/2021 and 29/06/2021.
<b>Risk reporting</b> (Six-monthly reports of strategic risks to Council's operations, their likelihood and consequences of occurring and risk minimisation strategies)	Risk reports prepared and presented	✓
	Dates reporting presented	To Audit Committee every quarter: 14/08/2020; 11/12/2020; 19/02/2021 and 28/05/2021
<b>Performance reporting</b> (Six-monthly reports of indicators measuring the results against financial and non-financial performance, including performance indicators referred to in section 131 of the 1989 Act)	Performance reports prepared and presented	✓
	Dates reporting presented	Reported to Council quarterly on 11/08/2020; 24/11/2020; 23/02/2021 and 19/05/2021. <i>LGPRF</i> (Mid Year) Indicators to Council on 06/04/2021
<b>Annual Report</b> ( <i>Annual Report</i> under sections 131, 132 and 133 of the <i>Local Government Act 1989</i> to the community containing a report of operations and audited financial performance statements)	Considered at a Council Meeting in accordance with section 134 of the 1989 Act	✓
	Date of consideration	13/10/2020

## GOVERNANCE AND MANAGEMENT CHECKLIST (CONTINUED)

Governance and management items	Assessment	Outcome
<b>Councillor Code of Conduct</b> (Code setting out the standards of conduct to be followed by Councillors and other matters.)	Code of conduct reviewed and adopted in accordance with section 139 of the <i>Local Government Act 2020</i>	✓
	Date adopted	23/02/2021
<b>Delegations</b> (Documents setting out the powers, duties and functions of Council and the Chief Executive Officer that have been delegated to members of staff)	Delegations reviewed in accordance with section 11(7) of the Act and a register kept in accordance with sections 11(8) and 47(7) of the <i>Local Government Act 2020</i>	✓
	Dates reviewed	01/09/2020; 24/11/2020 and 08/06/2021
<b>Meeting procedures</b> (Governance Rules governing the conduct of meetings of Council and delegated committees)	Governance Rules adopted in accordance with section 60 of the <i>Local Government Act 2020</i>	✓
	Date adopted	11/08/2020

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



**Rebecca McKenzie**  
**CHIEF EXECUTIVE OFFICER**

Dated: 26 August 2021



**Councillor Margaret Esakoff**  
**MAYOR**

Dated: 26 August 2021



# STATE GOVERNMENT SERVICE PERFORMANCE INDICATORS – AQUATIC FACILITIES

FOR THE YEAR ENDED 30 JUNE 2021

SERVICE / Indicator / Measure	Results 2018	Results 2019	Results 2020	Results 2021	Material variations and comments
<b>AQUATIC FACILITIES</b>					
<b>Service standard</b>					
Health inspections of aquatic facilities  [Number of authorised officer inspections of Council aquatic facilities/number of Council aquatic facilities]	5.50	4.50	4.50	1.50	Due to the COVID-19 restrictions Glen Eira Leisure facilities were closed and restricted for significant parts of the year which resulted in less access for patrons.
<b>Utilisation</b>					
Utilisation of aquatic facilities  [Number of visits to aquatic facilities /municipal population]	10.76	10.85	7.55	2.21	Due to the COVID-19 restrictions Glen Eira Leisure facilities were closed and restricted for significant parts of the year which resulted in less access for patrons.
<b>Service cost</b>					
Cost of aquatic facilities  [Direct cost of aquatic facilities less income received/ number of visits to aquatic facilities]	-	-	\$3.38	\$12.61	The budgeted income was significantly reduced due to multiple COVID-19 lockdowns and restrictions limiting operating time, capacity, and demand. Expenses were significantly higher due to additional staff required to meet COVID-19 safety protocols, as well as an increase in cleaning and maintenance requirements.  <b>Note:</b> new measure for 2019–20 financial year. 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 2021

SERVICE / Indicator / Measure	Results 2018	Results 2019	Results 2020	Results 2021	Material variations and comments
<b>ANIMAL MANAGEMENT</b>					
<b>Timeliness</b>					
Time taken to action animal management requests  [Number of days between receipt and first response action for all animal management requests/number of animal management requests]	1.45	1.17	1.29	1.75	Time taken to action animal management requests has increased during 2020–21. This was due to a new system being implemented, which created a delay in recategorising animal registration requests to the Animal Management department.
<b>Service standard</b>					
Animals reclaimed  [Number of animals reclaimed/number of animals collected] ×100	61.31%	64.67%	66.25%	73.41%	An increase in domestic animals reclaimed is due to additional training for officers in investigating ownership details then having animals registered and returned. The Royal Society for the Prevention of Cruelty to Animals (Victoria) (RSPCA) have also improved their return to owner rates from Glen Eira collections.
Animals rehomed  [Number of animals rehomed/number of animals collected] ×100	-	-	20.75%	49.13%	Significant increase in animals rehomed due to Council working closely with the RSPCA and the RSPCA improving their rehoming rates. COVID-19 restrictions has also resulted in an increased desire for residents to become pet owners.  <b>Note:</b> new measure for 2019–20 financial year.
<b>Service cost</b>					
Cost of animal management service per population  [Direct cost of the animal management service/ population]	-	-	\$4.70	\$5.69	Council did not run the animal registration renewal follow up process in 2020 due to the COVID-19 restrictions which resulted in a reduction of animals registered. This resulted in the increase to the cost of animal management service per population.  <b>Note:</b> new measure for 2019–20 financial year. 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.
<b>Health and safety</b>					
Animal management prosecutions  [Number of successful animal management prosecutions/ number of animal management prosecutions] ×100	-	-	100%	100%	No material variations.  <b>Note:</b> new measure for 2019–20 financial year. 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.

# STATE GOVERNMENT SERVICE PERFORMANCE INDICATORS – FOOD SAFETY

FOR THE YEAR ENDED 30 JUNE 2021

SERVICE / Indicator / Measure	Results 2018	Results 2019	Results 2020	Results 2021	Material variations and comments
<b>FOOD SAFETY</b>					
<b>Timeliness</b>					
Time taken to action food complaints	1.49	1.69	1.85	1.97	No material variations.
[Number of days between receipt and first response action for all food complaints/number of food complaints]					
<b>Service standard</b>					
Food safety assessments	104.03%	100%	102.37%	100.24%	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> ] x100					
<b>Service cost</b>					
Cost of food safety service	\$640.40	\$747.12	\$810.05	\$742.79	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> ]					
<b>Health and safety</b>					
Critical and major non-compliance outcome notifications	100%	96.52%	100%	95.71%	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] x100					

# STATE GOVERNMENT SERVICE PERFORMANCE INDICATORS – GOVERNANCE

FOR THE YEAR ENDED 30 JUNE 2021

SERVICE / Indicator / Measure	Results 2018	Results 2019	Results 2020	Results 2021	Material variations and comments
<b>GOVERNANCE</b>					
<b>Transparency</b>					
Council decisions made at meetings closed to the public  [Number of Council resolutions made at Ordinary or Special Meetings of Council, or at meetings of a special committee consisting only of Councillors, closed to the public/number of Council resolutions made at Ordinary or Special Meetings of Council or at meetings of a special committee consisting only of Councillors] ×100	9.35%	9.86%	12.81%	4.79%	To improve transparency of Council to the community, many reports previously considered as confidential are now included in the open meeting for the public to hear the debate and discussion however Council may still require attachments to be confidential. This has resulted in a significant decrease in Council decisions made at meetings closed to the public. Confidential reports or attachments include personnel and contractual matters deemed confidential in accordance with the definitions under the <i>Local Government Act 2020</i> .
<b>Consultation and engagement</b>					
Satisfaction with community consultation and engagement  [Community satisfaction rating out of 100 with how Council has performed on community consultation and engagement]	55.00	60.00	60.00	58.00	No material variations.
<b>Attendance</b>					
Councillor attendance at Council Meetings  [The sum of the number of Councillors who attended each Ordinary and Special Council Meeting/(number of Ordinary and Special Council meetings) × (number of Councillors elected at the last Council general election)] ×100	88.36%	87.37%	83.07%	91.81%	Councillor attendance at Council meetings has increased demonstrating Councillors ongoing commitment to represent the community by participating in the decision making at Council Meetings.
<b>Service cost</b>					
Cost of elected representation  [Direct cost of the governance service/number of Councillors elected at the last Council general election]	\$43,244.78	\$43,359.11	\$43,636.33	\$36,416.78	The decrease of the overall costs for the elected representatives was in part due to the period between the municipal election held on 24 October 2020 and the new Council being sworn in. Councillors participated in professional development conferences and seminars via electronic means of communication due to COVID-19 restrictions, with more courses provided free of cost through this period.
<b>Satisfaction</b>					
Satisfaction with Council decisions  [Community satisfaction rating out of 100 with how Council has performed in making decisions in the interest of the community]	55.00	61.00	58.00	59.00	No material variations.

# STATE GOVERNMENT SERVICE PERFORMANCE INDICATORS – LIBRARIES

FOR THE YEAR ENDED 30 JUNE 2021

SERVICE / Indicator / Measure	Results 2018	Results 2019	Results 2020	Results 2021	Material variations and comments
<b>LIBRARIES</b>					
<b>Utilisation</b>					
Physical library collection usage  [Number of physical library collection item loans/number of physical library collection items]	8.01	7.95	5.62	3.15	COVID-19 restrictions and lockdowns throughout 2020–21 greatly restricted the ability of library customers to visit library branches and borrow physical library items.  <b>Note:</b> from 2019–20, this indicator measures the performance of 'physical library items' as a subset of the wider library collection. This measure previously measured 'Library collection usage'. See <i>retired measures</i> at the end of this table.
<b>Resource standard</b>					
Recently purchased library collection  [Number of library collection items purchased in the last five years/number of library collection items] x100	72.21%	71.96%	68.98%	66.92%	No material variations.
<b>Participation</b>					
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	16.50%	16.54%	16.03%	13.97%	COVID-19 restrictions and lockdowns throughout 2020–21 greatly restricted the ability of library customers to make use of library services.
<b>Service cost</b>					
Cost of library service per population  [Direct cost of the library service/population]	-	-	\$26.50	\$23.63	The reduced cost of delivering service is attributed to the library being closed for periods of the year due to COVID-19 lockdowns and restrictions.  <b>Note:</b> new measure for 2019–20 financial year. 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.

# STATE GOVERNMENT SERVICE PERFORMANCE INDICATORS – MATERNAL AND CHILD HEALTH

FOR THE YEAR ENDED 30 JUNE 2021

SERVICE / Indicator / Measure	Results 2018	Results 2019	Results 2020	Results 2021	Material variations and comments
<b>MATERNAL AND CHILD HEALTH (MCH)</b>					
<b>Service standard</b>					
Infant enrolments in the MCH Service  [Number of infants enrolled in the MCH Service (from birth notifications received)/number of birth notifications received] × 100	97.27%	100.93%	100.74%	101.08%	No material variations.
<b>Service cost</b>					
Cost of MCH Service  [Cost to Council of the MCH Service/hours worked by MCH nurses]	\$77.47	\$77.55	\$82.92	\$84.76	No material variations.
<b>Participation</b>					
Participation in the MCH Service  [Number of children who attend the MCH Service at least once (in the year)/number of children enrolled in the MCH Service] × 100	87.11%	81.49%	77.32%	70.96%	COVID-19 restrictions and lockdowns throughout 2020–21 greatly restricted the ability of customers to participate in the Maternal and Child Health Service.
Participation in the MCH Service by Aboriginal children  [Number of Aboriginal children who attend the MCH Service at least once (in the year)/number of Aboriginal children enrolled in the MCH Service] × 100	92.86%	95.24%	100.00%	85.71%	COVID-19 has impacted on our delivery of maternal and child health service and engagement with Aboriginal and Torres Strait Islander families. COVID-19 restrictions has meant some of our Aboriginal and Torres Strait Islander families have relocated out of our catchment during lockdown.
<b>Satisfaction</b>					
Participation in four-week key age and stage visit  [Number of four-week key age and stage visits/number of birth notifications received] × 100	-	-	96.42%	95.38%	No material variations.  <b>Note:</b> new measure for 2019–20 financial year. 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 2021

SERVICE / Indicator / Measure	Results 2018	Results 2019	Results 2020	Results 2021	Material variations and comments
<b>ROADS</b>					
<b>Satisfaction of use</b>					
Sealed local road requests [Number of sealed local road requests/kilometres of sealed local roads] x100	69.62	63.45	56.22	44.98	There is a decrease in the number of road related requests from 280 to 224 in the 2020–21 period, due to: – all the Railway Level Crossing Removal Project related works were completed in the previous years; – continuous investment on road projects is paying off; – our <i>Asset Management Strategy</i> continues to have a positive impact with requests dropping; and – less travelling due to COVID-19 lockdowns.
<b>Condition</b>					
Sealed local roads maintained to condition standards [Number of kilometres of sealed local roads below the renewal intervention level set by Council/kilometres of sealed local roads] x100	94.17%	92.17%	88.96%	87.35%	No material variations.
<b>Service cost</b>					
Cost of sealed local road reconstruction [Direct cost of sealed local road reconstruction/square metres of sealed local roads reconstructed]	\$135.11	\$137.86	\$143.70	\$138.93	No material variations.
Cost of sealed local road resealing [Direct cost of sealed local road resealing/square metres of sealed local roads resealed]	\$19.39	\$20.58	\$24.50	\$26.68	No material variations.
<b>Satisfaction</b>					
Satisfaction with sealed local roads [Community satisfaction rating out of 100 with how Council has performed on the condition of sealed local roads]	70.00	70.00	73.00	70.00	No material variations.

# STATE GOVERNMENT SERVICE PERFORMANCE INDICATORS – STATUTORY PLANNING

FOR THE YEAR ENDED 30 JUNE 2021

SERVICE / Indicator / Measure	Results 2018	Results 2019	Results 2020	Results 2021	Material variations and comments
<b>STATUTORY PLANNING</b>					
<b>Timeliness</b>					
Time taken to decide planning applications [The median number of days between receipt of a planning application and a decision on the application]	89.00	66.00	50.00	64.00	The median timeframe has increased because of the impacts of the COVID-19 pandemic on service delivery. This included increasing the number of days Council consulted on planning applications during the more restrictive periods of lockdown, and modifying workstyles so that the team could work from home. We also recognise that the impacts of COVID-19 have been felt by staff within Council. Our processes have been adapted to ensure that the service remains efficient for the customer while also being sustainable for staff during this time.
<b>Service standard</b>					
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	57.48%	70.39%	87.71%	87.09%	No material variations.
<b>Service cost</b>					
Cost of statutory planning service [Direct cost of the statutory planning service/number of planning applications received]	\$2,376.77	\$2,695.71	\$3,093.79	\$2,899.11	No material variations.
<b>Decision-making</b>					
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	57.33%	72.41%	83.33%	58.82%	Glen Eira City Council had a very low number of planning applications (total of 35 applications) that were appealed to the Victorian Civil and Administrative Tribunal (VCAT) and notes that only seven decisions reviewed by the Tribunal in the reporting year set aside the Council decision. While the overall percentage has reduced from the previous year; it is partly the consequence of so few decisions that the Tribunal was required to decide. Council also highlights that 18 of the appeals were settled through mediation, being more than half the appeals lodged with VCAT.



# STATE GOVERNMENT SERVICE PERFORMANCE INDICATORS – WASTE COLLECTION

FOR THE YEAR ENDED 30 JUNE 2021

SERVICE / Indicator / Measure	Results 2018	Results 2019	Results 2020	Results 2021	Material variations and comments
<b>WASTE COLLECTION</b>					
<b>Satisfaction</b>					
Kerbside bin collection requests  [Number of kerbside garbage and recycling bin collection requests/number of kerbside bin collection households] ×1,000	96.12	94.14	94.97	86.87	No material variations.
<b>Service standard</b>					
Kerbside collection bins missed  [Number of kerbside garbage and recycling collection bins missed/number of scheduled kerbside garbage and recycling collection bin lifts] ×10,000	1.21	0.93	2.41	1.51	Glen Eira City Council has continued to work with our kerbside collection contractor to keep the number of missed bins low.
<b>Service cost</b>					
Cost of kerbside garbage bin collection service  [Direct cost of the kerbside garbage bin collection service/number of kerbside garbage collection bins]	\$109.60	\$105.87	\$106.96	\$108.30	No material variations.
Cost of kerbside recyclables collection service  [Direct cost of the kerbside recyclables bin collection service/number of kerbside recyclables collection bins]	\$19.25	\$37.63	\$55.30	\$67.00	The direct cost of the kerbside collection service has increased due to an increase in the cost of processing recyclables, and increased tonnes due to more people home during the pandemic.
<b>Waste diversion</b>					
Kerbside collection waste diverted from landfill  [Weight of recyclables and green organics collected from kerbside bins/weight of garbage, recyclables and green organics collected from kerbside bins] ×100	44.51%	46.02%	49.24%	49.05%	No material variations.

# STATE GOVERNMENT SERVICE PERFORMANCE INDICATORS – RETIRED MEASURES

FOR THE YEAR ENDED 30 JUNE 2021

RETIRED MEASURES					
SERVICE / Indicator / Measure	Results 2018	Results 2019	Results 2020	Results 2021	Material variations and comments
<b>AQUATIC FACILITIES</b>					
<b>Health and safety</b>					
Reportable safety incidents at aquatic facilities [Number of WorkSafe reportable aquatic facility safety incidents]	12.00	6.00	Retired in 2020	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> .
<b>Service cost</b>					
Cost of indoor aquatic facilities [Direct cost of indoor aquatic facilities less income received/number of visits to indoor aquatic facilities]	-\$1.72	-\$1.48	Retired in 2020	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]	\$5.26	\$2.38	Retired in 2020	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].
<b>ANIMAL MANAGEMENT</b>					
<b>Service cost</b>					
Cost of animal management service [Direct cost of the animal management service/number of registered animals]	\$42.89	\$42.62	Retired in 2020	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].
<b>Health and safety</b>					
Animal management prosecutions [Number of successful animal management prosecutions]	11	14	Retired in 2020	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.
<b>LIBRARIES</b>					
<b>Service cost</b>					
Cost of library service [Direct cost of the library service/number of visits]	\$6.39	\$6.37	Retired in 2020	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].
<b>MATERNAL AND CHILD HEALTH (MCH)</b>					
<b>Satisfaction</b>					
Participation in first MCH home visit [Number of first MCH home visits/number of birth notifications received] x100	102.3%	98.9%	Retired in 2020	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 2021

Indicator / Measure	Results 2018	Results 2019	Results 2020	Results 2021	Material variations and comments
<b>Population</b>					
Expenses per head of municipal population [Total expenses/municipal population]	\$1,018.43	\$1,069.21	\$1,104.73	\$1,127.84	No material variations.
Infrastructure per head of municipal population [Value of infrastructure/municipal population]	\$3,402.84	\$3,462.69	\$3,488.29	\$3,464.70	No material variations.
Population density per length of road [Municipal population/kilometres of local roads]	305.32	308.95	314.28	317.70	No material variations.
<b>Own-source revenue</b>					
Own-source revenue per head of municipal population [Own-source revenue/municipal population]	\$960.40	\$1,006.57	\$945.40	\$874.42	The continuing decrease is mainly due to the reduced fee income from parking and Glen Eira Leisure during COVID-19 closures. This is expected to improve in future years.
<b>Recurrent grants</b>					
Recurrent grants per head of municipal population [Recurrent grants/municipal population]	\$157.73	\$156.12	\$143.85	\$141.86	No material variations.
<b>Disadvantage</b>					
Relative socio-economic disadvantage [Index of relative socio-economic disadvantage by decile]	10.00	10.00	10.00	10.00	No material variations.
<b>Workforce turnover</b>					
Percentage of staff turnover [Number of permanent staff resignations and terminations/average number of permanent staff for the financial year] ×100	11.7%	11.5%	11.7%	17.4%	This turnover rate includes resignations, retirements, terminations and redundancies of permanent employees. The turnover rate is slightly higher this year due to Council's decision to consolidate three of its residential aged care facilities into two, resulting in staff redundancies.

# FINANCIAL PERFORMANCE INDICATORS

FOR THE YEAR ENDED 30 JUNE 2021

DIMENSIONS / Indicator / Measure									Material variations and comments
	2018	2019	2020	2021	2022	2023	2024	2025	
<b>EFFICIENCY</b>									
<b>Expenditure level</b>									
Expenses per property assessment [Total expenses/number of property assessments]	\$2,341.87	\$2,449.65	\$2,542.68	\$2,560.92	\$2,604.35	\$2,672.77	\$2,695.36	\$2,717.54	No material variations.
<b>Revenue level</b>									
Average rate per property assessment [Total rate revenue (general rates and municipal charges)/number of property assessments]	-	-	\$1,403.85	\$1,427.50	\$1,438.03	\$1,477.62	\$1,507.04	\$1,537.06	No material variations.  <b>Note:</b> new indicator for 2019–20 financial year. 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.
<b>LIQUIDITY</b>									
<b>Working capital</b>									
Current assets compared to current liabilities [Current assets/current liabilities] x100	141.87%	139.96%	127.42%	120.68%	93.73%	92.07%	92.70%	94.05%	Council's working capital ratio is expected to fall below 100 per cent in the next few years due to the impact of COVID-19 and a large investment in strategic capital works projects. Our long term aim is to return to a working capital ratio of over 100 per cent, however during the build of a number of major projects it is considered acceptable for our liquidity to drop below this level.
<b>Unrestricted cash</b>									
Unrestricted cash compared to current liabilities [Unrestricted cash/current liabilities] x100	44.41%	38.39%	34.46%	-14.80%	29.53%	25.77%	26.17%	27.40%	Unrestricted cash has reduced due to investments held for terms over three months. These investments could be accessed if liabilities fall due. If the calculation for 2020–21 included term deposits maturing greater than three months (\$30m), the indicator would be 28 per cent.

# FINANCIAL PERFORMANCE INDICATORS

FOR THE YEAR ENDED 30 JUNE 2021

DIMENSIONS / Indicator / Measure									Material variations and comments
	2018	2019	2020	2021	2022	2023	2024	2025	
<b>OBLIGATIONS</b>									
<b>Loans and borrowings</b>									
Loans and borrowings compared to rates [Interest bearing loans and borrowings/rate revenue] x100	17.56%	13.56%	9.96%	6.34%	29.59%	47.89%	43.74%	39.73%	Our loan borrowings are moving in line with scheduled repayments. Future borrowings are scheduled across 2021–22 and 2022–23 and repayments are in line with our 10 year <i>Financial Plan</i> .
Loans and borrowings repayments compared to rates [Interest and principal repayments on interest bearing loans and borrowings/rate revenue] x100	3.83%	3.63%	3.50%	3.32%	3.44%	4.99%	3.83%	3.72%	No material variations.
<b>Indebtedness</b>									
Non-current liabilities compared to own source revenue [Non-current liabilities/own source revenue] x100	13.06%	9.84%	9.67%	8.56%	22.87%	37.78%	34.34%	30.36%	Non-current liabilities have decreased in 2021–22 due to the scheduled repayment of existing loans. In 2022 and 2023 non-current liabilities will increase due to new loan borrowings that have been provided to fund major capital works projects.
<b>Asset renewal and upgrade</b>									
Asset renewal and upgrade compared to depreciation [Asset renewal and asset upgrade expense/ asset depreciation] x100	-	-	120.31%	89.33%	222.51%	232.65%	111.70%	114.68%	The 2021 indicator reflects the difficulties in completing our scheduled capital works program during the COVID-19 pandemic restrictions. Large spends on capital works are expected in 2021–22 and 2022–23 including construction of several major strategic projects.  <b>Note:</b> new indicator for 2019–20 financial year. The indicator now includes renewal and upgrade expenditure. This indicator replaced 'Asset renewal compared to depreciation' [Asset renewal expense/ asset depreciation] x100 on 1 July 2019.

# FINANCIAL PERFORMANCE INDICATORS

FOR THE YEAR ENDED 30 JUNE 2021

DIMENSIONS / Indicator / Measure									Material variations and comments
	2018	2019	2020	2021	2022	2023	2024	2025	
<b>OPERATING POSITION</b>									
<b>Adjusted underlying result</b>									
Adjusted underlying surplus (or deficit)	14.15%	11.91%	3.51%	-2.88%	-0.45%	3.42%	4.07%	6.08%	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 with full recovery occurring over several future years.
[Adjusted underlying surplus (deficit)/ adjusted underlying revenue] x100									
<b>STABILITY</b>									
<b>Rates concentration</b>									
Rates compared to adjusted underlying revenue	57.90%	58.67%	63.36%	69.29%	67.98%	66.80%	66.92%	64.74%	Underlying revenue as a percentage of rates has decreased mainly due to the reduced fee income from parking and Glen Eira Leisure during COVID-19 closures. This is expected to improve in future years.
[Rate revenue/adjusted underlying revenue] x100									
<b>Rates effort</b>									
Rates compared to property values	0.17%	0.15%	0.17%	0.17%	0.16%	0.16%	0.16%	0.16%	No material variations.
[Rate revenue/capital improved value of rateable properties in the municipality] x100									

# 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. These principles aim to ensure Local Government services are the best available and that they meet the needs of the community.

Glen Eira City Council has developed an organisation-wide approach to the *Best Value* Principles to ensure they are embedded in our values, culture and evident in everything we do.

The *Best Value* Principles are applied universally to ensure:

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.

## The following *Best Value* initiatives were undertaken in 2020–21

### Digital:

- activation of online services during COVID pandemic including *GEL Anywhere*, *StoryTime*, *Crafternoons*;
- BusinessEd digitisation and Business hub development;
- staff health questionnaire to ensure COVID plan compliance;
- live chat function incorporated into Council's website;
- activation of our *Glen Eira Storytelling Festival* website;
- digitisation of Glen Eira Leisure first aid incident reporting;
- digitisation of the business refund process; and
- digitisation of the *Classified Tree Register* and special waste application.

### Transformation:

- COVID QR entry code generation (prior to Services Victoria rollout);
- phase one of single customer view — scoping;
- Policy audit; and
- schedule of strategic service reviews to ensure our services operate efficiently and remain relevant and aligned with community needs, and wants, now and into the future.

## **Strategy and reporting:**

- endorsement of our *2040 Community Vision*;
- introduction of our *Integrated Planning and Reporting Framework*;
- phase one story telling and data driven decision making using Power BI;
- adoption of new *Our Climate Emergency Response Strategy 2021–2025* and *Urban Forest Strategy*;
- implementation of CAMM's risk system; and
- reporting to the community through the *Know Your Council* website, quarterly performance reporting and our *Annual Report*.

## **Customer experience:**

- launch of our *Customer Experience Strategy*;
- adoption of our *Community Engagement Policy*; and
- conducting community satisfaction surveys to capture information to inform planning for improvement.

## **Ongoing and future initiatives**

### **Digital:**

- digital strategy;
- fit for future staff intranet;
- Smart Cities framework and roadmap; and
- digital content capability uplift.

### **Transformation:**

- delivery and change framework including an *Innovation toolkit*;
- Practise Leaders rejuvenation;
- forms platform;
- information and communications technology strategy development incorporating information management framework; and
- contemporary workforce planning incorporating flexible working.

## **Strategy and reporting:**

- implementation of our *Integrated Planning and Reporting Framework*;
- *Glen Eira Housing Strategy* development;
- *Glen Eira Organisational Plan* development;
- consolidation of reporting tools;
- using data to inform decisions and tell stories; and
- *Glen Eira Community Engagement Strategy* development.

## **Customer experience:**

- customer relationship management system modernisation;
- *Customer Experience Strategy* implementation;
- Snap Send Solve optimisation; and
- updated *Communications and Advocacy Policies and Plans*.



# 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 equal employment opportunity 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. This year, we also introduced a standalone sexual harassment policy in accordance with best practice and audit guidelines.

Our staff did not raise any discrimination or harassment matters with external bodies in 2020–2021.

## Workplace diversity 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 2020–21, we:

- continued to deliver diversity-related training and awareness programs across all levels of the organisation;
- continued to participate in diversity awareness, celebration and recognition events, such as *NAIDOC Week*, *Reconciliation Week*, *Harmony Week*, *International Day Against Homophobia, Biphobia, Intersexism and Transphobia (IDAHOBIT)*, *Midsumma Pride March* and *International Women's Day*;
- reviewed our *Workplace Flexibility Policy*;
- developed a *Prevention of Sexual Harassment Policy and Procedure*;
- commenced work on Council's obligations under the *Gender Equality Act 2020*, including participation in the *People Matter Survey* for Local Government in preparation for the development of Glen Eira's first *Gender Equality Action Plan*;
- developed a workforce planning approach to adhere to the requirements of the *Local Government Act 2020*;
- conducted an *Employee Engagement Survey*; and
- partnered with specialist recruitment services to promote employment opportunities to people from diverse backgrounds.

# Family Violence Prevention Action Plan update

In July 2019, Council endorsed the *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 2020–21, we:

- achieved implementation of 97 per cent of year two of the *Family Violence Prevention Action Plan 2019–21*;
- promoted the prevention of violence against women by providing nine local cafes around Glen Eira with recyclable coffee cups featuring *#Respect starts with me*;
- invited *Girl Up*, a community group of young women to deliver two Growing Up Girl school-based initiatives focused on exploring ways to promote social change for girls in Glen Eira schools;
- implemented the *Family Violence Multi-Agency Risk Assessment and Management Framework* with all Maternal and Child Health staff to ensure services are effectively, collaboratively and consistently identifying, assessing and managing family violence risks;
- delivered the *International Women's Day* photo exhibition, which celebrated the achievements, passions and contributions of local women in Glen Eira;
- reached more than 1,000 young people through Council's Youth Services unit, to provide information, referrals and support on family violence through phone calls, seminars and emails;
- participated in the *16 Days of Activism* campaign and the *International Day for the Elimination of Violence against Women*;
- conducted *Bystander Training* for 18 participants through No to Violence, spread awareness through social media by posting *#Respect* messaging from Respect Victoria and implemented a footpath sticker campaign;
- facilitated four sessions of the *Everyday Conversations' Active Bystander Training* with Council employees, Senior Citizen clubs, community and neighbouring councils to:
  - o explore how gender inequality is reinforced through everyday interactions;
  - o look at how we can all contribute to change within our communities; and
  - o explore a range of practical skills for inviting reflection and change.
- built community capacity to prevent family violence through activities:
  - o community *Bystander Training*;
  - o Mother's Day This Girl Can exercise class at Glen Eira Sports and Aquatic Centre; and
  - o respectful relationship classes at Glen Eira Adult Learning Centre.

# Our workforce tables

## Effective full-time workforce by contract, gender and division 2020–21\*

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	1.17	8	5.34	18	18	-	-	1	0.80	10	10	40	35.32
Community Wellbeing	362	44.90	297	179.42	104	104	151	17.76	44	26.23	26	26	984	398.31
Corporate Services	2	1.24	25	18.72	32	32	10	4.27	3	2.43	38	38	110	96.66
Infrastructure and Open Space	-	-	4	2.83	24	24	1	0.09	3	2.22	108	108	140	137.14
Planning, Place and Sustainability	21	2.47	38	18.90	45	45	33	3.35	17	4.60	46	46	200	120.32
<b>TOTAL</b>	<b>388</b>	<b>49.79</b>	<b>372</b>	<b>225.22</b>	<b>223</b>	<b>223</b>	<b>195</b>	<b>25.46</b>	<b>68</b>	<b>36.28</b>	<b>228</b>	<b>228</b>	<b>1,474</b>	<b>787.75</b>

\*Part-time and full-time includes permanent and temporary staff.

## Workforce by age, gender and contract 2020–21\*

Age	PERMANENT FULL-TIME		PERMANENT PART-TIME		CASUAL		TOTAL
	Female	Male	Female	Male	Female	Male	
< 30	26	21	29	5	190	123	<b>394</b>
30–50	96	104	148	17	95	22	<b>482</b>
>50	101	103	195	46	103	50	<b>598</b>
<b>TOTAL</b>	<b>223</b>	<b>228</b>	<b>372</b>	<b>68</b>	<b>388</b>	<b>195</b>	<b>1,474</b>

\*Part-time and full-time includes permanent and temporary staff.



PLAYING CRICKET AT CAULFIELD PARK SPORTGROUNDS,  
CAULFIELD.

# Net cost of services we delivered 2020–2021

The table indicates the services we provided to the community in 2020–21 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 <b>Actual</b> Budget Variance
<b>Roads, drains and building maintenance</b>	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.	<b>14,280</b>
		15,712
		1,432
<b>Environmental strategy and services</b>	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.	<b>1,334</b>
		266
		(1,068)
<b>Planning and community safety</b>	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.	<b>6,031</b>
		4,746
		(1,285)
<b>Park services</b>	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.	<b>11,478</b>
		12,929
		1,451
<b>Recreation and open space</b>	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.	<b>1,574</b>
		1,421
		(153)

## SERVICES WE DELIVERED AND WHAT THEY COST (continued)

SERVICES	DESCRIPTION OF SERVICES	Net cost \$'000 <b>Actual</b> Budget Variance
<b>Glen Eira Libraries</b>	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.	<b>2,730</b>
		2,261
		(469)
<b>Community care</b>	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.	<b>(785)</b>
		730
		1,515
<b>Family and community wellbeing</b>	This provides a range of high-quality services and supports for families with children from birth to six years and young people aged 10 to 25 and their families. These include: Maternal and Child Health; family day care;' partnerships with local kindergartens including purpose-built facilities and central enrolment; early learning centres; occasional care; community and school-based youth support services; and immunisation. Also provided are a range of community development services that support community health and wellbeing by providing health promotion programs, facilitating inclusion and helping to build capacity of community groups. Community engagement and planning services are also provided.	<b>7,048</b>
		7,710
		662
<b>Cultural services</b>	This service provides a comprehensive arts and cultural program with exhibitions, events, concerts and festivals to entertain and educate.	<b>1,198</b>
		1,660
		462
<b>Residential aged care facilities</b>	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. In March 2021, Council decided to consolidate the three residential aged care facilities into two sites — Warrawee and Rosstown. All Spurway residents were moved to our Warrawee facility in Bentleigh East in May 2021.	<b>9,833</b>
		3,203
		3,203
<b>Customer service and Council governance</b>	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.	<b>8,180</b>
		9,318
		1,138

## SERVICES WE DELIVERED AND WHAT THEY COST (continued)

SERVICES	DESCRIPTION OF SERVICES	Net cost \$'000 <b>Actual</b> Budget Variance
<b>Media and communications</b>	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> .	<b>1,111</b>
		1,268
		157
<b>Corporate Counsel</b>	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.	<b>2,755</b>
		2,584
		(171)
<b>City futures</b>	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.	<b>4,109</b>
		5,148
		1,039
<b>Financial services</b>	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.	<b>8,683</b>
		8,407
		(276)
<b>Glen Eira Leisure</b>	<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 currently closed due to a significant leak in the outdoor pool and will not re-open until it is re-developed (expected by summer 2023).</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>	<b>4,836</b>
		2,738
		2,098

# 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 2020–21. 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. and
- not keep personal information on our systems for longer than is necessary (subject to the requirements of the *Public Records Act 1973* or other legal requirements).

## Health records

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

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



## **Our website**

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

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

### **We do:**

- analyse user data to gain insights about how to improve the functionality and experience of the website. For example, we can look at aggregate patterns, such as the average number of service searches that users perform; and
- 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*); and
- 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](mailto: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 2020–21

We adopted our *Disability Action Plan 2017–21* in February 2017. In 2020–21, we achieved 100 per cent of the 68 actions outlined in the *Plan*.

**Theme one — Promote inclusion and participation.** In 2020–21 we:

- developed the *A Community for All-Abilities* program;
- implemented the *EmployAbility* project; *Kevin Heinze GROW* project; *Inclusive Volunteering* project; *Carers Support Services & Inclusive Communities (Disability Awareness)* project.
- provided audio format for *Glen Eira News*;
- developed strong partnerships with local disability service providers, including Access Inc, Marriott Support Services, Scope and Jewish Care;
- employed people with disabilities in Council-run programs, such as the *Disability Awareness in Schools Program* and facilitation of the Chat n Chuckle social group;
- partnered with Marriott Support Services by employing an inclusion officer at Glen Eira Sports and Aquatic Centre (GESAC); and
- developed and distributed an accessible events checklist widely across Council and community groups to assist in staging events and activities that are accessible to all.

**Theme two — Increase awareness and help shape community attitudes.** In 2020–21, we:

- continued the *YouMeUs* program, promoting inclusion and awareness for Glen Eira employees and community members;
- promoted the Access Inc café and grand opening of the pop-up café, which supports employment of people with a disability in the food and beverage industry;

- celebrated *International Day of People with Disabilities* with an online showcase of activities, sports and programs available through Glen Eira Leisure;
- held a *Paralympics Sports Day* event showcasing Paralympians and Paralympic sports to celebrate people with disabilities achievements in sport;
- provided three Disability Awareness Training sessions for Council staff on best practice for social inclusion and accessibility;
- presented to three primary schools and at Monash University during its *Diversity and Inclusion Week* on disability awareness through lived experience of local community members with a disability;
- provided local businesses with resources on accessible and inclusive practices;
- promoted disability awareness through regular articles in *Glen Eira News* and through our social media platforms; and
- shared relevant and important COVID-related information to the disability community through regular newsletters.

**Theme three — Create accessible places, spaces and services.** In 2020–21, we:

- updated the *Disability Services Directory* and made it accessible via the website;
- undertook an accessibility audit of Centre Road Bentleigh, providing actions for Council to improve accessibility in the precinct;
- trained buildings and properties staff so they could understand disability legislation and standards;
- developed a mobility map of the municipality, updated it in an accessible format and posted for community members on Council's website;
- promoted the Companion Card Scheme on Council's website, in *Glen Eira News* and on events brochures;
- offered a range of materials in large print, dyslexia-friendly alternative formats, including audio and electronic;
- approved a new *Parking Policy* to include an increase in parking spaces and to include senior and parents with prams car spaces to ease congestion on disabled car parks;
- continued to provide a wide variety of inclusive and accessible classes and programs for people with a disability, including *Basketball Unlimited*, *Swim School Unlimited*, *Hot Wheels* and *Wheelie Fit* through GE Leisure; and
- consulted on all new Council building projects for best accessibility practice and universal design, such as street parklets, Carnegie Pool redevelopment, Murrumbeena Community Hub and Bentleigh Library redevelopment.

**Theme four — Enhance opportunities for participation in civic life.** In 2020–21, we:

- facilitated Glen Eira Disability Reference Committee meetings eight times a year;
- included *Community Safety Plan* for people with disabilities;
- started a work experience program to enable young people with disabilities to work within the library;
- facilitated 20 fortnightly Chat n Chuckle acquired brain injury social group sessions online or at a local neighbourhood house;
- partnered with Brotherhood of St Lawrence on community capacity building projects;
- engaged with the community to determine what Council's disability priorities, planning, advocacy and support should be and how to strengthen the disability support within the community;
- ran carer events, such as the *Miss Fisher Exhibition* and afternoon tea at Ripponlea Estate to enhance friendship and support within the carer community; and
- developed an inclusive volunteering project to encourage people with a disability to volunteer.

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

# Domestic Animals Act 1994

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

## Performance indicators

We continued implementing our *Domestic Animal Management Plan (DAMP) 2017–21*. The *DAMP* provides a strategic framework that delivers an action plan over a four-year period. It outlines Council's approach to management of domestic animals in relation to registration of dogs and cats; the promotion of responsible pet ownership; addresses nuisance; identification of dogs and cats; cat overpopulation and euthanasia rates; aims to minimise the risk associated with dog attacks; and encourages effective management of declared dogs.

We met or exceeded six of our nine performance indicators in 2020–21. Council implemented adjustments in relation to essential services during the pandemic. As a result, authorised officers reverted to services that related directly to preserving public safety. It is evident this had a direct effect on the proactive work that would normally be undertaken to encourage cat registrations and resulted in a decrease in cat registration rates for the 2020–21 period. This has also had an effect on dog and cat desexing rates during the pandemic. It is important to note, Council has not reduced our desexing incentive scheme.

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.

The following table provides an assessment of the year ending 30 June 2021:

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

INDICATOR	TARGET (%)	2016–17 (%)	2017–18 (%)	2018–19 (%)	2019–20 (%)	2020–21 (%)	2020–21 FIGURES
<b>1</b> Dog registration rate: (per cent dogs registered/estimated dog population)	85	92	89	91	97	92	12,941/14,000
<b>2</b> Cat registration rate: (per cent cats registered/estimated cat population)	85	86	80	78.5	82	77	4,620/6,000
<b>3</b> Enforcement success rate: (per cent successful prosecutions/total prosecutions)	100	100	100	100	100	100	19
<b>4</b> Dog return/reclaim rate: (per cent total dogs reclaimed-returned/total dogs impounded) (includes adopted/sold dogs)	90	93	94.1	98	98	93	95/102
<b>5</b> Cat reclaim/return rate: (per cent total cats reclaimed/total cats impounded) (includes adopted/sold cats)	20	71	73.9	83	85	96	118/122
<b>6</b> Domestic animal business compliance rates: (registered/compliant)	93	100	100	100	100	100	7
<b>7</b> Dog desexing rate (per cent dogs desexed/actual registered)	70	79	80	81	78.4	60	7,760/12,941
<b>8</b> Cat desexing rate (per cent cats desexed/actual registered)	80	93	94	94.4	89.4	76	3,518/4,620
<b>9</b> Infringements versus official warnings rates (per cent of infringements/warnings)	<40	43.5	43	39.4	54	64	47 infringements 73 warnings

## Food Act 1984

We did not receive any ministerial directions under the provisions of section 7e of the *Food Act 1984* during 2020–2021.

## Road Management Act 2004

We did not receive any ministerial directions under the provisions of the *Road Management Act 2004* during 2020–2021.

## Contracts

During 2020–21, 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 did enter into one contract valued at \$150,000 or more for goods or services or \$200,000 or more for works without engaging in a competitive process.

In October 2020, Council received competitive quotes from three different hardware suppliers for the purchase of a new storage area network. The ultimate purchase was from a supplier who was on the Procurement Australia IT Products and Services panel, however, the payment for the goods was made via a lease arrangement with Dell Financial Services Pty Ltd ('Dell'). On 16 December 2020 we entered into a contract worth \$296,990 for the lease of IT equipment with Dell Financial Services Pty Ltd. As a result, Dell are classified as the vendor as we have entered into a lease contract with them and a competitive process was not undertaken for the leasing component of this transaction. In future, if Council's intention is not to purchase equipment outright, officers will plan a tender process for leasing arrangements in advance.

# Contact us and feedback

## Glen Eira City Council

Corner Glen Eira and Hawthorn Roads, Caulfield

Mail address: PO Box 42

Caulfield South, 3162

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Fax: (03) 9523 0339

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Websites: [www.gleneira.vic.gov.au](http://www.gleneira.vic.gov.au)

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

[www.geleisure.com.au](http://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://nrschat.nrs.vic.gov.au/nrs/internetrelay> 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 2020–2021*. 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.

## Disclaimer

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

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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)*.

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## 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 מוגרת יתורישל מיקוקז תתא מא?

תפדעומה הפשל הזה רמסמה קלח מגרתל מוצור מכנה מא  
9524 3333 ונפלטב ונלש תרושקתה תווצל ורשקתה אנא, מכילע

### 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।

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Если вам нужен перевод какой-то части этого документа на ваш родной язык, позвоните в Отдел информации и общественных связей по тел. 9524 3333.

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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.

**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.

**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.

**Chatbot** — a computer program that simulates and processes human conversation (either written or spoken), allowing humans to interact with digital devices as if they were communicating with a real person.

**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.

**Climate emergency declaration** — an action taken by organisations to acknowledge humanity is in a climate emergency with increased global warming, climate change and their consequences. The organisation sets priorities to mitigate climate change as part of this declaration.

**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.

**CPA** — Certified Practising Accountant.

**Crown land** — land owned by the Commonwealth of Australia or State Government.

**DAMP** — 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?

**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, as well as nutrition and mental health advice.

**GESAC** — Glen Eira Sports and Aquatic Centre.

**Glen Eira Leisure** — a combined facility management structure incorporating Caulfield Recreation Centre, Carnegie Swim Centre and Glen Eira Sports and Aquatic Centre (GESAC).

**Glen Eira News** — Council's monthly newspaper, which provides residents with information about Council activities. It is delivered to all residents within Glen Eira.

**GST** — Goods and services tax.

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

**HESTA** — a superannuation fund for Council employees.

**IBAC** — Independent Broad-based 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 i.e.: 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** — 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 domestic assistance, personal care, home maintenance/modifications, delivered meals, Social support group activities 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/Bunarong, Taungurong, and Ngurai-illam Wurrung nations. The City of Glen Eira is located on the traditional lands of the Yaluk-ut Weelam clan of the Boonwurrung peoples.

**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 Jobs, Precincts and Regions 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 a number of reportable 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.

**Moieties** — 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.

**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.

**Parklets** — temporary outdoor dining areas placed in shopping centres to allow food retailers to service diners during COVID-19 restrictions.

**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.

**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 2018–20 (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.

**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 Program** — 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 former aged care facility for high care residents located in Carnegie.

**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.

**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 2021

GLEN EIRA CITY COUNCIL  
**ANNUAL REPORT**  
2020–2021

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



GLEN EIRA  
CITY COUNCIL

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### FINANCIAL REPORT

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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* (as per the transitional provisions of the *Local Government Act 2020*), Australian Accounting Standards and other mandatory professional reporting requirements.



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

**Principal Accounting Officer**

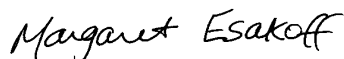
Dated: 31 August 2021

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

In our opinion, the accompanying Financial Statements of the Glen Eira City Council for the year ended 30 June 2021 presents fairly the financial transactions of Council, and the financial position of the 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.



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**Margaret Esakoff**

**Mayor**

Dated: 31 August 2021

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



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**Jim Magee**

**Deputy Mayor**

Dated: 31 August 2021

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



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**Rebecca McKenzie**

**Chief Executive Officer**

Dated: 31 August 2021

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



Victorian Auditor-General's Office

## Independent Auditor's Report

### To the Councillors of Glen Eira City Council

<b>Opinion</b>	<p>I have audited the financial report of Glen Eira City Council (the council) which comprises the:</p> <ul style="list-style-type: none"> <li>• balance sheet as at 30 June 2021</li> <li>• comprehensive income statement for the year then ended</li> <li>• statement of changes in equity for the year then ended</li> <li>• statement of cash flows for the year then ended</li> <li>• statement of capital works for the year then ended</li> <li>• notes to the financial statements, including significant accounting policies</li> <li>• certification of the financial report.</li> </ul> <p>In my opinion the financial report presents fairly, in all material respects, the financial position of the council as at 30 June 2021 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>
<b>Basis for Opinion</b>	<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 <i>APES 110 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>
<b>Councillors' responsibilities for the financial report</b>	<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  
7 September 2021



Sanchu Chummar

*as delegate for the Auditor-General of Victoria*

**Comprehensive Income Statement**  
for the year ended 30 June 2021

Page 4

	Notes	2021 \$ '000	2020 \$ '000
<b>Income</b>			
Rates and charges	3.1	120,178	113,536
Statutory fees and fines	3.2	4,413	10,727
User fees	3.3	12,503	20,617
Grants — operating	3.4	29,252	22,514
Grants — capital	3.4	5,554	4,658
Other income	3.5	1,254	3,086
Contributions — monetary	3.6	5,804	8,708
<b>Total income</b>		<b>178,958</b>	<b>183,846</b>
<b>Expenses</b>			
Employee costs	4.1	83,942	76,867
Materials and services	4.2	58,838	59,748
Depreciation	4.3	24,060	23,766
Amortisation — intangible assets	4.4	787	685
Amortisation — right of use assets	4.5	1,007	804
Net loss on sale/disposal of property, infrastructure, plant and equipment	4.6	1,129	755
Borrowing costs	4.7	313	430
Finance costs — leases	4.8	191	180
Other expenses	4.9	5,944	9,412
Share of net loss of joint operations	6.1	2,231	254
<b>Total expenses</b>		<b>178,442</b>	<b>172,901</b>
<b>Surplus for the year</b>		<b>516</b>	<b>10,944</b>
<b>Other comprehensive income</b>			
<b>Items that will not be reclassified to surplus or deficit in future periods</b>			
Net asset revaluation increment	9.1 (a)	245,456	32,345
<b>Total comprehensive result</b>		<b>245,972</b>	<b>43,289</b>

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

	Notes	2021 \$ '000	2020 \$ '000
<b>Assets</b>			
<b>Current assets</b>			
Cash and cash equivalents	5.1 (a)	34,236	74,174
Other financial assets	5.1 (b)	30,000	13,563
Trade and other receivables	5.1 (d)	19,225	13,490
Other assets	5.2 (a)	1,970	1,313
<b>Total current assets</b>		<b>85,431</b>	<b>102,539</b>
<b>Non-current assets</b>			
Other financial assets	5.1 (b)	5	5
Investments in joint operations	6.1 (a)	146	604
Property, infrastructure, plant and equipment	6.2	2,499,881	2,248,245
Right-of-use assets	5.8	3,405	3,850
Intangible assets	5.2 (b)	2,822	2,629
<b>Total non-current assets</b>		<b>2,506,259</b>	<b>2,255,334</b>
<b>Total assets</b>		<b>2,591,690</b>	<b>2,357,873</b>
<b>Liabilities</b>			
<b>Current liabilities</b>			
Trade and other payables	5.3 (a)	(14,434)	(18,634)
Trust funds and deposits	5.3 (b)	(30,195)	(40,405)
Unearned income	5.3 (c)	(4,515)	(1,034)
Provisions	5.5	(16,658)	(15,687)
Interest-bearing liabilities	5.4	(3,806)	(3,687)
Lease liabilities	5.8	(1,181)	(1,028)
<b>Total current liabilities</b>		<b>(70,789)</b>	<b>(80,475)</b>
<b>Non-current liabilities</b>			
Provisions	5.5	(1,398)	(1,337)
Interest-bearing liabilities	5.4	(3,811)	(7,617)
Lease liabilities	5.8	(2,452)	(2,949)
Investments in joint operations	6.1 (b)	(4,176)	(2,403)
<b>Total non-current liabilities</b>		<b>(11,837)</b>	<b>(14,306)</b>
<b>Total liabilities</b>		<b>(82,626)</b>	<b>(94,781)</b>
<b>Net assets</b>		<b>2,509,064</b>	<b>2,263,092</b>
<b>Equity</b>			
Accumulated surplus		966,051	967,600
Reserves	9.1	1,543,013	1,295,492
<b>Total equity</b>		<b>2,509,064</b>	<b>2,263,092</b>

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

2021	Notes	Total \$ '000	Accumulated surplus \$ '000	Public open space reserve \$ '000	Asset revaluation reserve \$ '000
Balance at beginning of the financial year		2,263,092	967,600	24,195	1,271,297
Surplus for the year		516	516	-	-
Net asset revaluation increment	9.1(a)	245,456	-	-	245,456
Transfers to public open space reserve	9.1(b)	-	(5,804)	5,804	-
Transfers from public open space reserve	9.1(b)	-	3,739	(3,739)	-
<b>Balance at the end of the financial year</b>		<b>2,509,064</b>	<b>966,051</b>	<b>26,260</b>	<b>1,516,753</b>

2020	Notes	Total \$ '000	Accumulated surplus \$ '000	Public open space reserve \$ '000	Asset revaluation reserve \$ '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 decrement	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)	-
<b>Balance at the end of the financial year</b>		<b>2,263,092</b>	<b>967,600</b>	<b>24,195</b>	<b>1,271,297</b>

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

	Notes	2021 inflows/ (outflows) \$ '000	2020 inflows/ (outflows) \$ '000
<b>Cash flows from operating activities</b>			
Rates and charges		116,336	111,130
Statutory fees and fines		4,413	10,727
User fees		11,510	23,066
Other receipts		1,108	1,891
Grants — operating		29,635	22,548
Grants — capital		8,652	5,658
Contributions — monetary		5,804	8,708
Interest received		230	1,959
Trust funds and deposits taken		798	15,268
Net GST refund		7,788	8,290
Employee costs		(87,163)	(77,615)
Materials and services		(68,372)	(71,895)
Short-term, low value and variable lease payments	5.8	(7)	(197)
Trust funds and deposits repaid		(11,010)	(11,795)
Other payments		(5,992)	(7,260)
<b>Net cash provided by operating activities</b>	<b>9.2</b>	<b>13,730</b>	<b>40,483</b>
<b>Cash flows from investing activities</b>			
Payments for property, infrastructure, plant and equipment		(32,330)	(34,782)
Proceeds from sale of property, infrastructure, plant and equipment		191	387
Proceeds from other financial assets		13,563	53,153
Payments for other financial assets		(30,000)	(13,563)
<b>Net cash used in investing activities</b>		<b>(48,576)</b>	<b>5,195</b>
<b>Cash flows from financing activities</b>			
Finance costs		(308)	(425)
Repayment of borrowings		(3,687)	(3,553)
Interest paid — lease liability		(191)	(180)
Repayment of lease liabilities		(906)	(677)
<b>Net cash used in financing activities</b>		<b>(5,092)</b>	<b>(4,835)</b>
Net (decrease) / increase in cash and cash equivalents		(39,938)	40,843
Cash and cash equivalents at the beginning of the financial year		74,174	33,331
<b>Cash and cash equivalents at the end of the financial year</b>		<b>34,236</b>	<b>74,174</b>
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.

	2021 \$ '000	2020 \$ '000
<b>Property</b>		
Land	3,271	-
Buildings	9,018	10,656
<b>Total property</b>	<b>12,289</b>	<b>10,656</b>
<b>Plant and equipment</b>		
Plant, machinery and equipment	1,935	1,857
Computers and telecommunications	1,510	2,256
Library books, materials and equipment	702	919
Other plant and equipment	531	1,712
<b>Total plant and equipment</b>	<b>4,678</b>	<b>6,744</b>
<b>Infrastructure</b>		
Roads	6,067	6,198
Footpaths	2,266	2,268
Drainage	2,548	3,973
Open space and recreation	3,517	6,647
Car parks	71	931
Streetscape works	1,047	1,887
<b>Total infrastructure</b>	<b>15,516</b>	<b>21,904</b>
<b>Total new capital works expenditure</b>	<b>32,483</b>	<b>39,304</b>
<b>Represented by:</b>		
Asset renewal expenditure	13,813	15,050
Asset upgrade expenditure	7,681	13,544
Asset expansion expenditure	2,526	2,695
New asset expenditure	8,463	8,015
<b>Total capital works expenditure</b>	<b>32,483</b>	<b>39,304</b>

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

The total capital works figures above includes expenditure on new capital works projects and carry forward projects from previous financial year.



## 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.

**(b) Impact of Covid-19**

On 16 March 2020 a state of emergency was declared in Victoria due to the global pandemic COVID-19 virus, known as coronavirus. A state of disaster was subsequently declared on 2 August 2020. The state of emergency and state of disaster are still in place as at 30 June 2021.

Council's 2020-21 operating result and capital works budgets have been significantly impacted by COVID-19. Some business areas were severely restrained such as our Libraries and Learning Centres and Glen Eira Leisure due to forced closures directed by Chief Health Officer Directives. Council continues to monitor the situation for further impacts and opportunities in the coming year.

To support the Glen Eira community, Council endorsed a Response and Recovery Package totalling \$8.9m adopted on the 7th April 2020 and was further developed during 2020-21. This package provided 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.

(i) Additional revenue (offset by expenditure)

Council was successful in receiving the following additional revenue:

- Outdoor Eating and Entertainment Package to support hospitality businesses prepare for COVID normal re-opening across Victoria - \$500k (round 1) and \$250k (round 2).
- Working for Victoria Fund to support Victorian workers impacted by coronavirus - \$6.61m.
- Local Roads and Community Infrastructure Program (Phase One \$381k and Two \$2.2m).
- *Local Government Business Concierge and Hospitality Support Program* \$120k.
- COVID Relief Program \$40k.

(ii) Revenue reductions

- Fees from Glen Eira Leisure services were reduced by \$6.4m due to forced closures.
- Reduction on interest on investments due to the low interest rate environment.

(iii) Revenue forgone in response to the pandemic

- deferring payment of rate debt accumulated from 16 March 2020 and 30 June 2021 for any ratepayer experiencing financial hardship and no interest charged; rate debtors increased by \$3.5m over the course of the year.
- rent relief for community tenants and sporting clubs.
- refund / waive Food Act and Public Health and Wellbeing Act registrations for existing and new businesses.
- cease following up unpaid animal registrations until the COVID-19 crisis has passed.
- refund and waivers of footpath trading permits.
- waiver of utility costs that Council on-charges to sporting club tenants in Council sporting pavilions.
- relaxation of parking restrictions and enforcement for essential goods pick-ups in and around activity centres. Parking income reduced by \$6.6m.

(iv) New costs and services

- small business support grants to assist businesses move online and assist our community.
- community grants for not-for-profit and charitable organisations to assist the community during the crisis and to re-establish operations on the other side of the COVID-19 crisis.
- pandemic prevention expenses associated with COVID-19 including: personal protective equipment and clothing, cleaning materials such as: sanitisers, gloves, cleaning products and other prevention materials - an increase of \$1.4m.
- webinars for local businesses and traders to adapt business operations and maximise opportunities during the COVID-19 crisis.
- online business recovery webinars.
- community Groups assistance program including counselling and financial support.
- online Glen Eira Leisure physical activity and wellbeing programs.
- emergency food packages, including delivered meals.
- business assistance program including counselling and financial support.

Additional COVID-19 impacts are included in the relevant notes throughout the Financial Report.

**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 30 June 2020. 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 2021 \$ '000	Actuals 2021 \$ '000	Variance 2021 \$ '000	Variance 2021 %	Ref
<b>Income</b>					
Rates and charges	119,955	120,178	223	0%	
Statutory fees and fines	6,252	4,413	(1,839)	(29%)	(a)
User fees	18,998	12,503	(6,495)	(34%)	(b)
Grants — operating	20,926	29,252	8,326	40%	(c)
Grants — capital	6,215	5,554	(661)	(11%)	(d)
Other income	3,229	1,254	(1,975)	(61%)	(e)
Contributions — monetary	6,600	5,804	(796)	(12%)	
<b>Total income</b>	<b>182,177</b>	<b>178,958</b>	<b>(3,219)</b>	<b>(2%)</b>	
<b>Expenses</b>					
Employee costs	79,030	83,942	(4,912)	(6%)	(f)
Materials and services	63,391	58,838	4,553	7%	(g)
Depreciation	24,853	24,060	793	3%	
Amortisation — intangible assets	738	787	(49)	(7%)	
Amortisation — right of use assets	761	1,007	(246)	(32%)	
Net loss on sale/disposal of property, infrastructure, plant and equipment	1,258	1,129	129	10%	
Borrowing costs	330	313	17	5%	
Finance costs — leases	176	191	(15)	(9%)	
Other expenses	6,278	5,944	334	5%	(h)
Share of net loss of joint operations	-	2,231	(2,231)	(100%)	(i)
<b>Total expenses</b>	<b>176,815</b>	<b>178,442</b>	<b>(1,627)</b>	<b>(1%)</b>	
<b>Surplus for the year</b>	<b>5,362</b>	<b>516</b>	<b>(4,846)</b>	<b>(90%)</b>	

Note 1 Performance against budget (continued)

Explanation of material variations — comprehensive income statement

Variance reference	Explanation
(a)	<p><b>Statutory fees and fines</b> — relate mainly to fees and fines levied in accordance with legislation and include animal registrations, health act registrations and parking fines.</p> <p>The unfavourable variance of \$1.84m is mostly due to lower than anticipated revenue from parking infringements across the municipality (\$1.8m). This was due to relaxation of parking restrictions and enforcement for essential goods pick-ups in and around activity centres due to COVID-19.</p>
(b)	<p><b>User Fees</b> — are unfavourable to budget by (\$6.5m) mainly due to:</p> <ul style="list-style-type: none"> <li>(i) government mandated COVID-19 closures for Glen Eira Leisure (\$3.72m) due to extended restrictions;</li> <li>(ii) reduced fees received from Family Day Care and Early Learning Centres (\$1.19m) to support families during the pandemic (this is partially offset by increased subsidies received);</li> <li>(iii) lower than budgeted occupancy at Residential Aged Care facilities and closure of Spurway Community in April 2021 (\$1.06m); and</li> <li>(iv) council initiatives in response to the pandemic including waivers for footpath permits and other areas.</li> </ul>
(c)	<p><b>Grants — operating</b> — are favourable by \$8.33m mainly due to:</p> <ul style="list-style-type: none"> <li>(i) Working for Victoria Initiative - Council was successful in applying for a grant of \$6.6m with the Department of Jobs, Precincts and Regions to carry out a project through the Working for Victoria Fund. The aim of the Fund was to match displaced workers with casual and short-term employment opportunities. Employees in these positions supported delivery of critical community services to support the government coronavirus (COVID-19) response.</li> <li>(ii) Victorian Grants Commission funding - The Commonwealth Government announcement that part of Council's Grant Commission funding would be prepaid in 2020-21. 50 per cent of the 2021–22 grants was received for financial assistance and local roads funding during the 2020–21 financial year of \$2.01m. 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.</li> <li>(iii) Family Day Care and Early Learning Centres - subsidy funding of these services was higher than budgeted by \$822k. This is offset by reduced user fee income above.</li> <li>(iv) Council received \$500k from the Local Councils Outdoor Eating and Entertainment package to support hospitality businesses prepare for COVID Normal re-opening across Victoria.</li> <li>(v) Offsetting these favourable variances is less than anticipated funding from Aged Care Funding Instrument (ACFI) for residential aged facilities of \$1.53m due to vacant beds during the 2020-21 year.</li> </ul>

Note 1 Performance against budget (continued)

Explanation of material variations — comprehensive income statement

Variance reference	Explanation
(d)	<p><b>Grants — capital</b> — Includes all monies received from State, Federal and community sources for the purposes of funding the capital works program. These were unfavourable to budget by \$661k due to grants budgeted this year that are now expected to be received in 2021-22 including:</p> <ul style="list-style-type: none"> <li>(i) \$3m for Murrumbeena Hub,</li> <li>(ii) \$325k for Bentleigh Eat Street Plaza; and</li> <li>(iii) \$423k for Road safety.</li> </ul> <p>Offsetting these are unbudgeted grants successfully applied for and received during the year including:</p> <ul style="list-style-type: none"> <li>(i) <i>Living Libraries Program</i> \$1m for the redevelopment of Bentleigh Library;</li> <li>(ii) Local Roads and Community Infrastructure Program \$381k</li> <li>(iii) Local Sports Infrastructure Program \$468k;</li> <li>(iv) Caulfield Station Precinct \$200k; and</li> <li>(v) Other grants across recreation and open space projects \$439k.</li> </ul>
(e)	<p><b>Other income</b> — Unfavourable variance of \$1.98m relates to decreased interest income (\$1.31m) due to lower than anticipated interest rates and lower cash balances. Reimbursement income for maintenance associated with level crossings was delayed; to be received in 2021-22 (\$400k).</p>
(f)	<p><b>Employee costs</b> — This includes all labour related expenditure and on-costs such as allowances, leave entitlements, employer superannuation and Worksafe. Employee costs are overspent by \$4.91m due mainly to:</p> <ul style="list-style-type: none"> <li>(i) Working for Victoria Fund employee costs \$5.18m (fully grant funded);</li> <li>(ii) Residential Aged Care - unfavourable by \$2.86m. During the COVID-19 pandemic additional resources were required to meet Chief Health Officer directions for Residential Aged Care facilities.</li> </ul> <p>Offsetting these unfavourable variances were the following:</p> <ul style="list-style-type: none"> <li>(i) reduced staffing costs in community aged care due to reduced demand for personal care services during the pandemic of \$1.16m;</li> <li>(ii) reduced parks staff costs due to pandemic restrictions of \$943k;</li> <li>(iii) worksafe premium savings of \$184k; and</li> <li>(iv) other savings are due to staff vacancies across business units.</li> </ul>

Note 1 Performance against budget (continued)

Explanation of material variations — comprehensive income statement

Variance reference	Explanation
(g)	<p><b>Materials and services</b> — This includes expenditure on materials, contracts and services, maintenance, insurance and utilities. Materials and Services is favourable by \$4.55m mainly due to:</p> <ul style="list-style-type: none"> <li>(i) savings in utilities, materials and consumables purchased during the COVID-19 pandemic due to building and service closures \$2.33m. This included electricity, gas, stationery, fuel, printing and postage;</li> <li>(ii) lower than anticipated spend on training and development \$477k;</li> <li>(iii) reduced contractor spend of \$1.78m. This includes: <ul style="list-style-type: none"> <li>- Waste expenses due to changes in household waste behaviour \$791k;</li> <li>- Planning work unable to be completed during the pandemic \$622k;</li> <li>- Libraries and Arts and Cultural programs \$298k; and</li> </ul> </li> <li>(iv) savings in building maintenance costs due to building closures during the pandemic \$906k.</li> </ul> <p>These are offset by unbudgeted materials and services for the Working for Victoria initiative of \$1.29m, which was fully grant funded.</p>
(h)	<p><b>Other expenses</b> — are favourable to budget by \$334k representing savings across the organisation where programs were impacted by the pandemic including planning consultations \$471k, traffic \$353k, leasing expenses \$180k, Council functions and meetings \$176k, and arts and cultural activities \$130k.</p> <p>This is offset by 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 (\$1.7m).</p>
(i)	<p><b>Share of net loss of joint operations</b> — is unfavourable to budget by \$2.23m.</p> <p>The Joint Venture ceased to operate as a commercial land fill at the end of January 2016, and as such it is no longer 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.</p> <p>The result of the Clayton Landfill Site reflects the completion of the waste filling and the site is undergoing for a program of rehabilitation works that include the construction of a landfill cap over the whole of the landfill. Refer to notes 6.1 and 8.1(e) for further details.</p>

**Note 1 Performance against budget (continued)**

<b>1.2 Capital works</b>	<b>Budget 2021 \$ '000</b>	<b>Actuals 2021 \$ '000</b>	<b>Variance 2021 \$ '000</b>	<b>Variance 2021 %</b>	<b>Ref</b>
<b>Property</b>					
Land	-	3,271	(3,271)	100%	(j)
Buildings	14,898	7,901	6,997	47%	(k)
<b>Total property</b>	<b>14,898</b>	<b>11,172</b>	<b>3,726</b>	<b>25%</b>	
<b>Plant and equipment</b>					
Plant, machinery and equipment	2,226	1,057	1,169	52%	(l)
Computers and telecommunications	1,512	1,387	125	8%	
Library books, materials and equipment	699	701	(2)	(0%)	
Other plant and equipment	665	479	187	28%	
<b>Total plant and equipment</b>	<b>5,102</b>	<b>3,624</b>	<b>1,478</b>	<b>29%</b>	
<b>Infrastructure</b>					
Roads	4,139	5,080	(942)	(23%)	
Footpaths	2,225	2,257	(32)	(1%)	
Drainage	3,898	2,548	1,349	35%	(m)
Open space	1,792	1,973	(181)	(10%)	
Car parks	41	61	(20)	(47%)	
Streetscape works	3,583	540	3,043	85%	(n)
<b>Total infrastructure</b>	<b>15,678</b>	<b>12,459</b>	<b>3,218</b>	<b>21%</b>	
<b>Total new capital works expenditure</b>	<b>35,678</b>	<b>27,255</b>	<b>8,423</b>	<b>24%</b>	
<b>Carried forward projects from previous year</b>	<b>5,000</b>	<b>5,228</b>	<b>(228)</b>	<b>(5%)</b>	<b>(o)</b>
<b>Total capital works expenditure (including carry forwards)</b>	<b>40,678</b>	<b>32,483</b>	<b>8,195</b>	<b>20%</b>	
<b>Represented by:</b>					
Asset renewal expenditure	14,253	13,813	439	3%	
Asset upgrade expenditure	14,341	7,681	6,660	46%	
Asset expansion expenditure	3,535	2,526	1,009	29%	
New asset expenditure	8,550	8,463	87	1%	
<b>Total capital works expenditure</b>	<b>40,678</b>	<b>32,483</b>	<b>8,195</b>	<b>20%</b>	

**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)	<p><b>Land</b> — comprises acquisition of parcels of land.</p> <p>During the year, Council acquired 64 Mackie Road (\$1.66m) and 66 and 66A Mackie Road (\$1.62m) in Bentleigh East. These properties adjoin the Mackie Road Reserve and are in line with Council's <i>Open Space Strategy</i>, which includes Council undertaking a Masterplan review at Mackie Road Reserve.</p> <p>Opportunities have been investigated to incorporate unstructured recreation, and informal facilities into the reserve and improve the overall layout and design. The purchase of these properties will extend the play, recreation and sporting facilities for the community. These acquisitions have been funded by open space contributions.</p>
(k)	<p><b>Buildings</b> — comprising buildings and building improvements, upgrade and renewal of community facilities; Municipal offices; sports facilities; and pavilions.</p> <p>Buildings were underspent by \$7m mainly due to projects that were incomplete at year end. These include:</p> <ul style="list-style-type: none"> <li>(i) Murrumbeena Community Hub \$3.66m;</li> <li>(ii) Bentleigh Library redevelopment \$1.8m;</li> <li>(iii) Lord Reserve pavilion \$1.5m; and</li> <li>(iv) Carnegie Memorial Swimming Pool \$1.04m.</li> </ul> <p>All unspent funds will be carried forward to 2021-22.</p>
(l)	<p><b>Plant, machinery and equipment</b> — is underspent by \$1.17m due to delays in delivery of ordered fleet (\$790k), plant and new equipment (\$400k) as a result of COVID-19.</p>
(m)	<p><b>Drainage</b> — is underspent by \$1.35m due to works across the municipality unable to be completed and will be carried forward to the 2021-22 financial year.</p>
(n)	<p><b>Streetscape works</b> — relates to development and beautification of the municipality's streets and shopping precincts.</p> <p>Streetscapes are under budget by \$3.04m mainly due to the Bentleigh Eat Street Plaza project which was delayed due to COVID-19 (\$2.65m). Funding will be carried forward to the 2021-22 financial year.</p>
(o)	<p><b>Carried forward expenditure from 2019-20</b> — relates to projects that were either incomplete or not commenced due to planning issues, weather delays, extended consultation etc.</p> <p>Council approved carried forward projects of \$5.68m in July 2020 of which \$5.23m was spent as at 30 June 2021. It is expected that the remaining \$447k will be spent during the 2021-22 financial year.</p> <p>At the time of adopting the 2020-21 Budget, \$5m 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. Other areas include people and culture who manage strategic and operational human resource functions, activities, programs, and strategies. The directorate also includes the transformation and corporate reporting who provides strategic, analytical and customer experience driven services.

**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, information and communication technology, building and property services, procurement, customer service, media and communications, councillor support, governance, legal services and risk management.

**Infrastructure and Open Space**

Infrastructure and Open Space is responsible for a range of services to support the Glen Eira community by constructing new infrastructure and maintaining existing community assets. These services include recreation and open space, capital works engineering, works depot, parks services and specialist project management and delivery.

**Planning, Place and Sustainability**

Planning, Place and Sustainability covers development assessments and enforcement, environmental health, local laws, prosecutions, planning policy and strategy, climate and sustainability, and road safety and enforcement.

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

2021	Income	Expenses	Surplus / (deficit)	Grants included in income	Total assets
	\$'000	\$'000	\$'000	\$'000	\$'000
City Management *	6,654	12,239	(5,585)	6,654	1,372
Community Wellbeing	27,262	52,121	(24,859)	18,060	195,408
Corporate Services **	109,059	55,009	54,050	8,106	95,436
Infrastructure and Open Space	1,700	21,352	(19,652)	678	2,292,613
Planning, Place and Sustainability ***	34,283	37,721	(3,438)	1,308	6,861
	<b>178,958</b>	<b>178,442</b>	<b>516</b>	<b>34,806</b>	<b>2,591,690</b>
2020	Income	Expenses	Surplus / (deficit)	Grants included in income	Total assets
	\$'000	\$'000	\$'000	\$'000	\$'000
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
	<b>183,846</b>	<b>172,902</b>	<b>10,944</b>	<b>27,172</b>	<b>2,357,873</b>

\* Includes Working for Victoria Fund (income and expenses).

\*\* Includes depreciation, amortisation, capital grants and share of net loss of joint operations.

\*\*\* During 2020-21, the waste management and sustainability business units were transferred from the Infrastructure and Open Space directorate to the Planning, Place and Sustainability directorate. This explains the material movements of income and expenses (2019-20 to 2020-21) between the directorates.

	2021	2020
	\$ '000	\$ '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 2020–21 was \$3,565m (2019–20: \$3,266m). The 2020–21 rate in the dollar was 2.2769 cents (2019–20: 2.2927 cents).

Municipal rates	98,024	95,172
Waste and recycling charges	20,459	17,496
Supplementary rates and rate adjustments	1,695	551
Interest on rates and charges *	-	317

<b>Total rates and charges</b>	<b>120,178</b>	<b>113,536</b>
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The date of the general revaluation of land for rating purposes within the municipality for 2020–21 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.

\* 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.

**3.2 Statutory fees and fines**

Parking infringements *	1,969	8,529
Building and planning fees	1,821	1,695
Property information	256	215
Other statutory fees and fines	206	141
Land information certificates	161	147

<b>Total statutory fees and fines</b>	<b>4,413</b>	<b>10,727</b>
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Statutory fees and fines (including parking fees and fines) are recognised as revenue when the service has been provided, the payment is received, or when the penalty has been applied, whichever occurs first.

\* The reduction in parking infringement income was due to relaxation of parking restrictions and enforcement for essential goods pick-ups in and around activity centres due to COVID-19.

	2021	2020
	\$ '000	\$ '000

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

**3.3 User fees**

Glen Eira Leisure services	3,732	10,143
Aged and health services	2,642	3,550
Family and early learning centres	1,462	1,561
Animal registrations and local laws	1,443	1,752
Building and planning services	896	932
Community care and development	701	800
Other user fees and charges	479	373
Road openings and reinstatements	332	357
State Revenue Office — valuation recoupment	241	45
Council facilities hire	217	438
Waste and sustainability	161	164
Parking meter fees	113	298
Maintenance	66	91
Library and learning centres	18	95
Footpath rentals	-	18
<b>Total user fees *</b>	<b>12,503</b>	<b>20,617</b>

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.

\* The reduction in user fees across a number of service areas was impacted by forced closures of service areas due to COVID-19 during the financial year.

	2021 \$ '000	2020 \$ '000
<b>3.4 Funding from other levels of government</b>		
Grants were received in respect of the following:		
<b>Summary of grants</b>		
Commonwealth funded grants	13,984	15,249
State funded grants	20,822	11,923
<b>Total grants received</b>	<b>34,806</b>	<b>27,172</b>
<b>(a) Operating grants</b>		
<b>Recurrent — Commonwealth Government</b>		
Aged care	6,939	7,584
Family and early learning centres	1,888	1,785
Family day care	782	690
Victorian Grants Commission — general purpose *	3,216	3,338
Victorian Grants Commission — local roads *	656	676
<b>Recurrent — State Government</b>		
Community care and development	5,268	4,827
Immunisation	135	138
Libraries and learning centres	990	967
Maternal and child health	1,364	1,167
MetroAccess	-	73
Other recurrent operating grants	81	33
School crossing supervisors	417	451
Senior citizens	80	87
Social support	587	698
<b>Total recurrent operating grants</b>	<b>22,403</b>	<b>22,514</b>
* During the year, the Commonwealth Government announced prepayments of Council's Victorian Grants Commission funding for 2021–22. The amount of \$2.01m (50 per cent of the grant) was received for financial assistance and local roads funding in the 2020–21 financial year.		
<b>Non-Recurrent — State Government</b>		
<i>COVID Relief Program</i>	40	-
<i>Local Government Business Concierge and Hospitality Support Program</i>	120	-
<i>Women Building Surveyors Program</i>	75	-
Working for Victoria Fund	6,614	-
<b>Total non-recurrent operating grants</b>	<b>6,849</b>	<b>-</b>
<b>Total operating grants</b>	<b>29,252</b>	<b>22,514</b>

	2021 \$ '000	2020 \$ '000
<b>3.4 Funding from other levels of government (continued)</b>		
<b>(b) Capital grants</b>		
<b>Recurrent — Commonwealth Government</b>		
<i>Roads to Recovery Program</i>	42	381
<b>Total recurrent capital grants</b>	<b>42</b>	<b>381</b>
<b>Non-recurrent — Commonwealth Government</b>		
Joyce Park Informal Sports Precinct	-	477
<i>Local Roads &amp; Community Infrastructure Program — Jassa Street</i> Bentleigh East	381	-
Packer Park sports ground lighting upgrade	30	317
Rosanna Street pathway lighting	50	-
<b>Non-recurrent — State Government</b>		
<i>Active and Socially Connected Schools Program</i>	10	-
Aileen Avenue, Caulfield South - new local park	-	650
Bailey Reserve lighting upgrade	25	-
Bentleigh East Kindergarten upgrade	17	333
Bentleigh laneway improvement works	-	61
Bentleigh Reserve lighting upgrade	-	15
Carnegie community space	100	-
Caulfield Park cricket net multipurpose training facility	130	-
Caulfield Station Precinct structure plan — streamlining for growth	200	-
Centenary Park lighting upgrade	17	-
Community Sports Infrastructure Fund	20	-
Duncan MacKinnon Reserve community fitness facility	127	-
EAT Street Bentleigh Plaza public realm improvement project	-	650
Hodgson Reserve multi-faceted adolescent play space	25	-
King George Reserve Pavilion female friendly facilities redevelopment	-	138
Koornang Park Pavilion upgrade	900	-
<i>Liveable Communities Liveable Waterways Program</i>	40	-
<i>Living Libraries Program - Bentleigh Library</i>	1,000	-
Local councils outdoor eating and entertainment package	500	-
Lord Reserve cricket net multipurpose training facility	27	-
Lord Reserve Pavilion upgrade	900	-
Mackie Road Reserve Pavilion female friendly facilities	83	-
Mckinnon Reserve playspace upgrade	23	-
<i>Moorleigh Village Men's Shed Funding Program</i>	-	80
Murrumbeena Park Pavilion and community hub development	600	1,201
Rosanna Street playground upgrade	150	-
Social Housing Investment Planning	-	40
Tobacco inspection	9	9
Victorian recycling market temporary relief	126	306
Victory Park Pavilion female friendly facilities redevelopment	22	-
<b>Total non-recurrent capital grants</b>	<b>5,512</b>	<b>4,277</b>
<b>Total capital grants</b>	<b>5,554</b>	<b>4,658</b>

	2021 \$ '000	2020 \$ '000
<b>3.4 Funding from other levels of government (continued)</b>		
<b>(c) Unspent grants received on condition that they be spent in a specific manner</b>		
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:		
<b>Operating</b>		
Balance at start of year	2,077	1,946
Received during the financial year and remained unspent at balance date	2,009	2,077
Received in prior years and spent during the financial year	(2,077)	(1,946)
<b>Balance at year end</b>	<b>2,009</b>	<b>2,077</b>
<b>Capital</b>		
Balance at start of year	1,300	920
Received during the financial year and remained unspent at balance date	-	1,300
Received in prior years and spent during the financial year	(160)	(920)
<b>Balance at year end</b>	<b>1,140</b>	<b>1,300</b>

**3.5 Other income**

Rentals and leases	842	1,033
Interest *	186	1,261
Other income	128	537
Volunteer services — delivered meals	98	108
Licences and permits — grade separation works	-	147
<b>Total other income</b>	<b>1,254</b>	<b>3,086</b>

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.

\* Interest is recognised as it is earned. The reduction in interest is due to the low interest rates on term deposits and low cash balances.

**3.6 Contributions — monetary**

Public open space *	5,804	8,708
<b>Total contributions — monetary</b>	<b>5,804</b>	<b>8,708</b>

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	2021 \$ '000	2020 \$ '000
<b>Note 4 The cost of delivering services</b>			
<b>4.1 (a) Employee costs</b>			
Wages and salaries		65,544	64,520
Superannuation (refer to note 4.1(b))		6,917	6,515
Working for Victoria Fund *		5,179	-
Annual leave		5,832	5,533
Long service leave		1,565	1,826
WorkSafe		410	556
Other employee costs		818	850
Fringe benefits tax		89	192
<b>Total gross employee costs</b>		<b>86,354</b>	<b>79,992</b>
Capitalised salaries	<b>9.2</b>	(2,412)	(3,125)
<b>Total net employee costs</b>		<b>83,942</b>	<b>76,867</b>

During the 2020-21 financial year, there were 27 payroll periods accounted for.

\* Relates to the Working for Victoria initiative. The aim of the Fund was to match displaced workers with casual and short-term employment opportunities. Employees in these positions supported delivery of critical community services to support the government coronavirus (COVID-19) response by undertaking activities such as: community outreach and programs, cleaning of public areas, local business support; maintenance of local facilities and administration support. The total cost of the program was \$6.6m which comprised of labour costs and materials and services.

#### (b) Superannuation

Council made contributions to the following funds:

##### Defined benefit plans

Employer contributions to Local Authorities Superannuation Fund (Vision Super)	199	191
	<b>199</b>	<b>191</b>

##### Accumulation funds

Employer contributions to Local Authorities Superannuation Fund (Vision Super)	4,044	4,218
Employer contributions to HESTA	846	715
Employer contributions to other funds	1,828	1,391
	<b>6,718</b>	<b>6,324</b>

Employer contributions payable to Local Authorities Superannuation Fund (Vision Super) at reporting date (accumulation fund)	384	611
	<b>384</b>	<b>611</b>

##### Summary

<b>Employer contributions paid at reporting date</b>	<b>6,917</b>	<b>6,515</b>
<b>Employer contributions payable at reporting date</b>	<b>384</b>	<b>611</b>

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

	2021 \$ '000	2020 \$ '000
<b>4.2 Materials and services</b>		
Waste management contract services	18,483	17,666
Maintenance	6,478	7,292
Corporate contract services	5,914	5,946
Parks and grounds contract maintenance	4,358	3,667
Utilities	4,185	5,120
Materials and consumables	4,108	5,101
Traffic and parking contract services	2,993	3,213
Other contract services	2,062	2,384
Community wellbeing contract services	1,457	1,728
Working for Victoria Fund *	1,293	-
Agency staff contract services	1,262	1,620
Community grants and subsidies	1,144	1,331
Insurance	1,106	1,067
COVID-19 relief grants **	1,087	325
Training and development	589	929
Election costs ***	533	-
Roads and engineering contract services	529	888
Building and urban planning contract services	516	643
Transformation and corporate reporting contract services	350	553
Costs of outdoor parklets funded by Outdoor Eating and Entertainment Package	336	-
Divestment of residential aged care facilities	55	275
<b>Total materials and services</b>	<b>58,838</b>	<b>59,748</b>

\* Relates to costs associated with the Working for Victoria initiative. Employees in these positions supported delivery of critical community services to support the government coronavirus (COVID-19) response by undertaking activities such as: community outreach and programs, cleaning of public areas, local business support; maintenance of local facilities and administration support. Expenses included cleaning costs, tools, equipment and vehicle hire.

\*\* Relates to COVID-19 relief grants for:

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

\*\*\* Council elections were conducted on 24 October 2020 and new Councillors were sworn in on 9 November 2020.

#### 4.3 Depreciation

Infrastructure	14,655	14,116
Plant and equipment	3,916	4,074
Property	5,489	5,576
<b>Total depreciation</b>	<b>24,060</b>	<b>23,766</b>

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



2021  
\$ '000

2020  
\$ '000

**4.4 Amortisation — intangible assets**

Software	787	685
<b>Total amortisation — intangible assets</b>	<b>787</b>	<b>685</b>

**4.5 Amortisation — right of use assets**

Property	858	691
Equipment	149	113
<b>Total Amortisation — right of use assets</b>	<b>1,007</b>	<b>804</b>

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

Proceeds of sale	231	453
Written down value (WDV) of assets disposed (refer to note 6.2)	(854)	(1,075)
Disposal costs for laneway sales	(25)	(42)
Discontinued capital works projects *	(481)	(91)
<b>Total net loss on sale/disposal of property, infrastructure, plant and equipment</b>	<b>(1,129)</b>	<b>(755)</b>

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/feasibility costs on capital works projects that did not proceed.

**4.7 Borrowing costs**

Interest — borrowings	308	425
Interest — equipment lease	5	5
<b>Total borrowing costs</b>	<b>313</b>	<b>430</b>

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	191	180
<b>Total finance costs</b>	<b>191</b>	<b>180</b>

	2021 \$ '000	2020 \$ '000
<b>4.9 Other expenses</b>		
COVID-19 pandemic prevention expenses *	1,699	312
Bad and doubtful debts **	677	3,836
Other expenses	554	908
Program costs	449	566
Councillors' allowances	364	382
Memberships and subscriptions	329	323
Environmental initiatives	245	90
Leasing	236	322
Advertising	191	215
Court lodgement fees	170	956
Licences and registrations	155	190
Rentals	137	226
Document storage	105	134
Emergency planning costs	86	193
Working for Victoria Fund ***	82	-
Laundry fees	76	117
Animal registrations and levies	74	89
Interest payable on aged care deposits	67	135
VicRoads extracts	19	179
<b>Auditors remuneration</b>		
Internal auditors	131	140
External auditors — VAGO — audit of the Financial Statements, Performance Statement and grant acquittals	67	66
Other auditors remuneration costs	31	33
<b>Total other expenses</b>	<b>5,944</b>	<b>9,412</b>

\* 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.

\*\* Notwithstanding there has been a significant reduction in bad and doubtful debts, this has been offset by the lower levels of parking infringement income during the year.

\*\*\* Relates to costs associated with the Working for Victoria Fund initiative. Employees in these positions supported delivery of critical community services to support the government coronavirus (COVID-19) response by undertaking activities such as: community outreach and programs, cleaning of public areas, local business support; maintenance of local facilities and administration support. Expenses included cleaning costs, tools, equipment and vehicle hire.

2021  
\$ '000

2020  
\$ '000

**Note 5 Our financial position**

**5.1 Financial Assets**

**(a) Cash and cash equivalents**

Cash at bank and on hand	28,232	74,174
Term deposits	6,004	-
<b>Total cash and cash equivalents</b>	<b>34,236</b>	<b>74,174</b>

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

**(b) Other financial assets**

**Current**

Term deposits (maturity greater than three months)	30,000	13,563
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Council increased its investment in term deposits to maximise interest returns.

**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.

<b>Total financial assets</b>	<b>64,241</b>	<b>87,742</b>
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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))	(30,195)	(40,405)
Unearned income (note 5.3(c))	(4,515)	(1,034)
Public open space reserve (note 9.1(b))	(26,260)	(24,195)
<b>Total restricted funds</b>	<b>(60,970)</b>	<b>(65,634)</b>

<b>Total unrestricted cash and cash equivalents</b>	<b>3,266</b>	<b>22,103</b>
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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	10,000	5,000
<b>Total funds subject to intended allocations</b>	<b>10,000</b>	<b>5,000</b>

	2021	2020
	\$ '000	\$ '000

**Note 5 Our financial position (continued)**

**(d) Trade and other receivables**

**Statutory receivables**

Rates debtors *	12,161	8,703
Parking infringement debtors — Council	556	480
Parking infringement debtors — Fines Victoria	9,157	9,267
Provision for doubtful debts — parking infringements	(8,297)	(8,388)
Net GST Receivable	1,513	1,445
Fire services property levy	1,362	979

**Non-statutory receivables**

Other trade receivables	2,827	1,022
Provision for doubtful debts — other trade receivables	(54)	(18)

<b>Total trade and other receivables</b>	<b>19,225</b>	<b>13,490</b>
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Short term receivables are carried at invoice amount. A provision for doubtful debts is recognised when there is objective evidence that an impairment has occurred.

\* 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. Council will continue to provide the (no interest charge support) to ratepayers during 2021-22.

**(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)	2,419	941
Past due by up to 30 days	162	23
Past due between 31 and 180 days	246	58

<b>Total trade and other receivables</b>	<b>2,827</b>	<b>1,022</b>
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**(ii) Movements in provisions for doubtful debts**

Balance at the beginning of the year	(8,406)	(6,412)
Decrease / (increase) in provisions recognised during the year	55	(1,994)

<b>Balance at end of year</b>	<b>(8,351)</b>	<b>(8,406)</b>
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	2021 \$'000	2020 \$'000
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Note 5 Our financial position (continued)

5.2 Non-financial assets

(a) Other assets

Accrued income	51	75
Prepayments	1,919	1,238
<b>Total other assets</b>	<b>1,970</b>	<b>1,313</b>

5.2 (b) Intangible assets

Computer software and licences — at cost	8,987	8,008
Accumulated amortisation	(6,165)	(5,379)
<b>Total intangible assets</b>	<b>2,822</b>	<b>2,629</b>

**Movements for the year**

Computer software and licences — as at 1 July	2,629	1,845
Additions	980	1,469
Amortisation expense	(787)	(685)
<b>Net book value at 30 June</b>	<b>2,822</b>	<b>2,629</b>

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.

Refer note 6.2 table for amortisation period and threshold limit.

	2021 \$'000	2020 \$'000
<b>5.3 Payables</b>		
<b>(a) Trade and other payables</b>		
Trade payables	9,111	12,947
Accrued expenses	5,323	5,687
<b>Total trade and other payables</b>	<b>14,434</b>	<b>18,634</b>
<b>(b) Trust funds and deposits</b>		
<b>Current</b>		
Residential aged care bonds and deposits	6,644	9,234
Refundable deposits	6,093	4,881
Working for Victoria Fund	-	3,000
Fire services property levy	1,794	1,207
COVID-19 business support refunds	161	535
	<b>14,692</b>	<b>18,857</b>
<b>Current — expected to be refundable after 12 months</b>		
Residential aged care bonds and deposits	15,503	21,548
	<b>15,503</b>	<b>21,548</b>
<b>Total trust funds and deposits</b>	<b>30,195</b>	<b>40,405</b>

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 and Rosstown. These amounts are to be refunded (less retention income) when residents leave the facility. Council forecasts that 30 per cent (2019–20: 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.

**Working for Victoria Fund** — Council was a recipient of funding with the Department of Jobs, Precincts and Regions to carry out a project through the Working for Victoria Fund. This was a \$500m fund for Victorian workers impacted by coronavirus (COVID-19). The aim of the Fund was to match displaced workers with casual and short-term employment opportunities.

**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.

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

	2021 \$'000	2020 \$'000
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5.3 Payables (continued)

(c) Unearned income

Grants received in advance — operating *	310	34
Grants received in advance — capital **	4,205	1,000
<b>Total unearned income</b>	<b>4,515</b>	<b>1,034</b>

\* Operating grants

(i) Outdoor Eating and Entertainment Package Round 2 (\$250k). The program will include the continuation of the parklet program and includes the installation of five additional parklets, open air dining space in Murrumbeena and Taste of Glenhuntly reactivation campaign.

(ii) *Digital Marketing Literacy Strategy Program* (\$60k). Funding received to deliver a program of work that will assist local businesses across the municipalities of Glen Eira, Boroondara and Stonnington with an overarching Digital Marketing Literacy Training program. The program will cover a broad range of workshops, facilitated training sessions, webinars and hard copy support materials to assist businesses in developing bespoke strategies that can be implemented as a part of their overall business plan objectives with an understanding of the methodology of how a digital strategy can benefit their business.

\*\* Capital grants

(i) *Local Roads and Community Infrastructure Program* (Phase Two) \$2.2m. Phase 2 of the LRCI Program will run from 14 December 2020 to 30 June 2022 with projects required to be physically completed by 31 December 2021. The extension of the LRCI Program is a temporary, targeted stimulus measure responding to the economic impacts of the COVID-19 pandemic.

(ii) Commuter car park upgrades funding (\$1m) from the Department of Transport, for the creation of a new multi-level car park to provide a consolidated precinct parking solution to accommodate relocated car spaces at Elsternwick and Bentleigh. Key elements of this project include: increasing the availability of car parking by reworking existing car parking arrangements over multiple levels. Funding includes: professional fees, design, site audit and due diligence, planning process, geotech service location, further traffic analysis etc.

(iii) *Community Sports Infrastructure Stimulus Program* (Round 2) for the Princes Park Play Space Redevelopment of (\$900k). The new play space will include play equipment, active recreation facilities, imagination and interactive play and shelters, barbecues, drink fountains, seating, etc.

(iv) Caulfield Sports Ground Lighting (\$107k). Funding received to accommodate winter training and improve accessibility and night time use.

	2021 \$'000	2020 \$'000
<b>5.4 Interest-bearing liabilities</b>		
<b>Current</b>		
Borrowings — secured	3,806	3,687
	<b>3,806</b>	<b>3,687</b>
<b>Non-current</b>		
Borrowings — secured	3,811	7,617
	<b>3,811</b>	<b>7,617</b>
<b>Total</b>	<b>7,617</b>	<b>11,304</b>

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	3,806	3,687
Later than one year and not later than five years	3,811	7,617
	<b>7,617</b>	<b>11,304</b>

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**

<b>2021</b>	<b>Annual leave</b>	<b>Long service leave</b>	<b>Sick leave</b>	<b>Total</b>
	<b>\$ '000</b>	<b>\$ '000</b>	<b>\$ '000</b>	<b>\$ '000</b>
Balance at beginning of the financial year	5,202	11,813	9	<b>17,024</b>
Additional provisions	6,245	1,613	(2)	<b>7,856</b>
Amounts used	(5,329)	(1,517)	-	<b>(6,846)</b>
Increase in the discounted amount arising because of time and the effect of any change in the discount rate	-	22	-	<b>22</b>
<b>Balance at the end of the financial year</b>	<b>6,118</b>	<b>11,931</b>	<b>7</b>	<b>18,056</b>
<b>2020</b>				
Balance at beginning of the financial year	4,527	11,097	10	<b>15,634</b>
Additional provisions	5,585	1,816	(1)	<b>7,400</b>
Amounts used	(4,910)	(1,123)	-	<b>(6,033)</b>
Increase in the discounted amount arising because of time and the effect of any change in the discount rate	-	23	-	<b>23</b>
<b>Balance at the end of the financial year</b>	<b>5,202</b>	<b>11,813</b>	<b>9</b>	<b>17,024</b>
			<b>2021</b>	<b>2020</b>
			<b>\$ '000</b>	<b>\$ '000</b>
<b>Employee provisions</b>				
<b>Current provisions expected to be wholly settled within 12 months</b>				
Annual leave			4,577	4,230
Long service leave			1,287	1,240
Sick leave			7	9
			<b>5,871</b>	<b>5,479</b>
<b>Current provisions expected to be wholly settled after 12 months</b>				
Annual leave			1,542	973
Long service leave			9,245	9,235
			<b>10,787</b>	<b>10,208</b>
<b>Total current provisions</b>			<b>16,658</b>	<b>15,687</b>
<b>Non-current</b>				
Long service leave			1,398	1,337
<b>Total non-current provisions</b>			<b>1,398</b>	<b>1,337</b>
<b>Aggregate carrying amount of employee provisions:</b>				
Current provisions			16,658	15,687
Non-current provisions			1,398	1,337
<b>Total aggregate carrying amount of employee provisions</b>			<b>18,056</b>	<b>17,024</b>

### 5.5 Provisions (continued)

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

	2021	2020
Weighted average increase in employee costs	2.50%	2.50%
Weighted average discount rates	1.49%	0.87%
Weighted average settlement period	14.17 years	14.75 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 2021.

	2021 \$ '000	2020 \$ '000
Credit card facilities	200	200
Other facilities — bank guarantees	321	321
<b>Total facilities</b>	<b>521</b>	<b>521</b>
Used facilities	-	-
<b>Unused facilities</b>	<b>521</b>	<b>521</b>

## 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; streetscape works 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.

2021	Not later than 1 year \$ '000	Later than 1 year but less than 2 years \$ '000	Later than 2 years but less than 5 \$ '000	Later than 5 years \$ '000	Total \$ '000
<b>Operating</b>					
Cleaning services	1,930	1,037	834	-	3,801
Community and aged care	1,856	587	144	-	2,587
Consultancies	866	471	-	-	1,337
Licences and support	596	301	195	-	1,092
Maintenance	5,240	3,724	628	-	9,592
Traffic and parking management	3,648	3,648	304	-	7,600
Waste and sustainability *	14,694	12,995	17,753	4,987	50,429
Other contractual obligations	2,130	846	301	-	3,277
<b>Total operating commitments</b>	<b>30,960</b>	<b>23,609</b>	<b>20,159</b>	<b>4,987</b>	<b>79,715</b>
<b>Capital</b>					
Buildings	14,449	557	253	-	15,259
Open Space and Recreation	3,990	-	-	-	3,990
Parks and Gardens	440	-	-	-	440
Roads	196	-	-	-	196
<b>Total capital expenditure commitments **</b>	<b>19,075</b>	<b>557</b>	<b>253</b>	<b>-</b>	<b>19,885</b>

\* The increase in waste and sustainability commitments reflects a new contract with Metropolitan Waste and Resource Recovery Group (MWRRG) commencing during 2020-21.

\*\* The increase in capital commitments during 2020-21 include committed works for Council's strategic projects such as the Murrumbeena Community Hub, Carnegie Memorial Swimming Pool, Lord Reserve Pavilion, Bentleigh Library and Youth Hub, Bentleigh Eat Street Plaza and Aileen Avenue Park.

5.7 Commitments (continued)

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 \$ '000	Later than 5 years \$ '000	Total \$ '000
<b>Operating</b>					
Cleaning services	1,792	591	-	-	2,383
Community and aged 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 management	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
<b>Total operating commitments</b>	<b>23,782</b>	<b>14,859</b>	<b>13,223</b>	<b>6,172</b>	<b>58,036</b>
<b>Capital</b>					
Buildings	252	-	-	-	252
Parks and Gardens	194	-	-	-	194
Roads	1,136	117	-	-	1,253
<b>Total capital expenditure commitments</b>	<b>1,582</b>	<b>117</b>	<b>-</b>	<b>-</b>	<b>1,699</b>

## 5.8 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.

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 2021).

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 2021 \$'000	Equipment 2021 \$'000	Total 2021 \$'000
Balance at 1 July 2020	3,684	166	3,850
Additions	197	366	563
Amortisation charge	(859)	(149)	(1,008)
<b>Balance at 30 June 2021</b>	<b>3,022</b>	<b>383</b>	<b>3,405</b>

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

Lease Liabilities	2021 \$'000	2020 \$'000
<b>Maturity analysis - contractual undiscounted cash flows</b>		
Less than one year	1,181	1,028
One to five years	2,794	3,056
More than five years	33	416
<b>Total undiscounted lease liabilities as at 30 June</b>	<b>4,008</b>	<b>4,500</b>

Lease liabilities included in the Balance Sheet at 30 June	2021 \$'000	2020 \$'000
Current	1,181	1,028
Non-current	2,452	2,949
<b>Total lease liabilities</b>	<b>3,633</b>	<b>3,977</b>

**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.

Expenses relating to:	2021 \$'000	2020 \$'000
Short-term leases	-	192
Leases of low value assets	7	5
<b>Total</b>	<b>7</b>	<b>197</b>

**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:

Payable:	2021 \$'000	2020 \$'000
Within one year	7	51
Later than one year but not later than five years	14	13
Later than 5 years	5	7
<b>Total lease commitments</b>	<b>26</b>	<b>71</b>

**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. An updated joint venture agreement was signed by the five Council's on the 18th September 2020.

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.

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:

<b>6.1 (a) Summarised Statement of Comprehensive Income</b>	<b>2021</b>	<b>2020</b>
<b>for the year ended 30 June 2021</b>	<b>\$ '000</b>	<b>\$ '000</b>
Total income	29	80
Total expenses	2,260	334
<b>Share of net loss of joint operations</b>	<b>(2,231)</b>	<b>(254)</b>
<b>Summarised Balance Sheet</b>		
<b>as at 30 June 2021</b>		
<b>Assets</b>		
Current assets	151	609
<b>Total assets</b>	<b>151</b>	<b>609</b>
<b>Liabilities</b>		
Current liabilities	426	637
Non-current liabilities	3,755	1,771
<b>Total liabilities</b>	<b>4,181</b>	<b>2,408</b>
<b>Net liabilities</b>	<b>(4,030)</b>	<b>(1,799)</b>
<b>Equity/(deficit)</b>		
Accumulated deficit	(4,030)	(1,799)
<b>Total equity/(deficit)</b>	<b>(4,030)</b>	<b>(1,799)</b>
Adjusted for rehabilitation costs (refer to note 6.1(b))	4,176	2,403
<b>Total investment in joint operations (excluding rehabilitation costs)</b>	<b>146</b>	<b>604</b>

	2021	2020
	\$ '000	\$ '000

## 6.1 Investments in joint operations (continued)

### 6.1 (b) Other liabilities

Provision for environmental rehabilitation	4,176	2,403
<b>Total other liabilities</b>	<b>4,176</b>	<b>2,403</b>

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. Remediation is expected to be completed by 2050.

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 30 years.

The provision also takes into account a forecast \$1.996 million of capping and gas infrastructure works that are required to be completed primarily in 2021-22 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.

The provision was initially based on an external assessment performed in 2015. The landfill in it's current state, is not yet "settled". A review has been undertaken during the 2020-21 financial year by Mackenzie Environmental Pty Ltd on estimates of future costs to operate the closed landfill site in accordance with the *Environment Protection Act 2017*. The increase in provision relates to the expected post closure maintenance period costs after capping works are completed. The provision is based on the best information available to management at yearend. This indicates aftercare costs of approximately \$1.034m annually. It is management's intention to obtain a formal assessment in April 2022 when capping works are expected to be completed.

Council's share of the joint operation is also disclosed as a contingent liability in note 8.1. The provision for environmental rehabilitation is assessed at the end of each reporting period in order to ensure that it accurately reflects the cost of closing and restoring the site. Further costs may arise for the future after care of the landfill site, however, at this stage, these costs are too uncertain to reliably determine.

### Summarised statement of cash flows

Net cash used in operating activities	(464)	(411)
<b>Net decrease in cash and cash equivalents</b>	<b>(464)</b>	<b>(411)</b>

### Summary of joint operations

#### Movements for the year

Share of joint operations as at 1 July	(1,799)	(1,545)
Share of net loss of joint operations	(2,231)	(254)
<b>Share of total equity of joint operations as at 30 June</b>	<b>(4,030)</b>	<b>(1,799)</b>

#### 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 2020	Acquisitions	Revaluation	Depreciation	Disposal	Net transfers	At fair value 30 June 2021
	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000
Land	1,702,289	3,881	245,541	-	-	-	1,951,711
Buildings	185,522	11,862	-	(5,489)	(147)	(3,982)	187,766
Plant and equipment	13,786	2,871	-	(3,916)	(35)	(327)	12,379
Infrastructure	328,551	12,480	(85)	(14,655)	(672)	2,714	328,332
Art collection and municipal regalia	2,422	-	-	-	-	-	2,422
Work in progress	15,676	-	-	-	-	1,595	17,271
	<b>2,248,245</b>	<b>31,094</b>	<b>245,456</b>	<b>(24,060)</b>	<b>(854)</b>	<b>-</b>	<b>2,499,881</b>

### Summary of work in progress (WIP)

	Opening WIP	Additions	Transfers to completed assets	Closing WIP
	\$ '000	\$ '000	\$ '000	\$ '000
Land and buildings	5,163	16,271	(12,289)	9,145
Plant and equipment	181	5,005	(4,678)	508
Infrastructure	10,332	12,802	(15,516)	7,618
	<b>15,676</b>	<b>34,078</b>	<b>(32,483)</b>	<b>17,271</b>

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 2020		1,075,662	626,627	1,702,289	243,667	48,284	382	292,333	1,994,622
Accumulated depreciation		-	-	-	(95,946)	(10,634)	(230)	(106,811)	(106,811)
Work in progress		-	-	-	4,525	638	-	5,163	5,163
<b>Balance at 1 July 2020</b>		<b>1,075,662</b>	<b>626,627</b>	<b>1,702,289</b>	<b>152,246</b>	<b>38,288</b>	<b>152</b>	<b>190,685</b>	<b>1,892,974</b>

Movements in fair value

Acquisition of assets at fair value (including work in progress transfers)		3,881	-	3,881	7,880	-	-	7,880	11,761
Revaluation increments at fair value	9.1(a)	155,945	89,596	245,541	-	-	-	-	245,541
Fair value of assets disposed	4.4	-	-	-	(1,647)	-	-	(1,647)	(1,647)
Net work in progress movement		-	-	-	3,954	28	-	3,982	3,982
<b>Balance at 30 June 2021</b>		<b>159,826</b>	<b>89,596</b>	<b>249,422</b>	<b>10,187</b>	<b>28</b>	<b>-</b>	<b>10,215</b>	<b>259,637</b>

Movements in accumulated depreciation

Depreciation	4.3	-	-	-	(4,838)	(633)	(18)	(5,489)	(5,489)
Accumulated depreciation of disposals	4.4	-	-	-	1,500	-	-	1,500	1,500
<b>Balance at 30 June 2021</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>(3,338)</b>	<b>(633)</b>	<b>(18)</b>	<b>(3,989)</b>	<b>(3,989)</b>

At fair value 30 June 2021		1,235,488	716,223	1,951,711	249,900	48,284	382	298,566	2,250,277
Accumulated depreciation at 30 June 2021		-	-	-	(99,284)	(11,267)	(248)	(110,800)	(110,800)
Work in progress		-	-	-	8,479	666	-	9,145	9,145
<b>Balance at 30 June 2021</b>		<b>1,235,488</b>	<b>716,223</b>	<b>1,951,711</b>	<b>159,095</b>	<b>37,683</b>	<b>134</b>	<b>196,911</b>	<b>2,148,622</b>

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 2020		280,541	125,833	193,653	111,498	711,525
Accumulated depreciation		(148,067)	(79,277)	(105,734)	(49,894)	(382,972)
Work in progress		5,373	-	2,806	2,153	10,332
<b>Balance at 1 July 2020</b>		<b>137,847</b>	<b>46,556</b>	<b>90,725</b>	<b>63,757</b>	<b>338,885</b>
<b>Movements in fair value</b>						
Acquisition of assets at fair value (including work in progress transfers)		6,229	2,855	3,512	2,598	15,194
Revaluation decrements at fair value	9.1(a)	(69)	-	(16)	-	(85)
Fair value of assets disposed	4.4	(895)	-	(122)	(990)	(2,007)
Net work in progress movement		1,104	-	(2,806)	(1,012)	(2,714)
<b>Balance at 30 June 2021</b>		<b>6,369</b>	<b>2,855</b>	<b>568</b>	<b>596</b>	<b>10,388</b>
<b>Movements in accumulated depreciation</b>						
Depreciation	4.3	(5,470)	(1,677)	(2,072)	(5,436)	(14,655)
Accumulated depreciation of disposals	4.4	723	-	79	533	1,335
<b>Balance at 30 June 2021</b>		<b>(4,747)</b>	<b>(1,677)</b>	<b>(1,993)</b>	<b>(4,903)</b>	<b>(13,320)</b>
At fair value 30 June 2021		285,806	128,688	197,027	113,106	724,627
Accumulated depreciation at 30 June 2021		(152,814)	(80,954)	(107,727)	(54,797)	(396,292)
Work in progress		6,477	-	-	1,141	7,618
<b>Balance at 30 June 2021</b>		<b>139,469</b>	<b>47,734</b>	<b>89,300</b>	<b>59,450</b>	<b>335,953</b>

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 2020		11,216	40,326	<b>51,542</b>
Accumulated depreciation		(6,773)	(30,985)	<b>(37,757)</b>
Work in progress		-	181	<b>181</b>
<b>Balance at 1 July 2020</b>		<b>4,443</b>	<b>9,522</b>	<b>13,966</b>
<b>Movements in cost</b>				
Acquisition of assets at fair value (including work in progress transfers)		1,597	947	<b>2,544</b>
Cost of assets disposed	4.4	(505)	(30)	<b>(535)</b>
Net work in progress movement		-	327	<b>327</b>
<b>Balance at 30 June 2021</b>		<b>1,092</b>	<b>1,244</b>	<b>2,336</b>
<b>Movements in accumulated depreciation</b>				
Depreciation	4.3	(1,072)	(2,844)	<b>(3,916)</b>
Accumulated depreciation of disposals	4.4	409	91	<b>500</b>
<b>Balance at 30 June 2021</b>		<b>(663)</b>	<b>(2,753)</b>	<b>(3,416)</b>
At cost 30 June 2021		12,308	41,243	<b>53,551</b>
Accumulated depreciation at 30 June 2021		(7,436)	(33,739)	<b>(41,174)</b>
Work in progress		-	508	<b>508</b>
<b>Balance at 30 June 2021</b>		<b>4,872</b>	<b>8,013</b>	<b>12,885</b>

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 2020		2,422	<b>2,422</b>
<b>Balance at 1 July 2020</b>		<b>2,422</b>	<b>2,422</b>
<b>Movements in fair value</b>			
Acquisition of assets at fair value		-	-
Acquisition of assets at cost		-	-
Revaluation increments at fair value	9.1(a)	-	-
Fair value of assets disposed	4.4	-	-
		-	-
At fair value 30 June 2021		2,422	<b>2,422</b>
<b>Balance at 30 June 2021</b>		<b>2,422</b>	<b>2,422</b>

**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.

<b>Asset recognition depreciation periods</b>	<b>Depreciation/ amortisation period</b>	<b>Threshold limit</b>	
<b>Property</b>			
Buildings	(12–120 years)	\$10,000	
Land	(indefinite)	-	
Land under roads	(indefinite)	-	
Leasehold improvements	(20 years)	\$500	
<b>Plant and equipment</b>			
Computer equipment	(3–5 years)	\$500	
Furniture and equipment *	(5–10 years)	\$10,000	(2019-20 \$2,000)
Motor vehicles and trucks	(5–8 years)	\$500	
Plant and equipment	(3–15 years)	\$500	
Sports equipment (leased)	(4 years)	-	
<b>Art collection and municipal regalia</b>			
Art collection	(indefinite)	-	
Municipal regalia	(indefinite)	-	
<b>Infrastructure</b>			
Car parks	(27–29 years)	\$15,000	
Drains	(100 years)	\$1,500	
Footpaths	(47–69 years)	-	
Kerbs and channels	(82–128 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	
<b>Intangibles</b>			
Software and software licences	(5 years)	\$10,000	
<b>Right of use assets</b>			
Property and equipment	(1–7 years)	\$10,000	

\* This change is immaterial.

## **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 other assets**

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 2021. In determining the estimated percentage movement, Patel Dore Valuers have considered every property transaction in Glen Eira between 1 July 2020 to 30 June 2021. The results suggested a tracking value increment of 5.58 per cent over the period which has now been taken into account as at 30 June 2021 (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 2021 are as follows:

	Level 1 \$ '000	Level 2 \$ '000	Level 3 \$ '000	Date of Valuation
Land — specialised	-	-	1,235,488	06/21
Land under roads	-	-	716,223	06/21
Buildings — specialised	-	-	37,017	01/20
Buildings — non specialised	-	150,616	-	01/20
<b>Total land and buildings</b>	<b>-</b>	<b>150,616</b>	<b>1,988,727</b>	

**(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 2019-20 and 2020-21 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 2021 are as follows:

	Level 1 \$ '000	Level 2 \$ '000	Level 3 \$ '000	Date of Valuation
Roads	-	-	132,992	06/18
Footpaths, furniture and signs	-	-	47,734	06/18
Drains	-	-	89,300	06/18
Parks and gardens	-	-	58,308	04/17
<b>Total infrastructure</b>	<b>-</b>	<b>-</b>	<b>328,334</b>	



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 2021 are as follows:

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

(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. 2020–21 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.

	2021 \$'000	2020 \$'000
<b>Reconciliation of specialised land</b>		
Land	1,235,488	1,075,662
Land under roads	716,223	626,627
<b>Total specialised land</b>	<b>1,951,710</b>	<b>1,702,288</b>

**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 2020—23 October 2020
	Councillor	9 November 2020—30 June 2021
Clare Davey	Councillor	1 July 2020—23 October 2020
Dan Sztrajt	Deputy Mayor	1 July 2020—23 October 2020
David Zyngier	Councillor	9 November 2020—30 June 2021
Jamie Hyams	Councillor	1 July 2020—23 October 2020
Jim Magee	Councillor	1 July 2020—23 October 2020
	Deputy Mayor	9 November 2020—30 June 2021
Joel Silver	Councillor	1 July 2020—23 October 2020
Li Zhang	Councillor	9 November 2020—30 June 2021
Margaret Esakoff	Mayor	1 July 2020—23 October 2020
	Mayor	9 November 2020—30 June 2021
Mary Delahunty	Councillor	1 July 2020—7 September 2021
Neil Pilling	Councillor	9 November 2020—30 June 2021
Sam Parasol	Councillor	9 November 2020—30 June 2021
Simone Zmood	Councillor	9 November 2020—30 June 2021
Tony Athanasopoulos	Councillor	1 July 2020—23 October 2020
	Councillor	9 November 2020—30 June 2021

**Chief Executive Officer and other key management personnel**

Kellie Vise *	Chief Transformation Officer	14 September 2020—30 June 2021
Mark Saunders	Director Community Wellbeing	19 December 2020—30 June 2021
	Executive Manager People and Culture	1 July 2020—30 June 2021
	Director Infrastructure and Open Space	19 October 2020—30 June 2021
Niall McDonagh	Director Community Wellbeing	1 July 2020—30 June 2021
Peter Jones **	Director Corporate Services	1 July 2020—30 June 2021
Peter Swabey	Director Corporate Services	1 July 2020—30 June 2021
Rebecca McKenzie	Chief Executive Officer	1 July 2020—30 June 2021
Ron Torres	Director Planning and Place	1 July 2020—30 June 2021
	(Acting) Director Infrastructure and Environment	6 July 2020—16 October 2020
Simon Thomas		

\* The Executive Manager People and Culture and Chief Transformation Officer were classified as Key Management Personnel during the 2020-21 financial year.

\*\* Includes long-term service leave commencing from 18 December 2020.

	2021 No.	2020 No.
<b>Summary</b>		
Total number of Councillors *	14	9
Chief Executive Officer and other key management personnel	9	5
<b>Total key management personnel</b>	<b>23</b>	<b>14</b>

\* Glen Eira City Council consists of three wards, with three Councillors representing each ward. The nine Councillors were elected for four-year terms on Saturday 24 October 2020, and elect the Mayor annually. The Councillors took the Oath of Office at the Special Council Meeting on 9 November 2020.

7.1 Council and key management remuneration (continued)

(c) Remuneration of key management personnel

	2021 \$ '000	2020 \$ '000
<b>Total remuneration of key management personnel was as follows:</b>		
Short-term benefits (salary and annual leave)	2,193	1,629
Post-employment benefits (superannuation)	266	201
Long-term benefits (long service leave)	53	36
<b>Total</b>	<b>2,512</b>	<b>1,866</b>

Key management personnel includes Councillors, CEO and direct senior executive reports to the CEO.

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

Income range:	2021 No.	2020 No.
\$0–\$9,999	1	-
\$10,000–\$19,999	4	-
\$20,000–\$29,999	5	-
\$30,000–\$39,999	3	7
\$60,000–\$69,999	-	1
\$80,000–\$89,999	-	1
\$90,000–\$99,999	1	-
\$100,000–\$109,999	1	-
\$170,000–\$179,999	1	-
\$200,000–\$209,999	1	-
\$220,000–\$229,999	2	-
\$240,000–\$249,999	1	-
\$260,000–\$269,999	-	1
\$270,000–\$279,999	-	3
\$280,000–\$289,999	2	-
\$380,000–\$389,999	-	1
\$400,000–\$409,999	1	-
<b>Total key management personnel</b>	<b>23</b>	<b>14</b>

During the 2020-21 financial year, there were 27 payroll periods accounted for.

(d) Transactions with related parties

There were no transactions with related parties which required disclosure during the 2020–21 or 2019–20 reporting years.

(e) Outstanding balances with related parties

There were no outstanding balances with related parties which required disclosure during the 2020–21 or 2019–20 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 2020–21 or 2019–20 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 2020–21 or 2019–20 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 (\$151,000 in 2019–20).

The below numbers include staff holding senior officer positions where two or more staff members have shared the same senior role during a financial year.

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

Income range:	2021	2020
	No.	No.
<\$151,000	8	5
\$151,000–\$159,999	2	4
\$160,000–\$169,999	3	5
\$170,000–\$179,999	7	3
\$180,000–\$189,999	3	4
\$190,000–\$199,999	3	4
\$200,000–\$209,999	1	1 *
\$220,000–\$229,999	-	1 *
\$260,000–\$269,999	1	1
<b>Total senior officers</b>	<b>28</b>	<b>28</b>

\* The Executive Manager People and Culture and Chief Transformation Officer were reported as Senior Officers in 2019-20. During the 2020-21 financial year, both positions were classified as Key Management Personnel.

Remuneration	2021	2020
	\$ '000	\$ '000
Short-term benefits (salary and annual leave)	3,900	3,892
Post-employment benefits (superannuation)	455	439
Long-term benefits (long service leave)	103	105
<b>Total remuneration for the reporting year for senior officers amounted to:</b>	<b>4,458</b>	<b>4,436</b>

During the 2020-21 financial year, there were 27 payroll periods accounted for.

## 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

Nil

#### 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 was the provision of a refuse disposal site for councils.

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

The Joint Venture ceased to operate as a commercial land fill at the end of January 2016 and as such it is no longer 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.

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. Remediation is expected to be completed by 2050. 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.

It is management's intention to obtain a formal assessment in April 2022 when capping works are expected to be completed.

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

## **8.2 Change in accounting standards**

Certain new Australian Accounting Standards and interpretations have been published that are not mandatory for the 30 June 2021 reporting period. Council assesses the impact of these new standards. As at 30 June 2021 there were no new accounting standards or interpretations issued by the AASB which are applicable for the year ending 30 June 2022 that are expected to impact Council.

### **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 0.3 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**

On 16 March 2020 a state of emergency was declared in Victoria due to the global pandemic COVID-19 virus, known as coronavirus. A state of disaster was subsequently declared on 2 August 2020. During 2020-21, Victoria experienced further lockdowns, and this 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, other revenue streams and debtors**

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 debtors) and unanticipated increased expenditure have all had an impact on Council's long-term financial position and liquidity, and this continues to be the case at the start of the 2021-22 financial year.

### **Additional expenses associated with Council's hardship policy**

Council continues to provide support to ratespayers in the form of a Hardship Rates Support Package for eligible ratespayers.

Council has 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

2021	Balance at beginning of reporting period \$ '000	Increment/ (decrement) \$ '000	Balance at end of reporting period \$ '000
<b>Property</b>			
Land	740,334	155,945	896,279
Land under roads	264,649	89,596	354,245
Buildings	89,854	-	89,854
<b>Infrastructure</b>			
Road assets	108,198	(69)	108,129
Footpaths	24,236	-	24,236
Drainage	18,127	(16)	18,111
Parks and gardens	24,298	-	24,298
<b>Art collection and municipal regalia</b>			
Art collection	1,601	-	1,601
<b>Balance</b>	<b>1,271,297</b>	<b>245,456</b>	<b>1,516,753</b>

2020	Balance at beginning of reporting period \$ '000	Increment/ (decrement) \$ '000	Balance at end of reporting period \$ '000
<b>Property</b>			
Land	721,225	19,109	740,334
Land under roads	254,108	10,541	264,649
Buildings	87,555	2,299	89,854
<b>Infrastructure</b>			
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
<b>Art collection and municipal regalia</b>			
Art collection	1,088	513	1,601
<b>Balance</b>	<b>1,238,952</b>	<b>32,345</b>	<b>1,271,297</b>

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
<b>2021</b>				
Public open space reserve	24,195	5,804	(3,739)	26,260
<b>Balance</b>	<b>24,195</b>	<b>5,804</b>	<b>(3,739)</b>	<b>26,260</b>
<b>2020</b>				
Public open space reserve	18,584	8,707	(3,096)	24,195
<b>Balance</b>	<b>18,584</b>	<b>8,707</b>	<b>(3,096)</b>	<b>24,195</b>

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
<b>2021</b>			
Asset revaluation reserve	1,271,297	245,456	1,516,753
Public open space reserve	24,195	2,065	26,260
<b>Balance</b>	<b>1,295,492</b>	<b>247,521</b>	<b>1,543,013</b>
<b>2020</b>			
Asset revaluation reserve	1,238,952	32,345	1,271,297
Public open space reserve	18,584	5,611	24,195
<b>Balance</b>	<b>1,257,536</b>	<b>37,955</b>	<b>1,295,492</b>

	Notes	2021 \$ '000	2020 \$ '000
<b>9.2 Reconciliation of cash flows from operating activities to surplus</b>			
Surplus for the year		516	10,944
Capitalised salaries	4.1(a)	(2,412)	(3,125)
Depreciation and amortisation	4.3	24,060	23,766
Amortisation — intangible assets	4.4	787	685
Amortisation — right of use assets	4.5	1,007	804
Loss on sale/disposal of property, infrastructure, plant and equipment	4.6	1,145	779
Borrowing costs	4.7	308	425
Finance costs	4.8	191	180
Share of net loss of joint operations	6.1	2,231	254
<b>Change in assets and liabilities:</b>			
(Decrease) / increase in trade and other receivables	5.1(d)	(5,712)	1,353
Decrease in other assets	5.2(a)	(681)	(189)
Decrease in payables	5.3(a)	(2,011)	(1,288)
(Decrease) / increase in trust funds and other deposits	5.3(b)	(10,212)	3,473
Increase in unearned revenue	5.3(c)	3,481	1,034
Increase in provisions	5.5	1,032	1,390
<b>Net cash provided by operating activities</b>		<b>13,730</b>	<b>40,483</b>

### **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 2021, this was 9.5 per cent as required under Superannuation Guarantee (SG) legislation).

#### **Defined Benefit**

Council does not use defined benefit accounting for its defined benefit obligations under the Fund's Defined Benefit category. This is because the Fund's Defined Benefits category is a pooled multi-employer.

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 for the Defined Benefit category as at 30 June 2020 was conducted and completed by the due date of 31 December 2020. The vested benefit index (VBI) of the Defined Benefit category of which Council is a contributing employer was 104.6 per cent. The financial assumptions used to calculate the VBI were:

- Net investment returns 5.6 per cent per annum
- Salary information 2.5 per cent per annum for two years and 2.75 per cent per annum thereafter
- Price inflation (CPI) 2 per cent per annum

As at 30 June 2021, an interim actuarial investigation is underway as the Fund provides lifetime pensions in the Defined Benefit category.

Vision Super has advised that the actual VBI at 30 June 2021 was 109.7 per cent.

The VBI is used as the primary funding indicator. Because the VBI was above 100%, the 30 June 2020 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 2020 triennial 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 2021, this rate was 9.5% of members' salaries (9.5% in 2019-20). This rate is expected to increase in line with any increases in the SG contribution rate and was reviewed as part of the 30 June 2020 triennial valuation.

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

#### Funding calls

If the Defined Benefit category is in an unsatisfactory financial position at an actuarial investigation or the Defined Benefit category's VBI is below its shortfall limit at any time other than the date of the actuarial investigation, the Defined Benefit category has a shortfall for the purposes of SPS 160 and the Fund is required to put a plan in place so that the shortfall is fully funded within three years of the shortfall occurring. The Fund monitors its VBI on a quarterly basis and the Fund has set its shortfall limit at 97%.

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 2020 triennial 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 is conducted every three years and interim actuarial investigations are conducted for each intervening year. A full investigation was conducted as at 30 June 2020.

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

	2020	2019
	\$m	\$m
A VBI surplus	100.0	151.3
A total service liability surplus	200.0	233.4
A discounted accrued benefits surplus	217.8	256.7



### 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 2020.

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 2020.

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 2020.

Council was notified of the 30 June 2020 VBI during August 2020 (2019: August 2019).

#### The 2021 interim actuarial investigation

An interim actuarial investigation is being conducted for the Fund's position as at 30 June 2021 as the Fund provides lifetime pensions in the Defined Benefit category. It is anticipated that this actuarial investigation will be completed by October 2021.

Contributions by Council (excluding any unfunded liability payments) to the above superannuation plans for the financial year ended 30 June 2021 are detailed below:

Scheme	Type of Scheme	Rate	2021	2020
			\$m	\$m
Vision Super	Defined Benefit	9.50%	0.2	0.19
Vision Super	Accumulation Fund	9.50%	4.04	4.22

There was \$384k of contributions outstanding. There were no loans were issued from or to the above schemes as at 30 June 2021.

The expected contributions to be paid to the Defined Benefit category of Vision Super for the year ended 30 June 2022 is nil.

## 9.4 Residential aged care facilities

### **Consolidation of Council Residential Aged Care facilities - Closure of Spurway Nursing Home**

On Tuesday 16th March 2021, Council resolved to consolidate its Residential Aged Care Services onto two sites, namely 'Rosstown Community' and the 'Warrawee Nursing Home'. The Spurway Community nursing home ceased providing residential aged care services on Thursday 1st April 2021. All sixteen residents living at Council's Spurway Community nursing home were relocated to vacant beds at either the Warrawee facility (15 residents) or the Rosstown facility (one resident).

The decision reduces the financial and operating risks exposure associated with Council's aged care portfolio including:

(a) Spurway's size, layout and design, including shared bathrooms and small rooms, limits its ability to meet residents' needs into the future and its long-term viability as a residential aged care facility. Council recognised the need to explore options for a sustainable approach to aged care into the future.

(b) Lack of appropriate economies of scale associated with the small 30 bed facility and financial losses.

### **Royal Commission into Aged Care Quality and Safety**

The final report from the Royal Commission was tabled in Parliament on Monday 1 March 2021. The report made 148 wide-ranging recommendations which included enshrining the rights of elder Australians in legislation, creating an independent inspector-general to investigate and monitor governance of the aged care system, and mandatory minimum qualifications for workers as well as a national registration scheme for those staff.

### **Segment Reporting**

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.

**9.4 Residential aged care facilities**

<b>Income Statement for residential aged care facilities for the year ended 30 June 2021</b>	<b>2021 \$ '000</b>	<b>2020 \$ '000</b>
<b>Income</b>		
Resident charges	2,643	3,552
Government grants	6,939	7,584
Investment income	188	516
<b>Total income</b>	<b>9,770</b>	<b>11,652</b>
<b>Expenses</b>		
Wages and superannuation — care *	9,619	7,267
Wages and superannuation — administration	623	431
Wages and superannuation — other	3,722	3,533
Staff on-costs	1,445	1,330
Training	7	36
Agency costs	221	636
Materials and consumables	1,096	1,107
Contractor payments	413	532
COVID-19 pandemic prevention expenses **	1,093	68
Maintenance	619	518
Utility services	304	420
Other expenses	197	267
Management fees	511	437
Indirect overheads	1,298	1,299
Depreciation on property, plant and equipment	755	757
<b>Total expenses</b>	<b>21,923</b>	<b>18,638</b>
<b>Deficit</b>	<b>(12,153)</b>	<b>(6,986)</b>

\* The increase in wages reflects the costs of consolidation of the Spurway facility, and includes post COVID-19 operating standards and Royal Commission outcomes.

\*\* 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.

9.4 Residential aged care facilities (continued)

Balance Sheet for residential aged care facilities as at 30 June 2021	2021 \$ '000	2020 \$ '000
<b>Current assets</b>		
Cash and financial assets	22,147	30,783
Trade and other receivables	94	109
<b>Total current assets</b>	<b>22,241</b>	<b>30,892</b>
<b>Non-current assets</b>		
Property, plant and equipment	33,851	33,341
<b>Total non-current assets</b>	<b>33,851</b>	<b>33,341</b>
<b>Total assets</b>	<b>56,092</b>	<b>64,233</b>
<b>Current liabilities</b>		
Trade and other payables	79	121
Residential aged care bonds and deposits	22,147	30,783
Employee provisions	2,512	3,084
<b>Total current liabilities</b>	<b>24,738</b>	<b>33,988</b>
<b>Non-current liabilities</b>		
Employee provisions	167	206
<b>Total non-current liabilities</b>	<b>167</b>	<b>206</b>
<b>Total liabilities</b>	<b>24,905</b>	<b>34,194</b>

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

### **AASB 1059 Service Concession Arrangements: Grantors (AASB 1059) (applies 2020/21 for LG Sector)**

Council has adopted AASB 1059 Service Concession Arrangements: Grantors, from 1 July 2020.

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

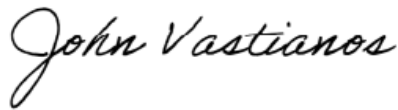
Council has adopted AASB 2018-7 Amendments to Australian Accounting Standards - Definition of Material, from 1 July 2020.

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

Council has adopted AASB 2019-1 Amendments to Australian Accounting Standards - References to the Conceptual Framework from 1 July 2020.

It is not expected that these standards will have any significant impact on Council.

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* (as per the transitional provisions of the *Local Government Act 2020*).




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

**Principal Accounting Officer**

Dated: 31 August 2021

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

In our opinion, the accompanying Performance Statement of the Glen Eira City Council for the year ended 30 June 2021 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* (as per the transitional provisions of the *Local Government Act 2020*).

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 the council and by the *Local Government (Planning and Reporting) Regulations 2014* to certify this performance statement in its final form.




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**Margaret Esakoff**

**Mayor**

Dated: 31 August 2021

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




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**Jim Magee**

**Deputy Mayor**

Dated: 31 August 2021

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




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**Rebecca McKenzie**

**Chief Executive Officer**

Dated: 31 August 2021

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



Victorian Auditor-General's Office

## Independent Auditor's Report

### To the Councillors of Glen Eira City Council

<p><b>Opinion</b></p>	<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"> <li>• description of the municipality for the year ended 30 June 2021</li> <li>• sustainable capacity indicators for the year ended 30 June 2021</li> <li>• service performance indicators for the year ended 30 June 2021</li> <li>• financial performance indicators for the year ended 30 June 2021</li> <li>• basis of preparation and</li> <li>• certification of the performance statement.</li> </ul> <p>In my opinion, the performance statement presents fairly, in all material respects, the performance of the council for the year ended 30 June 2021 in accordance with the performance reporting requirements of Part 6 of the <i>Local Government Act 1989</i>.</p>
<p><b>Basis for Opinion</b></p>	<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>
<p><b>Councillors' responsibilities for the performance statement</b></p>	<p>The Councillors are responsible for the preparation and fair presentation of the performance statement in accordance with the performance reporting requirements of the <i>Local Government Act 1989</i> and for such internal control as the Councillors determines is necessary to enable the preparation and fair presentation of the statement of performance that is free from material misstatement, whether due to fraud or error.</p>
<p><b>Auditor's responsibilities for the audit of the performance statement</b></p>	<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>

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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.

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MELBOURNE  
7 September 2021



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 158,216\* 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 2020.

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

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**Overview of 2021**

On 16 March 2020 a state of emergency was declared in Victoria due to the global pandemic COVID-19 virus, known as coronavirus. A state of disaster was subsequently declared on 2 August 2020. The state of emergency and state of disaster are still in place as at 30 June 2021.

Council's 2020-21 operating result and capital works budgets have been significantly impacted by COVID-19. Some business areas were severely restrained such as our Libraries and Learning Centres and Glen Eira Leisure due to forced closures directed by Chief Health Officer Directives.

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Indicator/Measure	Results				Material variations
	2018	2019	2020	2021	
<b>Population</b>					
Expenses per head of municipal population	\$ 1,018	\$ 1,069	\$ 1,105	\$ 1,128	
[Total expenses/Municipal population]					
Infrastructure per head of municipal population	\$ 3,403	\$ 3,463	\$ 3,488	\$ 3,465	
[Value of infrastructure/Municipal population]					
Population density per length of road	305	309	314	318	
[Municipal population/Kilometres of local roads]					
<b>Own-source revenue</b>					
Own-source revenue per head of municipal population	\$ 960	\$ 1,007	\$ 945	\$ 874	The continuing decrease is mainly due to the reduced fee income from parking and Glen Eira Leisure during COVID-19 closures. This is expected to improve in future years.
[Own-source revenue/Municipal population]					
<b>Recurrent grants</b>					
Recurrent grants per head of municipal population	\$ 158	\$ 156	\$ 144	\$ 142	
[Recurrent grants/Municipal population]					

Indicator/Measure	Results				Material variations
	2018	2019	2020	2021	
<b>Disadvantage</b>					
Relative socio-economic disadvantage	10	10	10	10	
[Index of relative socio-economic disadvantage by decile]					
<b>Workforce turnover</b>					
Percentage of staff turnover	12%	12%	12%	17%	This turnover rate includes resignations, retirements, terminations and redundancies of permanent employees. The turnover rate is slightly higher this year due to Council's decision to consolidate three of its residential aged care facilities to two, resulting in staff redundancies.
[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
	2018	2019	2020	2021	
<b>Aquatic facilities</b>					
<b>Utilisation</b>					
Utilisation of aquatic facilities	11	11	8	2	Due to the COVID-19 restrictions Glen Eira Leisure facilities were closed and restricted for significant parts of the year which resulted in less access for patrons.
[Number of visits to aquatic facilities / Municipal population]					
<b>Animal management</b>					
<b>Health and safety</b>					
Animal management prosecutions	New in 2020	New in 2020	100	100%	
[Number of successful animal management prosecutions / Number of animal management prosecutions]					

Service/Indicator/Measure	Results				Material variations
	2018	2019	2020	2021	
<b>Food safety</b>					
<b>Health and safety</b>					
Critical and major non-compliance notifications	100%	97%	100%	96%	
[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					
<b>Governance</b>					
<b>Satisfaction</b>					
Satisfaction with Council decisions	55	61	58	59	
[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
	2018	2019	2020	2021	
<b>Libraries</b>					
<b>Participation</b>					
Active library members	17%	17%	16%	14%	COVID-19 restrictions and lockdowns throughout 2020-21 greatly restricted the ability of library customers to make use of library services.
[Number of active library borrowers in the last three years / The sum of the population for the last three years] x100					
<b>Maternal and child health</b>					
<b>Participation</b>					
Participation in the MCH service	87%	81%	77%	71%	COVID-19 restrictions and lockdowns throughout 2020-21 greatly restricted the ability of customers to participate in the maternal and child health service.
[Number of children who attend the MCH service at least once (in the year) / Number of children enrolled in the MCH service] x100					

Service/Indicator/Measure	Results				Material variations
	2018	2019	2020	2021	
<b>Maternal and child health</b>					
<b>Participation</b>					
Participation in the MCH service by Aboriginal children	93%	95%	100%	86%	COVID-19 has impacted on our delivery of MCH Service and engagement with Aboriginal and Torres Strait Islander (ABTSI) families. COVID-19 restrictions has meant some of our ABTSI families have relocated out of our catchment during lockdown.
[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					
<b>Roads</b>					
<b>Satisfaction</b>					
Satisfaction with sealed local roads	70	70	73	70	
[Community satisfaction rating out of 100 with how Council has performed on the condition of sealed local roads]					

Service/Indicator/Measure	Results				Material variations
	2018	2019	2020	2021	
<b>Statutory Planning</b>					
<b>Decision making</b>					
Council planning decisions upheld at VCAT	57%	72%	83%	59%	Glen Eira City Council had a very low number of planning applications (total of 35 applications) that were appealed to VCAT and notes that only seven decisions reviewed by the Tribunal in the reporting year set aside the Council decision. While the overall percentage has reduced from the previous year, it is partly the consequence of so few decisions that the Tribunal was required to decide. Council also highlights that 18 of the appeals were settled through mediation, being more than half the appeals lodged with 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					
<b>Waste Collection</b>					
<b>Waste diversion</b>					
Kerbside collection waste diverted from landfill	45%	46%	49%	49%	
[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*

"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

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## Financial performance indicators (continued)

for the year ended 30 June 2021

Dimension/Indicator/Measure	Results				Forecasts				Material variations
	2018	2019	2020	2021	2022	2023	2024	2025	
<b>Obligations</b>									
<b>Loans and borrowings</b>									
Loans and borrowings compared to rates [Interest-bearing loans and borrowings / Rate revenue] x100	18%	14%	10%	6%	30%	48%	44%	40%	Our loan borrowings are moving in line with scheduled repayments. Future borrowings are scheduled across 2021-22 and 2022-23 and repayments are in line with our <i>10 Year Financial Plan</i> .
<b>Loans and borrowings</b>									
Loans and borrowings repayments compared to rates [Interest and principal repayments on interest-bearing loans and borrowings / Rate revenue] x100	4%	4%	4%	3%	3%	5%	4%	4%	
<b>Indebtedness</b>									
Non-current liabilities compared to own source revenue [Non-current liabilities / Own source revenue] x100	13%	10%	10%	9%	23%	38%	34%	30%	Non-current liabilities have decreased in 2021-22 due to the scheduled repayment of existing loans. In 2022 and 2023 non-current liabilities will increase due to new loan borrowings that have been provided to fund major capital works projects.
<b>Asset renewal and upgrade</b>									
Asset renewal and upgrade compared to depreciation [Asset renewal and upgrade expenses / Asset depreciation] x100	New in 2020	New in 2020	120%	89%	223%	233%	112%	115%	The 2021 indicator reflects the difficulties in completing our scheduled capital works program during the pandemic restrictions. Large spends on capital works are expected in 2021-22 and 2022-23 including construction of several major strategic projects.



**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

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## **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* (as per the transitional provisions of the *Local Government Act 2020*).

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 the council's Financial 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 Financial Plan on 29 June 2021. The Financial 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 Financial Plan is available on Council's website : [www.gleneira.vic.gov.au](http://www.gleneira.vic.gov.au)

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GLEN EIRA  
CITY COUNCIL

## Glen Eira City Council

Corner Glen Eira and Hawthorn Roads, Caulfield

Mail address: PO Box 42  
Caulfield South, 3162

Phone: (03) 9524 3333  
Fax: (03) 9523 0339

mail@gleneira.vic.gov.au  
www.gleneira.vic.gov.au

### National Relay Service

If you are deaf, hearing-impaired, or speech-impaired, we ask that you call us via the National Relay Service and then ask for (03) 9524 3333.

Online: <https://internet-relay.nrscall.gov.au>  
Teletypewriter (TTY): 13 36 77  
Speak and Listen: 1300 555 727

### Social media

#### Glen Eira City Council:

[www.facebook.com/GlenEiraCityCouncil](http://www.facebook.com/GlenEiraCityCouncil)

#### @cityofgleneira:

[www.instagram.com/cityofgleneira](http://www.instagram.com/cityofgleneira)

#### Glen Eira arts, gallery and events:

[www.facebook.com/gleneiraarts](http://www.facebook.com/gleneiraarts)

#### Glen Eira Leisure:

[www.facebook.com/GESAConline](http://www.facebook.com/GESAConline)  
<https://www.instagram.com/gleneiraleisure>

#### Glen Eira Libraries and Learning Centres:

[www.facebook.com/GlenEiraLibraries](http://www.facebook.com/GlenEiraLibraries)  
<https://www.instagram.com/gleneiralibraries>

#### Glen Eira Youth Services:

[www.facebook.com/GlenEiraYouthServices](http://www.facebook.com/GlenEiraYouthServices)  
[www.instagram.com/gleneirayouthservices](http://www.instagram.com/gleneirayouthservices)

#### Glen Eira sustainable living:

[www.facebook.com/sustainablelivinggleneira](http://www.facebook.com/sustainablelivinggleneira)

