



GLEN EIRA
CITY COUNCIL

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

QUARTERLY SERVICE PERFORMANCE REPORT

QUARTER ENDING JUNE 2019 • WWW.GLENEIRA.VIC.GOV.AU



CONTENTS

Chief Executive Officer Overview.....	2
Financial Overview	3
What’s Been Happening at a Local Level	4
Major Project Updates	5
Performance at a Glance.....	27
Liveable and Well Designed	28
Accessible and Well Connected	36
Safe, Healthy and Inclusive	40
Clean and Sustainable	50
Informed and Engaged.....	53
Community Engagement Update.....	59

This report uses the best available information. While care has been taken to ensure the content in the report is accurate, it cannot be guaranteed at time of publication. There may be errors and omissions, or it may not be wholly appropriate for your particular purposes. In addition, the publication is a snapshot in time based on historic information which is liable to change.

CHIEF EXECUTIVE OFFICER OVERVIEW



I'm pleased to share with you our latest Quarterly Performance Report - for the fourth quarter of 2018-19. This report provides an overview of how we are tracking against key performance measures and provides transparency on the progress made in delivering our commitments to community in the *2017–2021 Council and Community Plan*.

Council is a complex business providing over 120 different services, to our population of over 151,000 residents. Every year we receive approximately 240,000 phone calls and raise more than 171,500 service requests. Through this report we want you to feel informed about the things that are important to you and have the confidence that we are delivering on our promises.

As you will read in the coming pages, our financial position remains very healthy, with an operating surplus for the year of \$25.42 million; reflecting a positive variance against budget of \$6.76 million. In the Financial Overview sections of this report you can read more about the reasons for this variance.

Progress worthy of noting this quarter includes:

- Council adopting the Youth Strategy;
- Council adopting the Lord Reserve and Koornang Park Masterplan;
- Council adopting the Murrumbeena Park Masterplan refresh;
- Council adopting the Caulfield Park Masterplan refresh; and
- Council resolved to include Caulfield Wedge as a leash free zone.

We have also been busy improving our Recreation and Open Spaces. Works this quarter have included:

- Harleston Park play space and sports court opened to the public;
- McKinnon Reserve play space opened to the public;
- Public toilets installed at Harleston Park and McKinnon Reserve; and
- EE Gunn cricket nets opened to the public.

These are just some of the services, events, projects and programs delivered by Council this quarter that we hope you are now enjoying and that together contribute to the City of Glen Eira being a great municipality in which to live, work and raise a family.

I hope you find the information in this report helpful in understanding the work of Council and tracking our progress in delivering our priorities. If you have feedback, please don't hesitate to email me at mail@gleneira.vic.gov.au

Regards,

Rebecca McKenzie

Chief Executive Officer,

FINANCIAL OVERVIEW

At the end of June 2019, the performance against budget showed a positive variance of \$25.42 million, due to higher than anticipated income of \$7.61 million and unfavourable variance in operating expenditure of \$845,000. The year to date financial performance was better than budget mainly due to: better than anticipated income received for statutory fees and fines of \$3.78 million, government grants for operating activities of \$2.12 million and grants for capital projects of \$2.16 million.

Council's current asset ratio, a measurement of our financial strength was 1.4. This means for every \$1 of current liabilities, Council had \$1.40 in current assets to meet those commitments. Council remains financially well positioned and the 2018–19 surplus provides further financial flexibility to meet the city's future infrastructure and service delivery needs.

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

At time of writing Council's 2018-19 Annual Financial Report has not been audited so these results are indicative only.

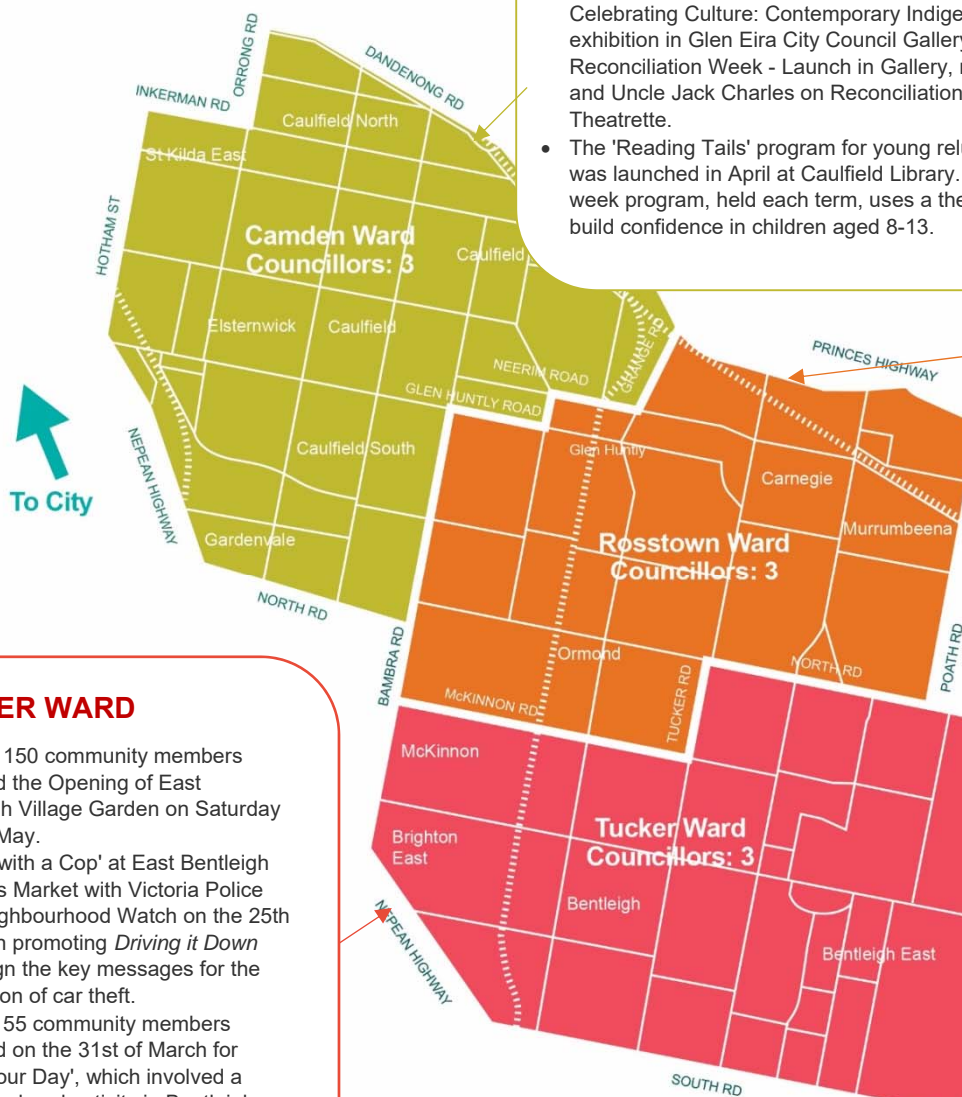
The table below details Council's forecast performance based on the Victorian Auditor-General Financial Sustainability Risk Indicators.

FINANCIAL SUSTAINABILITY RISK INDICATORS	Objective	2017-2018 Actuals based on VAGO Parliamentary Report	2018-2019 Annual Budget as at 30 June 2019	2018-2019 Annual Forecast as at 30 June 2019	2018-2019 Risk based on Annual Forecast as at 30 June 2019	COMMENT
Net Result	To generate surpluses consistently greater than 0%.	17.05%	10.23%	13.78%	Low	Council is generating positive surpluses.
Underlying Result (%)	Ability to generate surplus in the ordinary course of business, excluding non-recurrent capital grants and non-monetary asset contributions to fund capital expenditure from net result. Low risk indicator is to be more than 5%.	13.88%	9.52%	11.77%	Low	Council is generating positive surpluses to fund operations.
Liquidity	To measure Council's ability to repay short-term liabilities as they fall due. Low risk - indicator is to be greater than 1.0.	1.42	1.23	1.40	Low	Council's forecast to 30 June 2019 indicates a Liquidity Ratio of greater than 1.0.
Indebtedness	Lower than 40% relates to the ability to repay debt from own-source revenue.	13.06%	10.06%	9.37%	Low	Council is operating at a ratio of lower than 40%, therefore has the ability to repay debt from own-source revenue.
Internal Financing	Generating enough cash from operations to fund new assets. Low risk indicator is to be greater than 100%.	152.55%	112.45%	140.77%	Low	Council is generating enough cash from operations to fund new assets.
Capital Replacement	To ascertain the level of risk of insufficient spending on asset renewal. Low risk indicator is to be more than 1.5.	1.49	1.87	1.79	Low	Council operates at a low level of risk with respect to capital replacement.
Renewal Gap	To ensure there is sufficient spending on Council's asset base. Low risk indicator is to be greater than 1.0.	1.21	1.48	1.28	Low	Council spends sufficient funds on its asset base.

WHAT'S BEEN HAPPENING AT A LOCAL LEVEL

CAMDEN WARD

- Storytelling Festival - Highlights being Matriarch, Writers Vic Celebrates 30 Years, Jude Perl I Have A Face, Open Mic at Goat House, Visionary Writing Workshop, Collecting Indigenous Art Panel. Celebrating Culture: Contemporary Indigenous art exhibition in Glen Eira City Council Gallery. Reconciliation Week - Launch in Gallery, movie night and Uncle Jack Charles on Reconciliation in Town Hall Theatre.
- The 'Reading Tails' program for young reluctant readers was launched in April at Caulfield Library. This eight-week program, held each term, uses a therapy dog to build confidence in children aged 8-13.



ROSTOWN WARD

- Coffee with a Cop' at Slave to the Bean with Victoria Police and Neighbourhood Watch on the 21st of March promoting *Driving it Down* campaign the key messages for the prevention of car theft.
- Approximately 95 community members attended on the 31st of March - 'Neighbour Day', which involved a neighbourhood activity in Carnegie and Murrumbeena as part of the Neighbourhood Street Activity Pilot Project.
- Storytelling Festival Highlight - Comedy at the McKinnon Hotel. Groove and Graze at Koornang Park.
- Community workshop held on the future vision for the Glen Huntly activity centre.

TUCKER WARD

- Approx. 150 community members attended the Opening of East Bentleigh Village Garden on Saturday 18th of May.
- 'Coffee with a Cop' at East Bentleigh Farmer's Market with Victoria Police and Neighbourhood Watch on the 25th of March promoting *Driving it Down* campaign the key messages for the prevention of car theft.
- Approx. 55 community members attended on the 31st of March for 'Neighbour Day', which involved a neighbourhood activity in Bentleigh and Bentleigh East as part of the Neighbourhood Street Activity Pilot Project.
- The Auslan Storytime sessions at Bentleigh Library, designed for hearing children and children with hearing impairment to share stories and make social connections. The children also learn simple Auslan signing to build understanding. 40 children and their families attended these sessions each month.

ALL WARDS

- The 'My Brother Jack Awards' for 2019 opened on 12 June for writers and photographers who live, work or study in Glen Eira.
- Library fines amnesty was held throughout May to encourage lapsed users to continue to use library services. 1,950 library members had 7,566 overdue fines waived.

MAJOR PROJECT UPDATES



1. Duncan Mackinnon Reserve Masterplan Implementation: Stage 1 Civil and Landscape

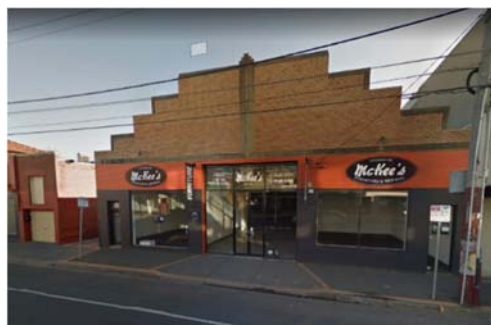
- **Project Status:** Stage 1 Civil and Landscaping Works commenced.
- **Key achievements:** Stage 1 design completed and tender awarded.
- **Planned activities for the first quarter of 19/20:** Construction of Stage 1 landscaping works. Finalise detailed civil design and documentation for future (stage 2) landscaping works.



Footpath and shelter works preparation.

2. Carnegie Warehouse: 296 - 298 Neerim Road, Carnegie

- **Project Status:** Demolition works commenced.
- **Key achievements:** Tender to demolish the current warehouse completed and tender awarded. Concept design for interim use of the site is underway.
- **Planned activities for the first quarter of 19/20:** Demolition of the existing building and exploration of curation opportunities for events. The concept design will be finalised and presented to Councillors prior to community consultation.



Warehouse at 296-298 Neerim Road, Carnegie.

MAJOR PROJECT UPDATES

3. Lord Reserve and Koornang Park

Carnegie Swim Centre (CSC) Redevelopment

- **Project Status:** Currently in feasibility phase.
- **Key achievements:** Initial feasibility undertaken on business modelling, principles and initial options for CSC, which have been discussed with Councillors to inform concept plans for future community consultation. The scope of services to be provided at CSC has been reviewed in conjunction with current and future services at GESAC to determine the best mix across both sites.
- **Planned activities for the first quarter of 19/20:** Further refinement of Business Plan for CSC and the preparation of concepts for the next phase of community consultation.

Carnegie Precinct Masterplan (Lord Reserve and Koornang Park)

- **Project Status:** Lord Reserve and Koornang Park Masterplan adopted by Council.
- **Key achievements:** Masterplan was adopted by Council in June 2019.
- **Planned activities for the first quarter of 19/20:** Staging of the implementation activities will be reviewed in conjunction with future plans for the redevelopment of the Carnegie Swim Centre. Concept plans for new pavilion at Lord Reserve prepared for community consultation.



Existing Photos of Carnegie Swim Centre, Lord Reserve and Koornang Park

MAJOR PROJECT UPDATES



4. Preparation and implementation of *Structure Plans* for Carnegie, Elsternwick and Bentleigh and Quality Design Guidelines for Glen Eira.

- **Project Status:** Work is well underway in the preparation and implementation of Structure Plans and Quality Design Guidelines for Carnegie and Bentleigh. Council is awaiting authorisation from the Minister for Planning in order to progress the planning scheme amendment for these centres. Elsternwick is undergoing a separate process. When adopting the *Elsternwick Structure Plan* Council committed to further shadowing and traffic analysis for the urban renewal area, and the formation of a community reference group. Technical studies have been finalised and made publicly available.
- **Key achievements:** Since adoption of the structure plans in 2018, the Minister for Planning has approved 'interim planning controls' for Bentleigh, Carnegie and Elsternwick. The 'interim planning controls' place a height limit on areas where the current planning controls allow for greater development heights than those proposed in the structure plans. Proposed planning controls for Carnegie and Bentleigh were presented to a Council meeting in December 2018. The proposed planning controls for Bentleigh and Carnegie have been sent to the Minister for Planning for authorisation to be publicly exhibited.
- **Planned activities for the first quarter of 19/20:** A place and report for the Elsternwick Urban Renewal South area will be released for the community to provide feedback. The feedback will allow Council to progress with developing a draft masterplan. Pending authorisation from the Minister for Planning, the Bentleigh and Carnegie planning controls will be publicly exhibited for the community to make a formal submission. (Refer to flowchart on page 12).

5. Elsternwick Community Hub

- **Project Status:** Proposed components and early feasibility.
- **Key achievements:** Since the adoption of the *Elsternwick Structure Plan*, Council has committed to developing a new vibrant community hub in Elsternwick. Proposed components have been developed for community consultation which will occur in the first quarter of the 2019-20 Financial Year.
- **Planned activities for the first quarter of 19/20:** Following community consultation, further feasibility will be undertaken.

6. Carnegie Market

- **Project Status:** Concept and feasibility.
- **Key achievements:** Since the adoption of the *Carnegie Structure Plan*, Council has sought to realise the vision of creating a market on the Library car park. Initial feasibility assessment has been completed and high level concept plans are being developed.
- **Planned activities for the first quarter of 19/20:** Progress high level development concept designs and further detailed modelling and feasibility.

MAJOR PROJECT UPDATES



7. Elsternwick Cultural Precinct

- **Project Status:** Design Development
- **Key achievements:** In November 2018, Council endorsed a vision for the Elsternwick cultural Precinct, centered around Selwyn Street. In April 2019 following a public notice and submission period, Council endorsed a proposal to make road configuration modifications to Selwyn Street as part of the future design and development of the precinct. A consultant team has been appointed to develop a precinct design which includes the integration of commemorative artwork for survivors of the Holocaust.
- **Planned activities for the first quarter of 19/20:** An artist or creative team will be appointed and embedded into the design team to develop the integrated art component and continue the development of the precinct design.

8. Pedestrian Safe Neighbourhood Pilot

- **Project Status:** Concept development.
- **Key achievements:** Council adopted an *Integrated Transport Strategy* in 2018. To achieve the vision of the Strategy, Council has committed to a Pedestrian Safe Neighbourhood Pilot in the area surrounding Coatesville Primary School in Bentleigh East. A Community Reference Group has been established and the first meeting held.
- **Planned activities for the first quarter of 19/20:** A draft neighbourhood plan will be developed and released for community feedback.

9. Safe Cycling Corridor Pilot

- **Project Status:** Exploration of alternative routes.
- **Key achievements:** Council adopted an *Integrated Transport Strategy* in 2018. To achieve the vision of the Strategy, Council has committed to a safe cycling corridor pilot.
- **Planned activities for the first quarter of 19/20:** Council is exploring alternative routes for the safe cycling corridor pilot.

10. Bentleigh Library Improvements

- **Project Status:** Detailed design.
- **Key achievements:** With the adoption of the *Bentleigh Structure Plan*, Council has committed to undertaking improvements to the Bentleigh Library, including a Youth Hub. Community consultation was undertaken and completed in May 2019.
- **Planned activities for the first quarter of 19/20:** Procure architectural services for development of detailed design.

MAJOR PROJECT UPDATES

11. Bentleigh Eat Street

- **Project Status:** Detailed design underway.
- **Key achievements:** Concept design completed and detailed design awarded. With the adoption of the Bentleigh Structure Plan, Council has committed to realising the vision of a pedestrian friendly mall in the Bentleigh activity centre.
- **Planned activities for the first quarter of 19/20:** Detailed design development.



Bentleigh Structure Plan: indicative image for Bentleigh Eat Street

12. Murrumbeena Community Hub

- **Project Status:** Concept plans completed. Community consultation underway.
- **Key achievements:** Costed concept plan has been completed.
- **Planned activities for the first quarter of 19/20:** Review community consultation feedback and provide a report to Council.

13. Harleston Park play space and sports court

- **Project Status:** Play space and sports court opened to public.
- **Key achievements:** Construction completed.



Harleston Park play space and sports court

MAJOR PROJECT UPDATES

14. Harleston Park Public Toilets

- **Project Status:** Toilets opened to public.
- **Key achievements:** Construction works completed.



Harleston Park Public Toilets

15. McKinnon Reserve play space Stage 1

- **Project Status:** Stage 1 play space opened to public.
- **Key achievements:** Construction completed.



McKinnon Reserve play space Stage 1

MAJOR PROJECT UPDATES

16. McKinnon Reserve Public Toilets

- **Project Status:** Toilets opened to public.
- **Key achievements:** Construction works completed.



McKinnon Reserve Public Toilets

17. EE Gunn Reserve Cricket Nets

- **Project Status:** Cricket nets opened.
- **Key achievements:** Construction works completed.
- **Planned activities for the first quarter of 19/20:** Construct storage shelter adjacent to nets for clubs.



MAJOR PROJECT UPDATES

Planning Scheme Amendment process

The planning scheme amendment must go through the following fixed statutory steps:

1 Consult with the community and prepare planning scheme controls for Council endorsement. Council must then seek authorisation from the Minister for planning.

2 The Minister for Planning must firstly authorise preparation of the amendment before exhibition can occur. Following this, notice (exhibition) of the amendment will commence, inviting public submissions.

3 If there are no submissions Council can 'adopt' the amendment and forward it to the Minister for approval. It only becomes law if it is formally approved and gazetted.

4 If there are submissions opposed to the amendment, the Council has three options:

- abandon the amendment
- change the amendment in accordance with the submitters' request
- request the Minister to appoint an Independent Panel to hear the submissions.

5 If a Panel is appointed, submissions are heard and the panel reports its findings to Council in the form of a recommendation. The Panel may make a recommendation to:

- adopt the amendment
- abandon the amendment
- modify the amendment

6 Council then considers the panel report and makes its own decision. Council is not bound by the panel's findings. Again, Council's options are to either abandon or adopt the amendment (with or without modifications).

7 Council adopts the amendment, it is then referred to the Minister for Planning for approval.

Elsternwick Structure Plan
planning scheme amendment

Caulfield Station Precinct
structure plan planning
scheme amendment

Bentleigh and Carnegie
Structure Plans planning
scheme amendment

East Village Planning
Scheme Amendment

The process required to amend the Glen Eira Planning Scheme is lengthy and provides opportunities for input from interested parties.

PROJECTS COMMENCED THIS QUARTER

EE Gunn Reserve Foch Street Car Parking and Road Works

- **Project Status:** Construction of indented parking bays in Foch Street along EE Gunn Reserve, including commencement of road and drainage improvements.
- **Key achievements:** Construction commenced, retaining walls completed and works on indented parking bays progressing.
- **Planned activities for the first quarter of 19/20:** Complete works.

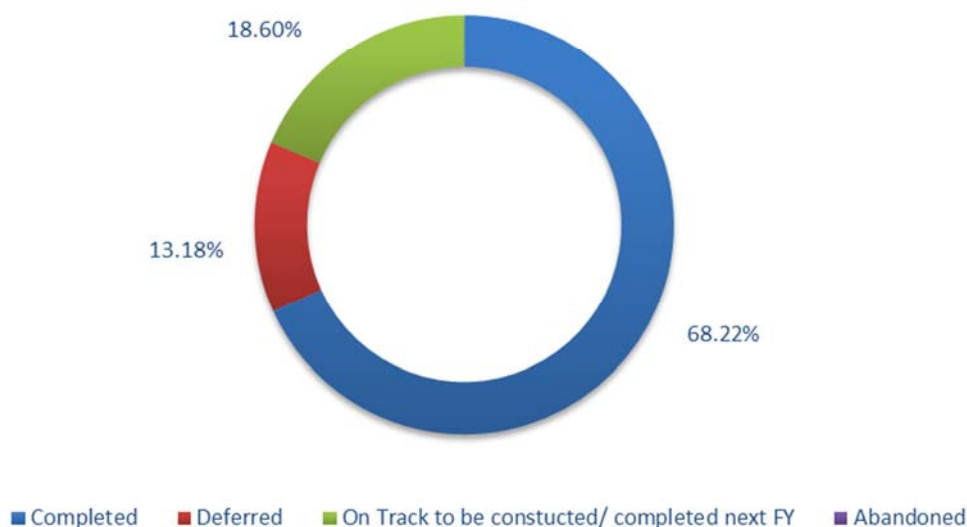


Foch Street road and car parking works

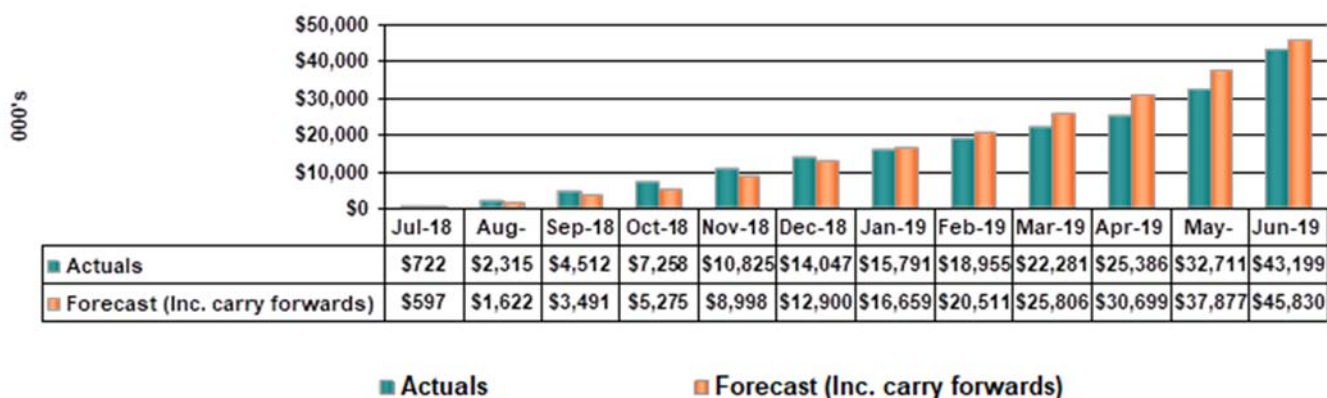
CAPITAL WORKS PROGRAM UPDATE



Status of Capital Works Program as at June 2019



Capital Work Program Expenditure Period ending June 2019



CAPITAL WORKS PROGRAM UPDATE

PROJECTS COMPLETED THIS QUARTER

Some of the projects completed in quarter 4 include:

The Caulfield Wedge New Dog Agility Park

- Drainage works, construction of fencing, construction of pathways, turfing, planting and surface works.





Joyce Park New Open Space

Construction of new multipurpose sports court. Installation of goals, netball goal and table tennis table. Construction and painting of plexipave sports courts. Installation of park furniture, shelter, seating, bike racks, etc. Garden bed construction and landscaping, Irrigation and turf works completed. Opened to the public.



Gardendale Park playground upgrade and renewal

- Renewal and upgrade of play equipment



Duncan Mackinnon Reserve playground upgrade and renewal

- Renewal and upgrade of play equipment



Bailey Reserve

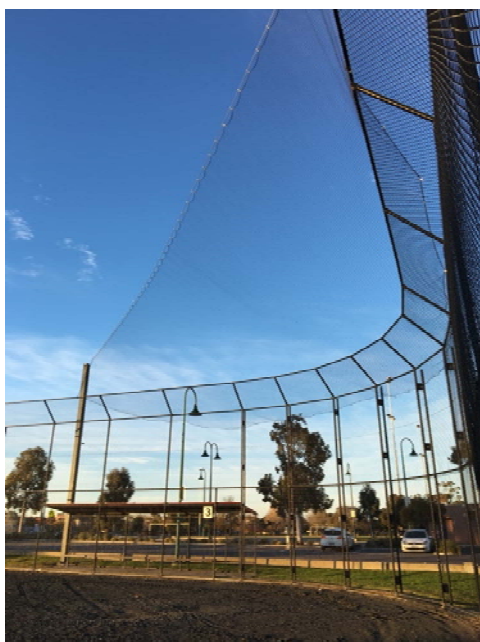
- Sportsground Lighting Upgrade, Oval 1 – Installation of four new poles and LED fittings completed. Upgrade has the ability to switch between 50lux and 150lux depending on usage requirements.



New Lighting Bailey Reserve Oval 1 (next to superseded poles)

Bailey Softball Diamond – New soft safety netting

- Construction of two new soft safety netting at the Bailey Softball diamonds.



Bailey Soft ball diamond safety netting

Riley Reserve Reinstatement

- Reinstatement of levels and seeding of Riley Reserve following Melbourne Water main drain construction works.



New drink/ water fountains

- Installation of two *Choose Tap Water* stations at Duncan Mackinnon Reserve and East Caulfield Reserve (donated by South East Water) which are designed to provide the community with water stations to refill water bottles and provide an alternative to the purchase of single use bottled waters.



Duncan Mackinnon Choose Tap drink station.

EE Gunn shared path protection

- Installation of recycled plastic bollards to protect EE Gunn bike path from vehicle damage.



New bollards beside EE Gunn bike path.



Park pathway lighting upgrade

Conversion of existing pathway lights to energy efficient LED lighting. Conversion works undertaken at King George Reserve, Centenary Park, Lord Reserve and Caulfield Park.



LED replacement to existing park lighting

Packer Park, Carnegie

Retaining wall rectification - works completed to replace the pedestrian bridge and retaining wall due to structural failures.

Road Reconstruction Works

- Wallace Avenue, Murrumbeena. Crosbie Road to Reid Street. Construction works completed.

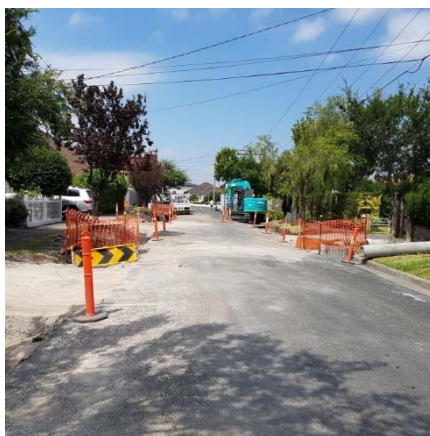


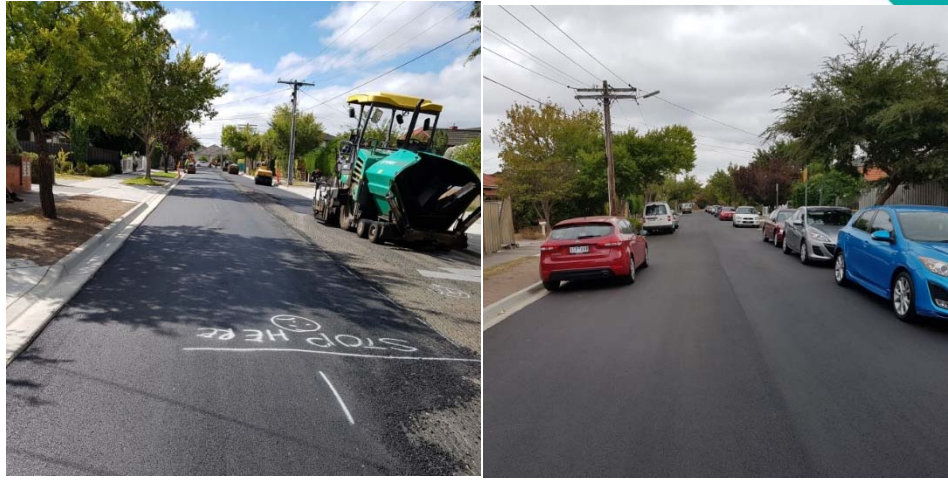


- Kinlock Ave, Murrumbreena. Brett Street to Reid Street. Construction works completed.



- Stewart St Reconstruction Murrumbreena Poath Road to Howe Street, construction works completed. Works included kerb and channel replacement, sections of road pavement and footpath replacement and road resurfacing. Installation of 179m of underground drainage up to 450mm diameter.





- Sussex Street Reconstruction Caulfield South Brooklyn Avenue to Steele Street. Construction works completed and included kerb and channel replacement, sections of road pavement and footpath replacement and road resurfacing. Installation of 200m of underground drainage up to 375mm diameter.

Neville Street reconstruction Stage 1 (Albert Road to Koornang Road) works are in progress. Works include reconstruction of kerb and channel, a section of road reconstruction, asphalt resurfacing works and installation of 441m length of underground drainage up to 2,100mm diameter RC pipes.





Drainage Works

- Lancaster Street Catchment Stage 3B Drainage Works, Bentleigh East. Completed works include a combination of conventional and detention storage totaling 319m of underground drainage up to 1,800mm diameter.



- Godfrey Street Easement Drain, Bentleigh. Completed works included 77m of underground drainage up to 300mm diameter.
- Noora Avenue Drainage Works, Bentleigh East. Works completed.



- Bealiba Road catchment Stage 2B, Caulfield South. Completed works include a combination of conventional and detention storage totaling 481m of underground drainage up to 1,800mm diameter.



- Buckingham Avenue catchment Stages 1 and 1A, Bentleigh. Winsor Avenue / Osborne Avenue and St James Avenue works completed. Works included a combination of conventional and detention storage to mitigate flooding impacts, with a total storage of 747m of underground drainage up to 1,800mm diameter.



- Neville Street Outfall Drainage construction works completed, with asphalt reinstatement to be completed in early 19/20. Works include a combination of conventional and detention storage with a total of 156m of underground drainage up to 525mm diameter.

Building Works - King George Pavilion redevelopment and extension

Construction works progressing.

- External paving works completed.
- Internal fit out commenced.
- Works on schedule for completion in quarter two of 2019/20.



CAPITAL WORKS PROGRAM UPDATE



DESIGN WORKS THIS QUARTER

Design projects progressed in quarter four included:

Aileen Avenue

- Design of new Open Space. Concept design and community consultation completed. Results of consultation reported to Council. Road discontinuance process commenced and detailed design to commence in quarter one of 2019/20.

Caulfield Park

- Refreshed Masterplan endorsed by Council in June 2019.

Outer Circle Railway

- Management Plan (including Boyd Park) endorsed by Council in March 2019. Detailed design works commenced.

Hopetoun Gardens

- Development of a refreshed Masterplan – Draft concept plan completed and endorsed by Council for community consultation which commenced in quarter four.

PERFORMANCE AT A GLANCE

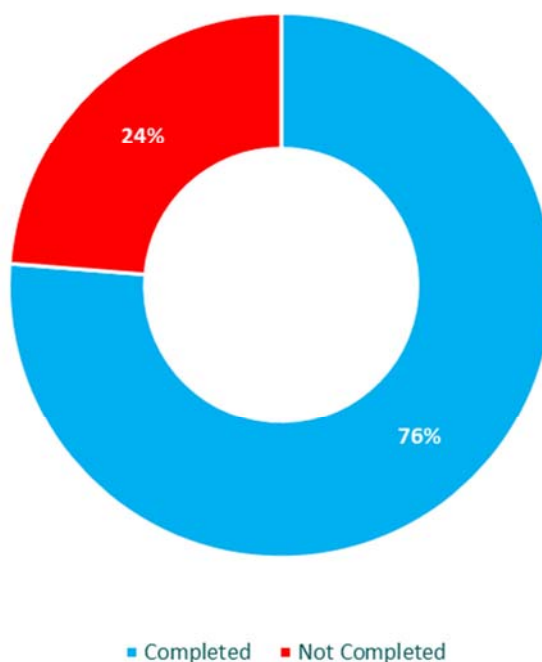


The *Council Plan 2017–2022* sets out five themes where Council will focus its efforts to enhance community experience over the next five years. These themes were developed in consultation with the community. The following section of this report tracks our performance in delivery against those five themes.

PROGRESS AGAINST GLEN EIRA COUNCIL AND COMMUNITY PLAN COMMITMENTS

Total Number of Community Plan commitments for 2018-19	59	%
Completed	45	76%
Not completed	14	24%

Performance At a Glance




Pages 28 to 54 provide an update on the *Council and Community Plan 2017–2021* commitments and related service performance indicators for each of the five themes.

LIVEABLE AND WELL DESIGNED

A WELL PLANNED CITY THAT IS A GREAT PLACE TO BE

COMMITMENT	PERFORMANCE MEASURE	PROGRESS UPDATE AS AT June 2019	
We will work with the Victorian Planning Authority to manage growth in our municipality in a way that involves the community and stakeholders, and addresses development, open space, business and transport.	Deliver a structure plan for East Village, Bentleigh East and substantially progress the structure plan for the Caulfield Station Precinct in partnership with the Victorian Planning Authority.	Council adopted the East Village Structure Plan in 2018 and endorsed planning controls which seek to implement the vision of the precinct. This is a culmination of multiple stages of community consultation and detailed exploration and analysis with a community reference group. Council has partnered with the Victorian Planning Authority to deliver this project and will continue working with the Department of Environment, Land, Water and Planning to address the authorisation conditions prior to exhibiting a Planning Scheme Amendment. We are also working with the Victorian Planning Authority to progress a Structure Plan for the Caulfield Station Precinct. Background studies will be commissioned and a plan to align this process with that of the Caulfield Racecourse Reserve Trust has been established.	
We will progress the development of a new vibrant community hub in Elsternwick.	Community consultation undertaken on feasibility and proposed components of the new community hub by June 2019.	The initial feasibility of the proposed community hub in Elsternwick has been completed. A comprehensive and multi-phased community engagement plan has been developed and community consultation is planned for early 2019-20.	
We will commence the statutory implementation of our structure plans for Bentleigh, Carnegie and Elsternwick.	Panel process concluded and amendments submitted to the Minister for Planning for approval.	A Planning Scheme Amendment Package to implement the structure plans for Bentleigh and Carnegie was endorsed by Council in December 2018. The Amendment was referred to the Minister for Planning for authorisation for public exhibition in January 2019. Council is awaiting formal advice for the Department of Environment, Land, Water and Planning on any issues that need to be resolved in order to progress the Amendment package. Council has progressed with the implementation of the structure plan for Elsternwick through the Elsternwick Urban Renewal South project. This includes a masterplan being produced for the commercial land along Nepean Highway. Council has concluded community consultation on a place analysis report and traffic assessment and will continue to work with a community reference group to produce a draft masterplan. This work will feed into the process of drafting a Planning Scheme Amendment for Elsternwick.	
We will update and refresh a minimum of two key Council community infrastructure strategies relating to recreation, open space and facilities.	<i>Naturestrip Planting Guidelines</i> endorsed by Council.	The Nature Strip Planting Guidelines were endorsed at the 19 March 2019 Council meeting.	
	Recreation Needs Analysis updated and endorsed by Council.	The Recreation Needs Analysis has been updated and endorsed by Council on 11 June 2019 for community engagement. The project has been renamed GET ACTIVE—The Future of Sport and Active Recreation.	
We will develop, consult and implement policies and controls that protect heritage, and the character of our residential areas.	Major Heritage Review amendment is endorsed by Council and submitted to the Minister for Planning for authorisation.	The stages of the heritage work program have been rescoped into multiple projects due to the size of the review, as outlined in the 2018 Glen Eira Planning Scheme Review Work Plan. So far, the assessments are underway for Elsternwick, Glen Huntly and Caulfield. Assessment is complete for Bentleigh and Carnegie and pre-amendment consultation undertaken for Bentleigh and Carnegie. The Post-War and Hidden Gems assessment has commenced, involving a review of heritage sites nominated by the public, the Glen Eira Historical Society and Council staff. The 50 most significant sites in this review will be included in the Glen Eira Planning Scheme. Panel completed in relation to the heritage amendment for the former Australian Broadcasting Commission site at 8 Gordon Street, Elsternwick.	
We will invest a minimum of \$30M through Council's <i>Capital Works Program</i> .	\$35M spent on <i>Capital Works Program</i> for 2018–19.	The actual capital spend as at 30 June 2019 is \$43M.	
We will further progress the development of a community focused multi-use recreation precinct for Lord Reserve, Carnegie Swim Centre, and Koornang Park, Carnegie.	Community consultation on concept plans for Carnegie Swim Centre and endorsement by Council.	Options, business case, initial feasibility and scope for Carnegie Swim Centre has been discussed with Councillors to inform concept plans, which are in progress.	
	Community consultation on concept masterplan for Lord Reserve / Koornang Park and endorsement by Council.	The Lord Reserve and Koornang Park Masterplan was adopted at the 25 June 2019 Council meeting.	



We will commence the implementation of a new "Eat Street" in Bentleigh.	Community consultation completed.	Community consultation on the Eat Street concept design was undertaken, which included two drop in sessions. The respondents thought key essentials were seating, trees and greenery, the ability to use all year round followed closely by weather protection and toilets.	
We will start planning for the development of a new food market in Carnegie.	A feasibility report on a future market as part of a development in the Carnegie Library car park presented to Council by June 2019.	Feasibility assessment has been completed and a report presented to Council at an Assembly meeting on 25 June 2019.	
We will refresh Glen Eira City Council's Municipal Strategic Statement to reflect recent strategic planning work, including the <i>Activity Centre, Housing and Local Economy Strategy (July 17)</i> .	Council adoption of planning scheme amendment and submission to Minister for Planning for approval.	The Planning Minister introduced a new structure for all Victorian Planning Schemes (VC148) on 31 July 2018. The process is supported by the Department of Environment, Land, Water and Planning who will help with converting the Municipal Strategic Statement into the new format Planning Policy Framework in the second half of 2019. Given this, Council can no longer update the Municipal Strategic Statement this financial year. Officers have commenced reviewing the Municipal Strategic Statement and local content in readiness for the conversion.	
We will guide better buildings in Glen Eira through the implementation of our <i>Quality Design Guidelines</i> .	Public exhibition of permanent planning controls which seek to implement the <i>Quality Design Guidelines</i> .	The implementation of the <i>Quality Design Guidelines</i> has occurred through the Bentleigh and Carnegie Structure Plan Planning Scheme Amendment which has not yet been authorised for public exhibition by the Minister for Planning. Council is awaiting formal advice for the Department of Environment, Land, Water and Planning on any issues that need to be resolved in order to progress the amendment package.	
We will take steps to increase the future availability of social and affordable housing in the municipality.	<i>Social and Affordable Housing Strategy</i> endorsed by Council for community consultation by December 2018. Ensure that the Section 173 Agreement for East Village contains provisions for delivery of affordable housing outcomes.	The <i>Social Affordable Housing Strategy</i> was endorsed by Council for community consultation at the meeting of 11 June 2019. A Section 173 Agreement has been drafted for East Village which includes provisions for the delivery of approximately 150 affordable homes.	

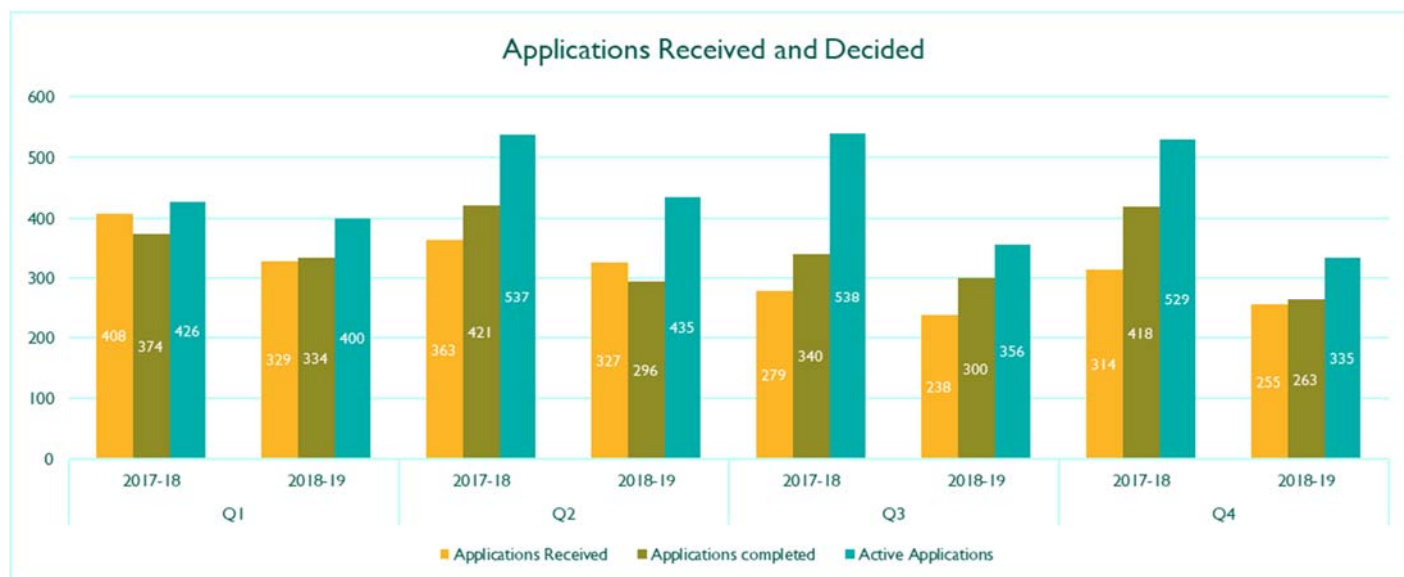
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SERVICE PERFORMANCE INDICATORS — PLANNING

The following service performance indicators are being monitored under

Theme 1 – Liveable and Well Designed

PLANNING APPLICATIONS RECEIVED AND DECIDED

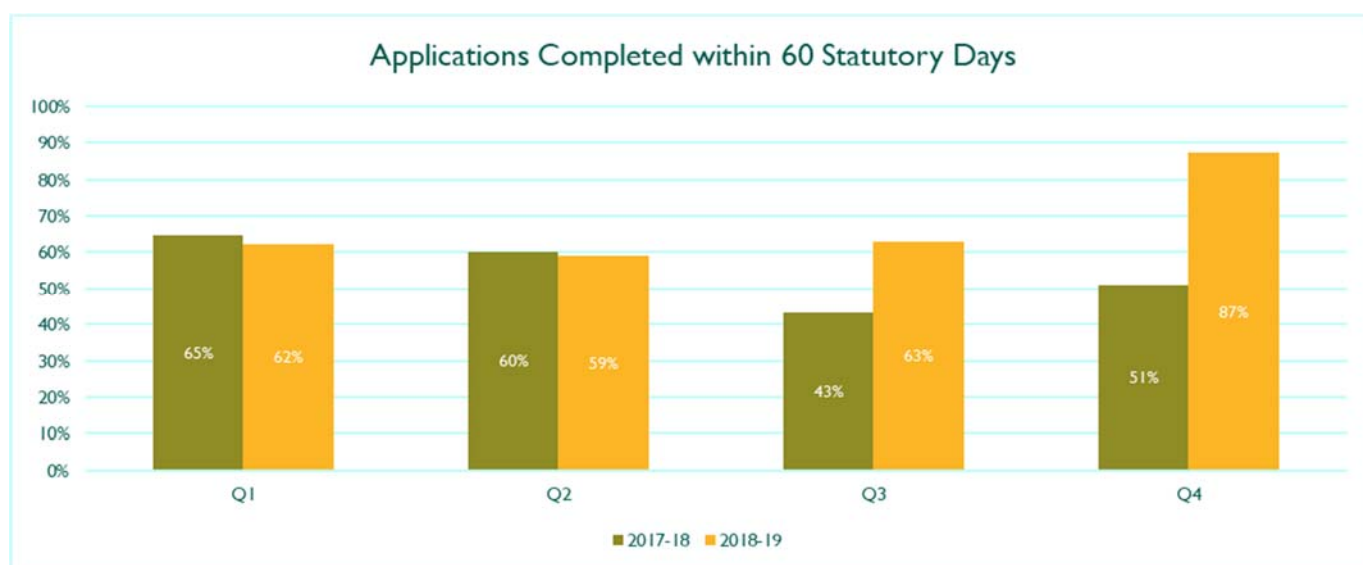


Comment: The number of applications received remains lower than in previous years which is likely due to uncertainties in the current housing and lending market.

Improved processes within Urban Planning have led to a lower number of Active Applications than the previous financial year and we believe this trend is likely to continue.

Decisions made in each quarter involve some applications lodged in the previous quarter.

PLANNING APPLICATIONS COMPLETED WITHIN 60 STATUTORY DAYS



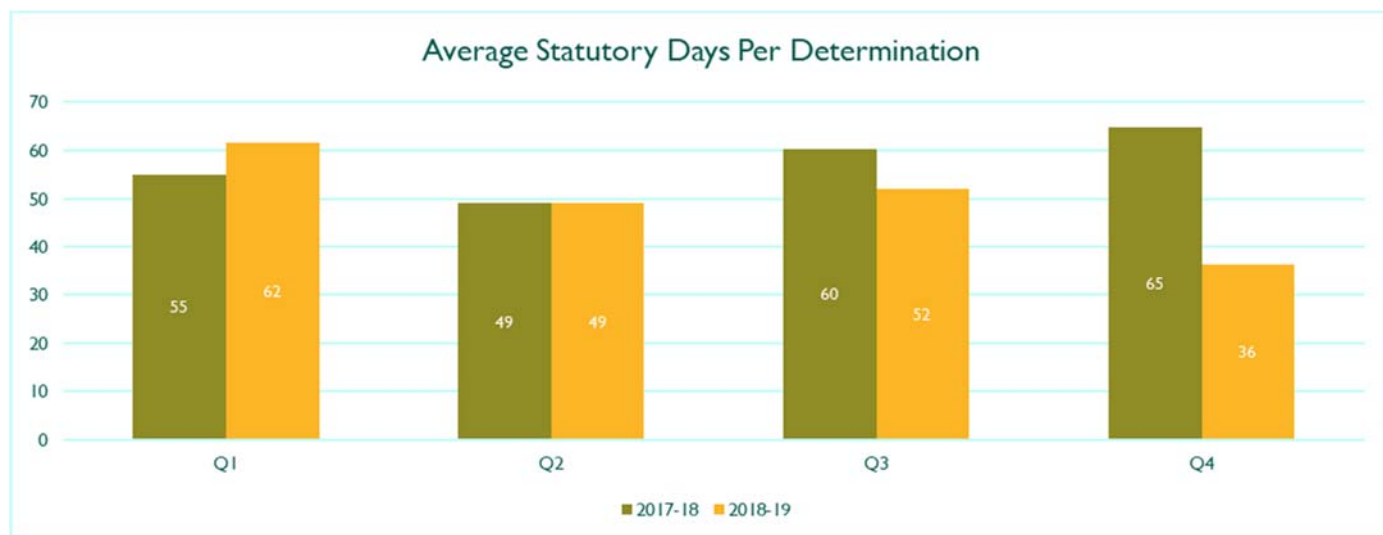
Comment: The fourth quarter of 2018/2019 saw a considerable improvement in the percentage of applications completed within 60 statutory days. This is the result of the transformation of the Urban Planning Department through implementing recommendations from a review of our service conducted in 2018. This is now setting Glen Eira planning as one of the highest performing Councils.

SERVICE PERFORMANCE INDICATORS — PLANNING

The following service performance indicators are being monitored under

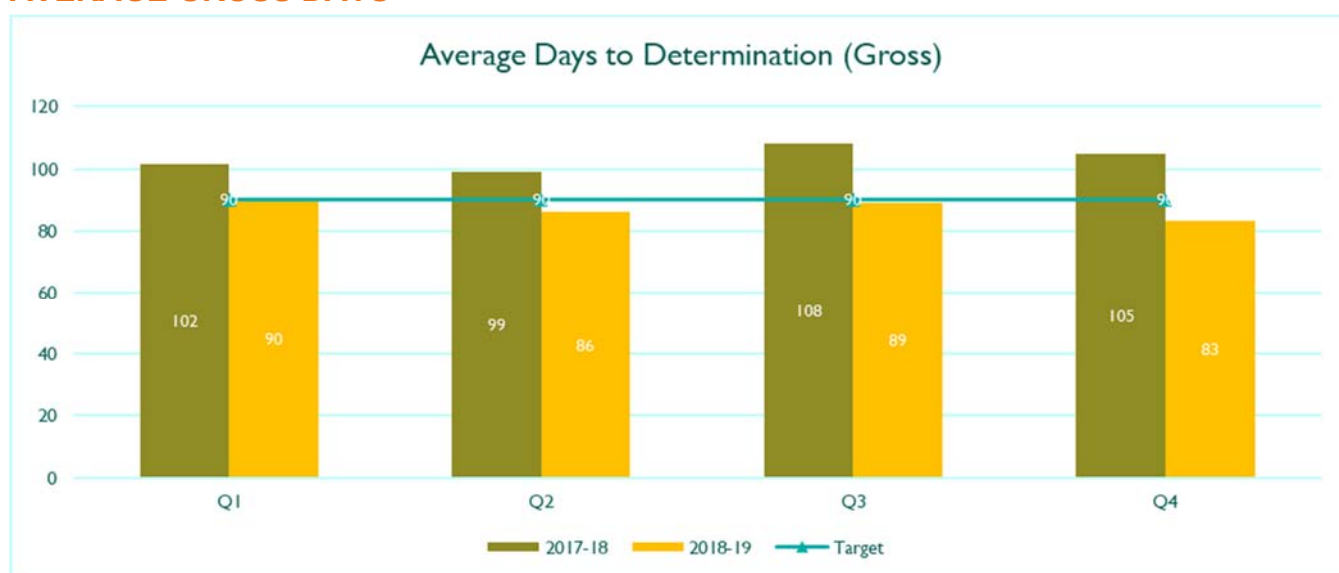
Theme 1 – Liveable and Well Designed

AVERAGE STATUTORY DAYS



Comment: Last year the data collection was manually based, and we are now able to capture electronic data through enhancements to the system leading to greater efficiency and accuracy. The figures show a marked reduction in average timeframes when measured against the previous year average. This is another positive sign of the success of the transformation of the Urban Planning Department.

AVERAGE GROSS DAYS

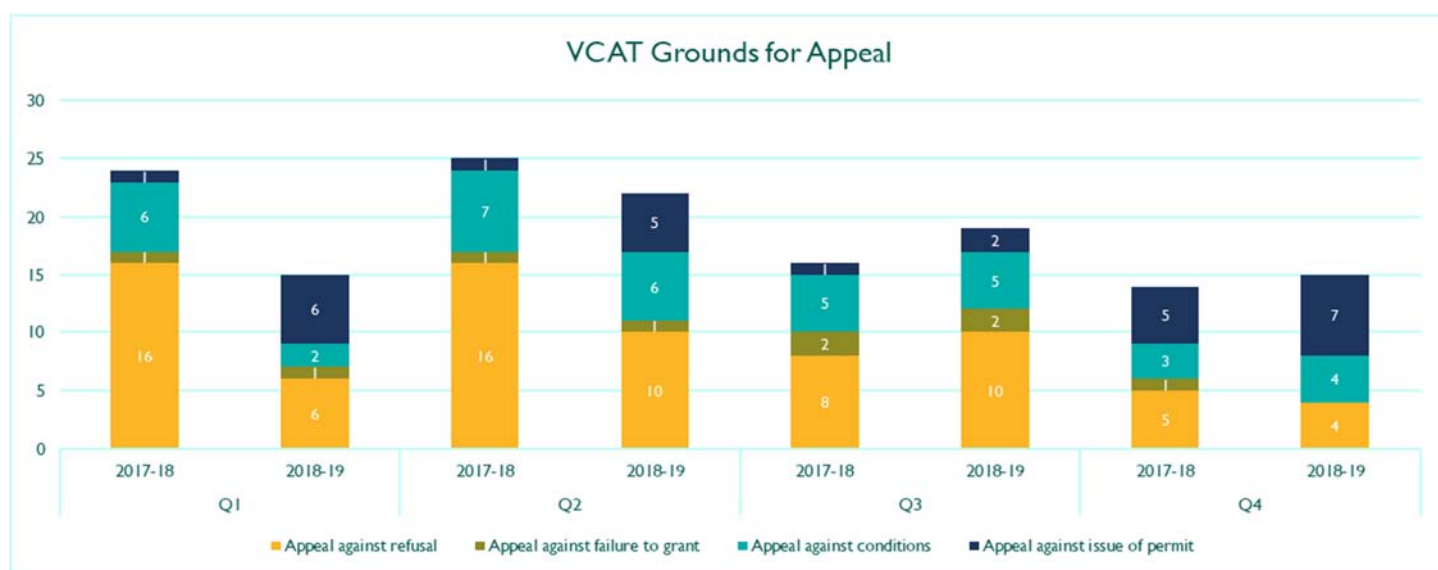


Comment: We have seen a significant and pleasing reduction in the average gross days to determination in quarter four which is a positive trend. It reflects improved monitoring of gross days as a performance measure within the team.

Note: This measurement is in calendar days, not statutory days. It is extracted from the State Government Planning Permit Activity Reporting Systems (PPARS).

SERVICE PERFORMANCE INDICATORS — PLANNING

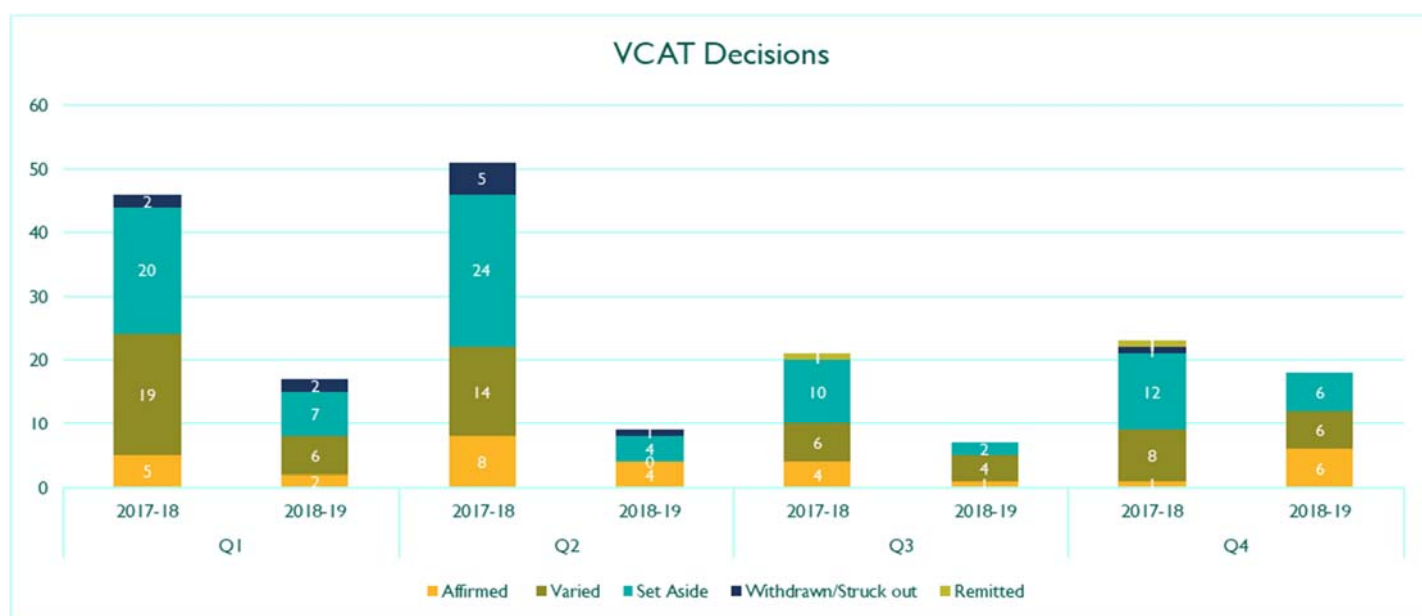
VCAT APPEALS AND REASONS FOR APPEALS



Comment: The number of appeals in quarter four has continued to be low. This demonstrates that our decision making is finding a reasonable balance between various stakeholder expectations.

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

VCAT DECISIONS



Comment: The number of VCAT decisions Council is receiving remains low, which is a result of the low number of appeals being lodged with VCAT.

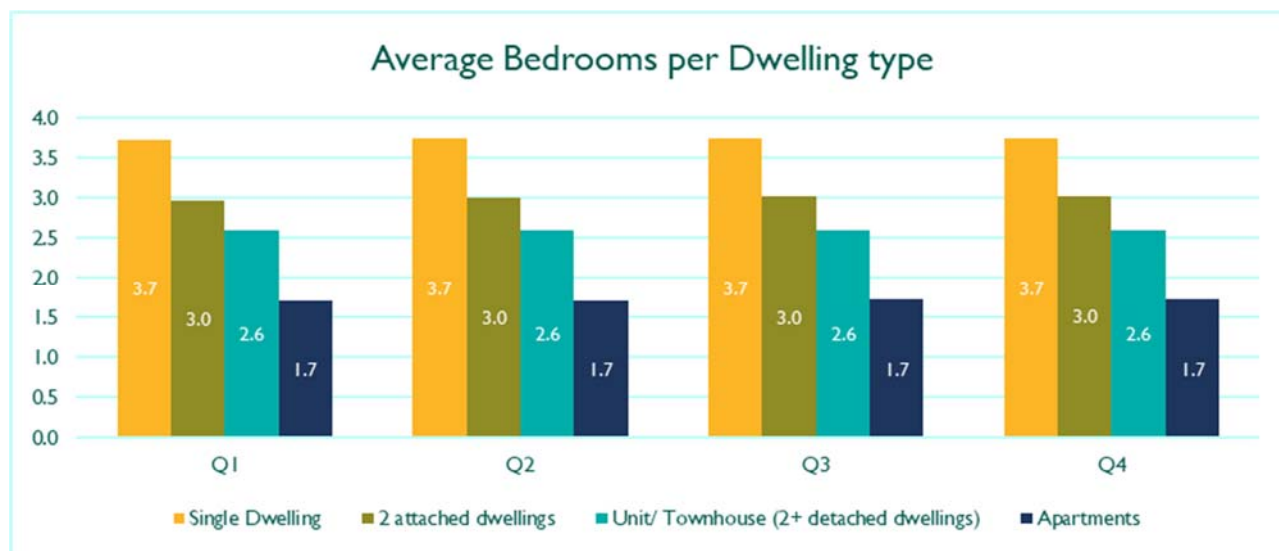
There has been an increase in the percentage of Council decisions being upheld by VCAT. This is reflective of the Urban Planning teams increased engagement with its customers to achieve good planning outcomes, combined with the clearer direction given through Council's structure planning.

SERVICE PERFORMANCE INDICATORS — PLANNING

TREND IN AVAILABLE HOUSING STOCK



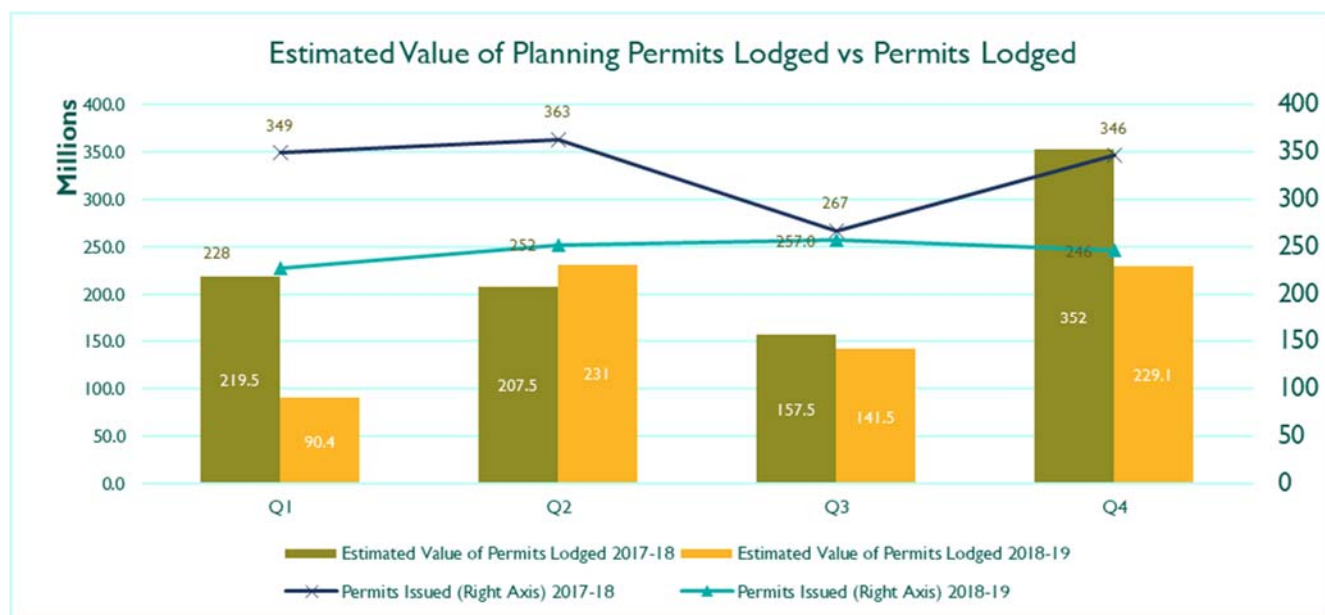
Comment: One or two bedroom apartments continue to be the major type of development within Glen Eira. Council's structure plans seek to counter this imbalance and provide a greater diversity of housing across the municipality.



Comment: The average bedroom numbers per dwelling has remained consistent across the year with 3-4 for houses and 1-2 bedrooms per apartments. Recent planning applications suggest that apartment sizes may be slowly increasing.

SERVICE PERFORMANCE INDICATORS — PLANNING

ESTIMATED VALUE OF PLANNING PERMITS LODGED

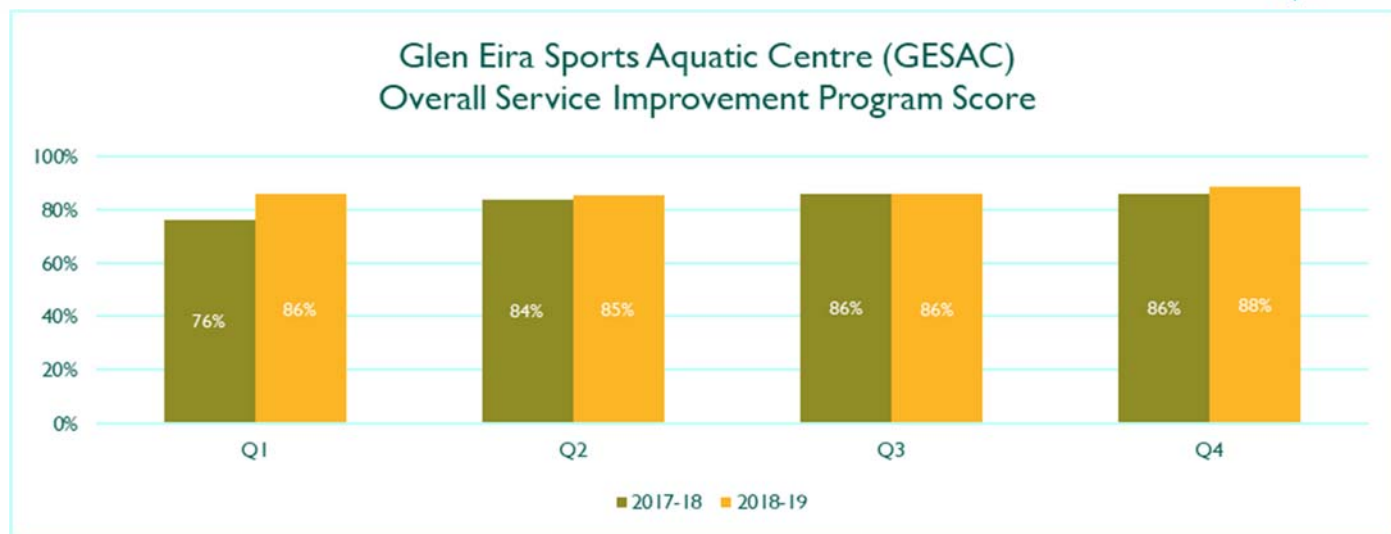


Comment: The softening of property prices and current lending conditions all impact on application numbers and sizes of proposed developments.

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

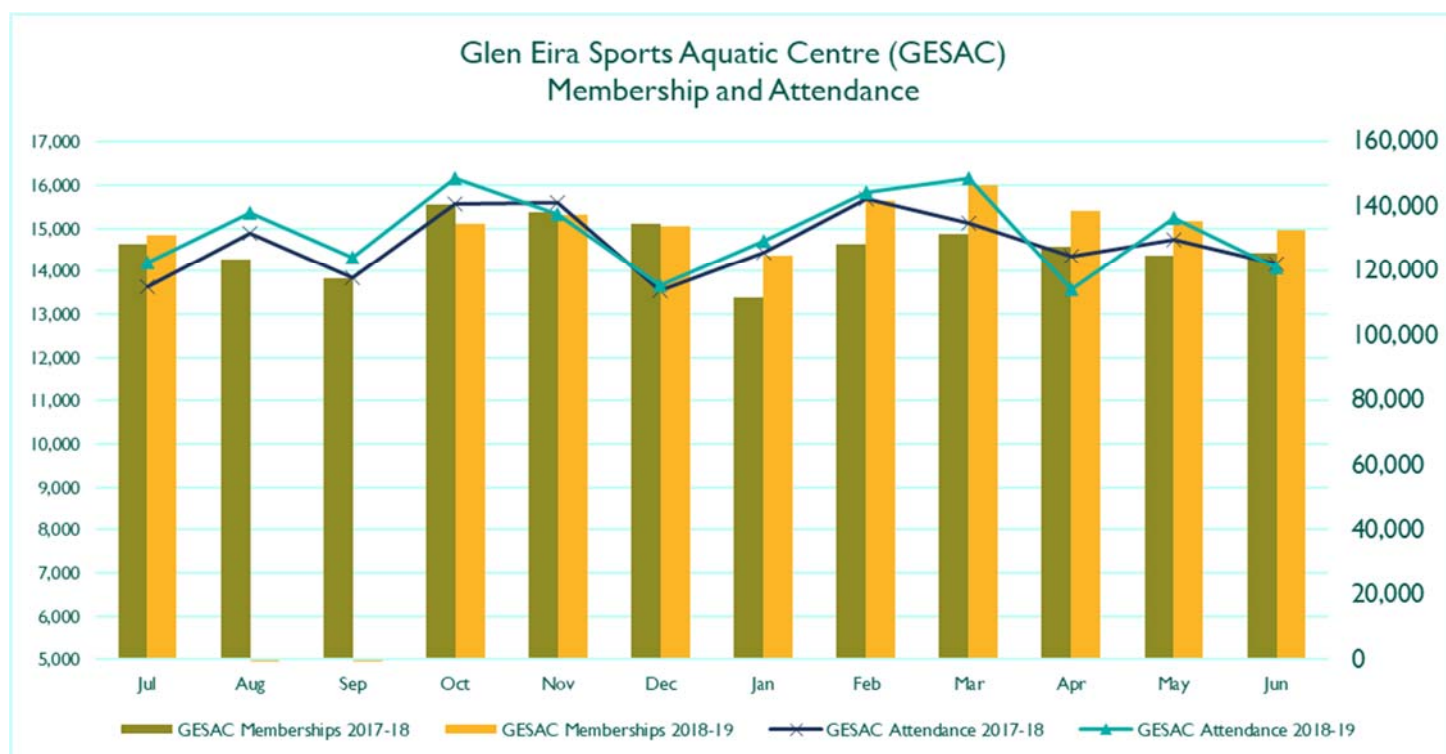
SERVICE PERFORMANCE INDICATORS — GESAC

OVERALL SERVICE IMPROVEMENT PROGRAM SCORE — GESAC



Comment: The Service Improvement Program identifies the level of customer service at GESAC. Each department is independently assessed monthly by BON Leisure staff and provided a score out of 100%. These departments are assessed against six key dimensions of cleanliness and presentation, communication, knowledge, presence and supervision, professionalism and staff appearance which are benchmarked across the industry. GESAC has received consistently high scores results for 2018/19 compared to the previous 2017/18 year.

GESAC MEMBERSHIP AND ATTENDANCE



Comment: GESAC Membership numbers and attendance results were once again strong over the past 12 months. There were the standard seasonal peaks and dips in attendance and memberships during the warmer months and the colder months which we could also attribute to some pool closures. The first six months of 2019 provided some stronger results for GESAC following significant improvements to the group fitness timetable by adding over 30 Reformer Pilates classes and increasing the functional training space. Once again the stadium programs performed at capacity with an increase into the junior development programs. Cancellations for the 12 months were lower than the previous year demonstrating GESAC is meeting and exceeding the standards expected by members.

ACCESSIBLE AND WELL CONNECTED



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

COMMITMENT	PERFORMANCE MEASURE	PROGRESS UPDATE AS AT June 2019	
We will develop pilot projects in line with our new <i>Integrated Transport Strategy</i> , with a focus on creating safer and walkable neighbourhoods.	Pilot one pedestrian safe neighbourhood project.	A draft <i>Safe Neighbourhood Plan</i> has been developed and released for community feedback. This <i>Plan</i> was formed with the input of a community reference group and broader community engagement. The consultation included targeted conversations with key stakeholders, pop-ups at Coatesville Primary School and Community Reference Group workshops. Looking forward, the <i>Plan</i> will be updated based on the outcomes of community consultation and considered for adoption at a Council meeting, before moving into the detailed design and implementation phases.	
	Pilot one corridor improvement for safe cycling project.	In September 2018, Council resolved to pilot a new safe cycling corridor in Inkerman Road. Between February and June 2019, Council has consulted with the community to seek their opinions, aspirations and ideas. In response to community feedback, a decision was made to explore alternative routes for the project. The analysis of these four routes is underway and officers have engaged the Department of Transport and Port Phillip City Council in the process. A report detailing the assessment of the routes and outcomes of the conversations from these stakeholders is being developed and will be released for community input.	
	Pilot with one school for the Active Schools project (safe travel to school) initiative.	Term four Active Schools Pilot with Valkstone Primary ended in December 2018. Evaluation illustrated overall a 30% increase in students walking to school in the morning and a 21% reduction in vehicle traffic. The afternoon period showed a 13% increase in walking and 19% reduction in vehicle transport. The Golden Ticket program resulted in 910 tickets being submitted representing the number of times individual walks to school had been completed. Valkstone Primary School Principal stated, "plenty of students walking riding and scooting and there was lots of enthusiasm". Council has signed up for the 2019 Walk to School program off the back of this program.	
We will develop and implement a new <i>Car Parking Policy</i> based on the principles of the <i>Integrated Transport Strategy</i> .	Adopt and implement a <i>Car Parking Policy</i> .	Due to the interdependencies between a parking policy and the live pilot projects that Council is currently undertaking, a draft <i>Parking Policy</i> will be developed and released to the community for feedback in the new financial year. The paper will be released as part of a broader transport package, so that the complexity, challenges, opportunities and interrelationship of each project can be better understood, resulting in more meaningful engagement with the community.	
We will update our action plans for walking and cycling based on the principles of the <i>Integrated Transport Strategy</i> .	Update and endorse a revised <i>Walking Action Plan</i> and <i>Cycling Action Plan</i> .	Council has drafted walking and cycling action plans which will be presented to the community for feedback in the new financial year and adopted by December 2019. The documents will be presented as part of a broader transport consultation package.	
We will work with the Level Crossing Removal Authority to implement upgrade works to Neerim Road, Murrumbeena in line with community feedback and Council endorsed designs.	Commence the upgrade of Neerim Road, Murrumbeena streetscape works.	The original staging of the project works was reviewed following unforeseen issues with third party authorities and tender responses. Broader activity centre impacts have been considered and engagement on concepts in line with Council's endorsed Murrumbeena streetscape layout will commence with traders and residents in 2019-20.	



We will undertake a gap analysis on public transport availability and accessibility across the municipality.	A gap analysis prepared with community consultation and reported to Council. Gap analysis informs Council's advocacy efforts with State Government.	A draft <i>Public Transport Gap Analysis and Advocacy Reference</i> document was endorsed by Council in April 2019 for community consultation. The consultation concluded in May 2019. The document will be released for a second stage of community consultation in the new financial year, when it is presented as part of a broader transport consultation package.	
We will construct a number of new footpaths throughout the municipality, creating connections where there are missing footpaths.	Construct one kilometre of new footpaths in prioritised locations across the municipality.	1.15 kilometres of new footpaths were constructed at 12 locations across the municipality.	

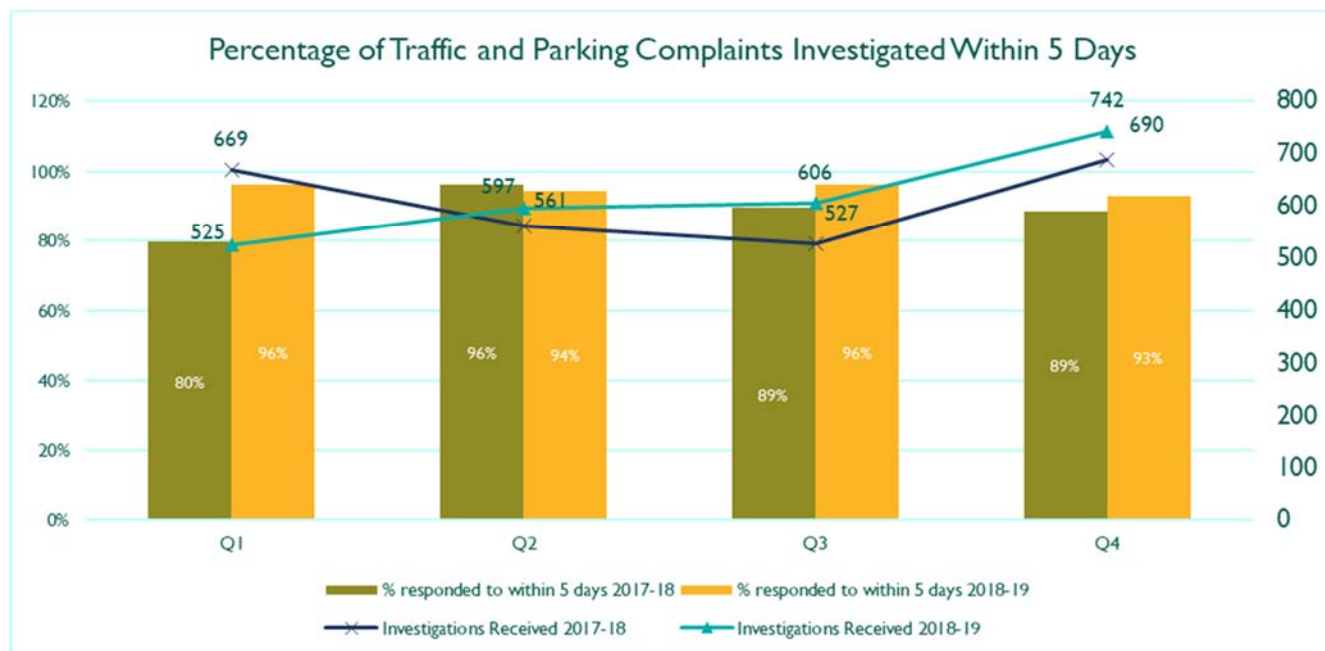
■ Completed ■ Not Completed

SERVICE PERFORMANCE INDICATORS — TRAFFIC AND SAFETY

The following performance indicators are being monitored under

Theme 2 – Accessible and Well Connected

TRAFFIC AND PARKING COMPLAINTS RESPONDED TO WITHIN FIVE DAYS



Comment: A total of 742 investigations were completed in the last quarter of 2018-19. This is 52 more than the same period last year. This is most likely due to the ongoing transitioning of our new in-house team and additional contracted part-time staff member working two days a week. The response rate for this quarter is reasonable given the recent changes to our department.

COMMUNITY SAFETY AUDITS

An independent road safety auditor has been appointed to carry out audits at three schools and two local neighbourhood centres.

Road safety audits have been carried out at the following schools:

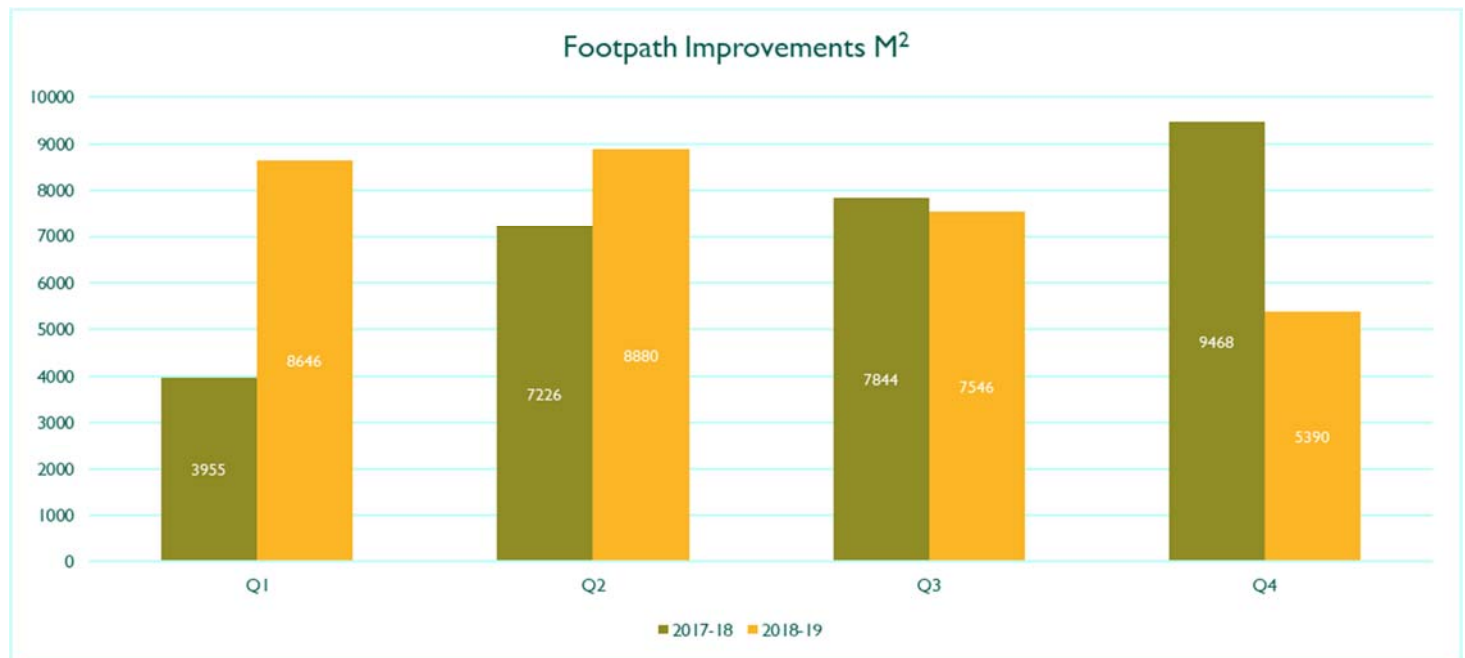
1. Adass Israel School, Elsternwick
2. Wesley College, Elsternwick
3. Our Lady of the Sacred Heart, Bentleigh

Road safety audits were also carried out at the following local neighbourhood centres:

1. Patterson Road shopping village, Bentleigh (Completed in quarter 1)
2. Alma Village, Caulfield North

SERVICE PERFORMANCE INDICATORS — FOOTPATHS

FOOTPATH IMPROVEMENTS



Comment: Our planned footpath program was completed early in the 2018/19 year due to favourable weather conditions. Additional programmed works have also been brought forward from 2019/20 and been completed within this period.

SAFE, HEALTHY AND INCLUSIVE

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

COMMITMENT	PERFORMANCE MEASURE	PROGRESS UPDATE AS AT June 2019
We will develop a <i>Youth Strategy</i> which addresses the needs outlined in the <i>Glen Eira Student Resilience Survey 2017 Report</i> .	<i>Strategy</i> developed and endorsed by Council.	A <i>Glen Eira Youth Strategy 2019–2023</i> was developed and was endorsed at the 11 June 2019 Council Meeting. The <i>Strategy</i> sets out a vision, key priority areas and actions that have been developed in partnership with 4,492 young people, through a comprehensive community engagement process. A range of key challenges faced by young people were identified, including; school stress; parental pressure; anxiety and depression; alcohol and drugs; online safety; positive body image for young females; respectful relationships for young males; development of social skills; positive self-esteem; and the need for more employment pathways and volunteering opportunities.
We will support crime prevention in the municipality through the delivery of key activities under our <i>Community Safety Plan 2018–2022</i> and Community Safety Committee.	Implement and evaluate a pilot program of at least four neighbourhood and street activities which will build connections.	A program of five neighbourhood activities has been completed and the learnings will form part of a future project to promote neighbourhood connections. The neighbourhood activities included local street parties and barbecues in local parks and were successful in getting neighbours to know each other.
	Partner with Victoria Police and key stakeholders to conduct quarterly community safety engagement activities.	Five police community engagement activities were completed across the municipality at shopping centres and a farmer's market. Two <i>Coffee with a Cop</i> activities were held in Bentleigh East, two in Carnegie and one in Ormond. Victoria Police felt they really connected with the community and families in Glen Eira, and consider the engagement activities a success.
We will continue to implement all-abilities access in Council managed community facilities, aligned with Council's <i>Disability Action Plan 2017–2021</i> .	Implement upgrades in a number of Council facilities, including: Caulfield Park Pavilion; Caulfield Recreation Centre; Glen Huntly Park Pavilion; and Council depot buildings to ensure all-abilities access.	Necessary works to improve access for all-abilities has been undertaken in a number of Council buildings. The types of works completed included: installation of compliant handrails, anti-slip strips for stairs, compliant ramps, brail signage and <i>Disability Discrimination Act</i> compliant equipment; widening of disabled parking spots and renewal of external entrances. Completed sites in 2018–19 included high priority pavilions such as Caulfield Park Pavilion (old); Glen Huntly Park Pavilion; Koornang Park Pavilion; Bailey Reserve Pavilion (main) and Bailey Reserve Pavilion (softball). Other sites included: Town Hall, Caulfield; Moorleigh Village, Bentleigh East; Parks Depot Offices, Caulfield North; Glen Works Depot, Moorabbin; Caulfield Recreation Centre, Caulfield South; and Elsternwick Maternal Child Health Centre, Elsternwick.
We will provide and continue to maintain an online collaboration tool for small business.	Minimum of 50 per cent of small business owners who attend Council's <i>Connection Economy</i> events register for the online platform.	57 per cent of small business owners who attended Council's <i>Connection Economy</i> events have registered for the online platform.
We will invest in increased compliance activity around building sites in order to improve safety and amenity during major construction works.	Decrease in the number of complaints received.	Council's enforcement strategy continues to have a positive impact with complaints dropping by 7 per cent in 2018–19 from the previous year. We received 1,319 complaints in 2017–18 and 1,231 complaints in 2018–19. We also saw an increase in compliance with permit conditions.
We will develop a <i>Family Violence Action Plan 2018–19</i> .	Conduct a campaign to raise awareness of Council's actions. A minimum of 90 per cent of 2018–19 actions are delivered.	95 per cent of actions and commitments in the <i>Family Violence Prevention Action Plan</i> were completed (63 actions were completed/or are in place and ongoing, and three actions remain in progress/ partially completed).



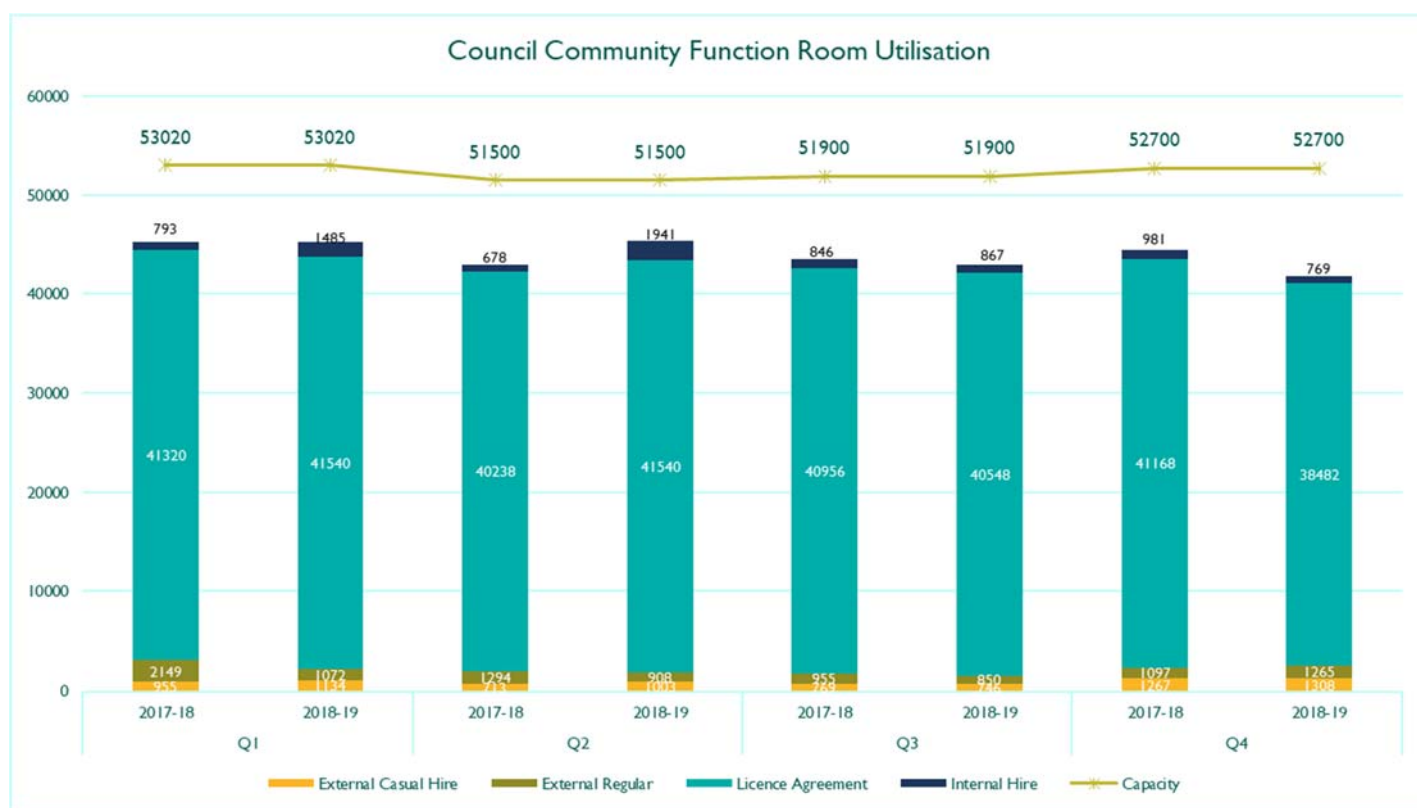
We will review our <i>Community Grants Program</i> to ensure it is aligned to the achievement of the <i>Glen Eira Council and Community Plan 2017–2021</i> outcomes.	A new look <i>Community Grants Program</i> is launched by March 2019.	We launched our new look community grants program; this included the introduction of a transformed Annual Grants program that presented two new grant streams; Community Strengthening and Partnership and Event grants as well as a small grants program pilot to provide community organisations the opportunity to apply for up to \$1,000 to be allocated over the year.	
We will enhance volunteering opportunities within Council to increase community participation.	Development of a framework for volunteering within Council.	The Glen Eira Volunteer Framework was developed and endorsed at the 11 June 2019 Council Meeting.	
We will complete an 'innovate' <i>Reconciliation Action Plan</i> and implement key activities associated with the <i>Plan</i> .	A minimum of 90 per cent of 2018–19 actions implemented.	Our <i>Reconciliation Action Plan</i> was endorsed by Reconciliation Australia and by Council in October 2018 and implementation has commenced. Ninety per cent of actions planned for the current financial year have been completed and other elements are in progress.	
We will deliver a community garden at Moorleigh Village.	Community garden established by June 2019	The community garden at Moorleigh Village was opened in May 2019 and has an active community group promoting participation.	
We will consult the community on the design for a Community Shed at Moorleigh Village.	Concept designs completed and project 'shovel ready' by June 2019.	A concept design plan for a community shed at Moorleigh Village is complete and will be put out to tender in July 2019.	
We will consult with the community on plans for improvements to Bentleigh Library and Youth Hub.	Community consultation and design completed for improvements to Bentleigh Library and Youth Hub.	Community consultation on the concept designs for the Bentleigh Library and Youth Hub integration and upgrade project has been undertaken.	

■ Completed ■ Not Completed

SERVICE PERFORMANCE INDICATORS — COUNCIL FACILITIES

The following performance indicators are being monitored under Theme 3 – Safe, Healthy and Inclusive

UTILISATION OF COUNCIL COMMUNITY FUNCTION ROOMS

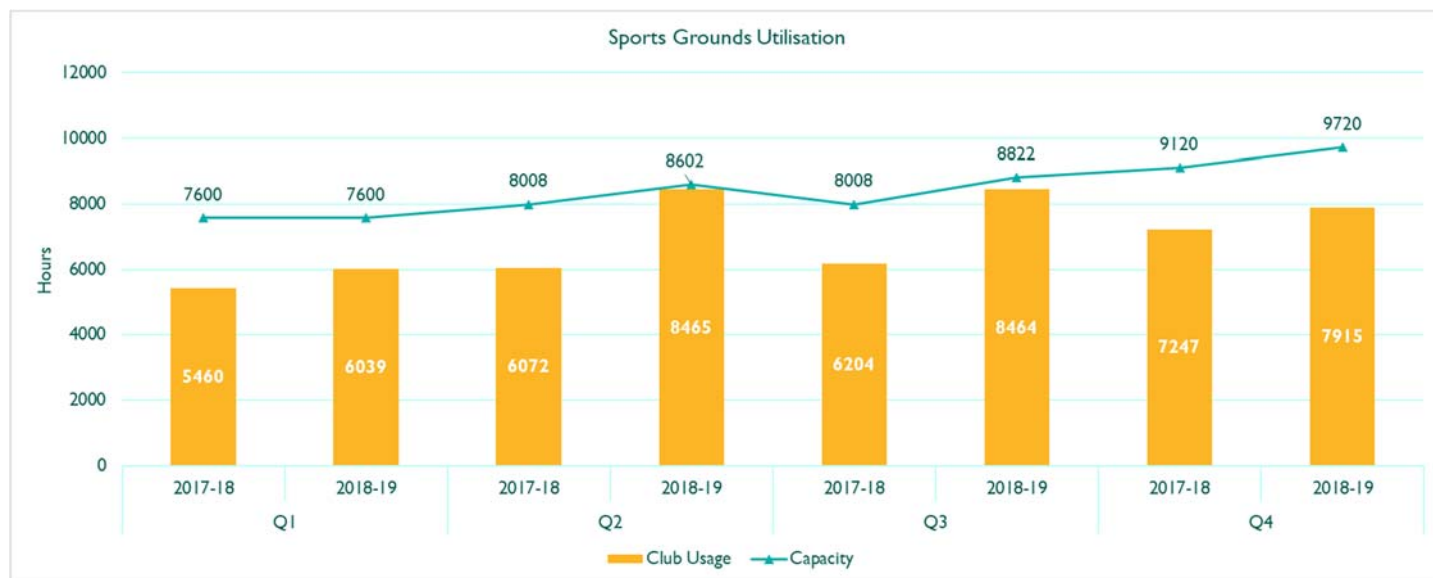


Comment:

- Figures above represent the monthly bookings of Council's eleven Community Function Rooms: Bentleigh McKinnon Youth Centre, Caulfield Park Pavilion and Community Room, DC Bricker Function Room, Duncan Mackinnon Reserve Social Room, East Caulfield Function Room, Glen Huntly Park Function Room, McKinnon Public Hall, Murrumbeena Function Room, Packer Park Function Room, Moorleigh Function Room and the Moorleigh Community Village Centre.
 - Users consist of a mix of community casual hire, regular hire (e.g. judo, ballet, gymnastics and Pilates groups), licence agreements and internal Council bookings.
 - Licence agreements are in place for rooms at Moorleigh Community Village Centre, Bentleigh McKinnon Youth Centre (YMCA Victoria) and DC Bricker Pavilion (Sandringham Dragons).
 - Figures exclude the Town Hall and Carnegie Library Rooms.
 - At venues other than our licence agreement venues, there is capacity and opportunity to increase casual hire and external regular hire usage.
- *Glen Huntly Park Function Room was closed for three months due to updates and all other facilities were closed for a week due to painting upgrades.

SERVICE PERFORMANCE INDICATORS — COUNCIL FACILITIES

SPORTS GROUND USAGE

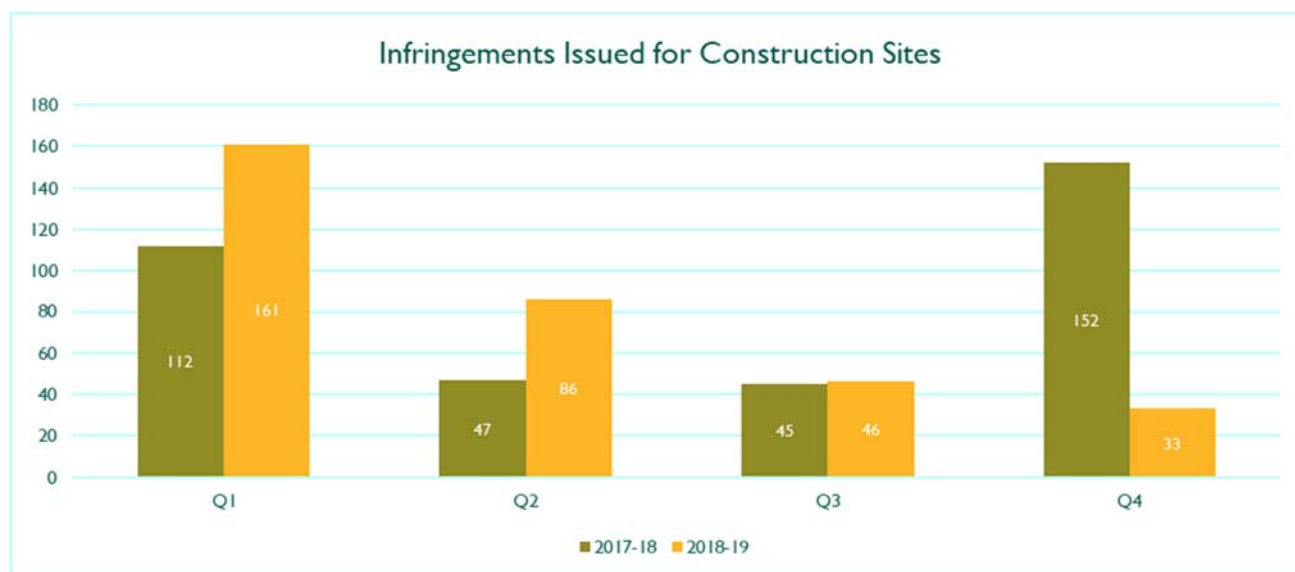


Comment:

- Quarter three figures do not account for pre-season training use. This would represent an additional 300-400 usage units.
- Summer sports usage differs from winter sports usage, as cricket usage only allows two teams to be allocated to a timeslot in summer.
- Oval 1 at Bailey Reserve closed in quarter one and quarter two for reconstruction. Bentleigh Reserve closed in quarter two. Oval 1 at Bailey Reserve was used in quarter three, however in limited capacity in line with turf management requirements.
- School and casual usage and passive (dog walking and active play) usage is not calculated as part of the weekly allocated hours per sports ground and not included in the graph. Usage including school use is 200 units under maximum capacity.
- Quarter four capacity increased due to all grounds being available for use, although some with limited hours due to turf establishment.

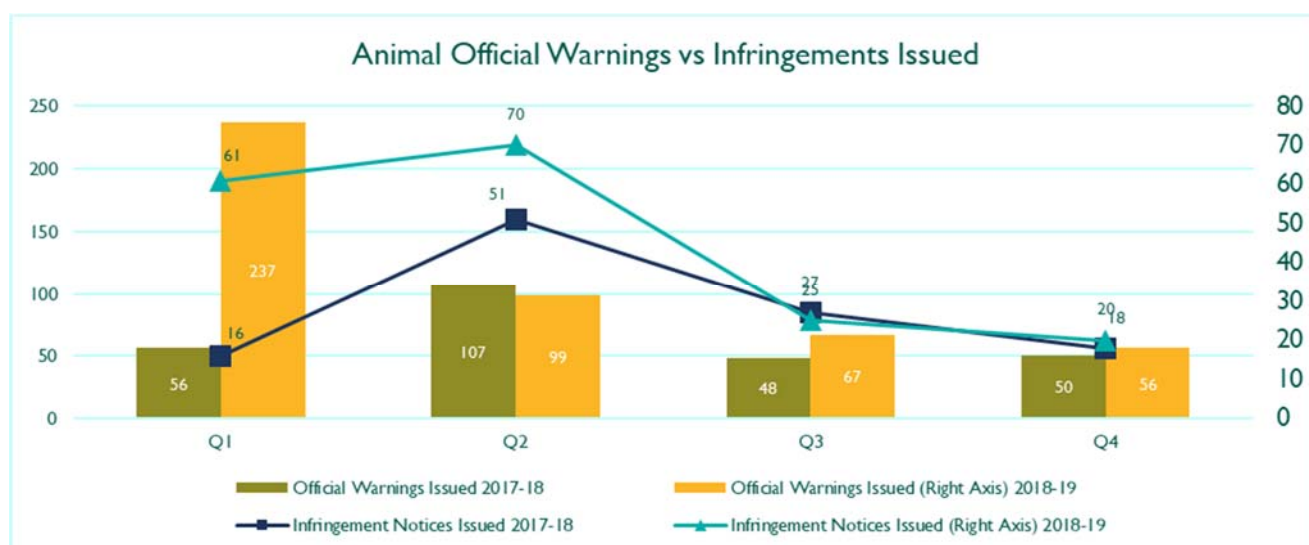
SERVICE PERFORMANCE INDICATORS — LOCAL LAWS

INFRINGEMENT NOTICES ISSUED FOR CONSTRUCTION SITES



Comment: Infringements issued have continued to drop from last quarter. This can be attributed to both a slowing down in construction activity and Council's enforcement strategy continuing to have a positive impact.

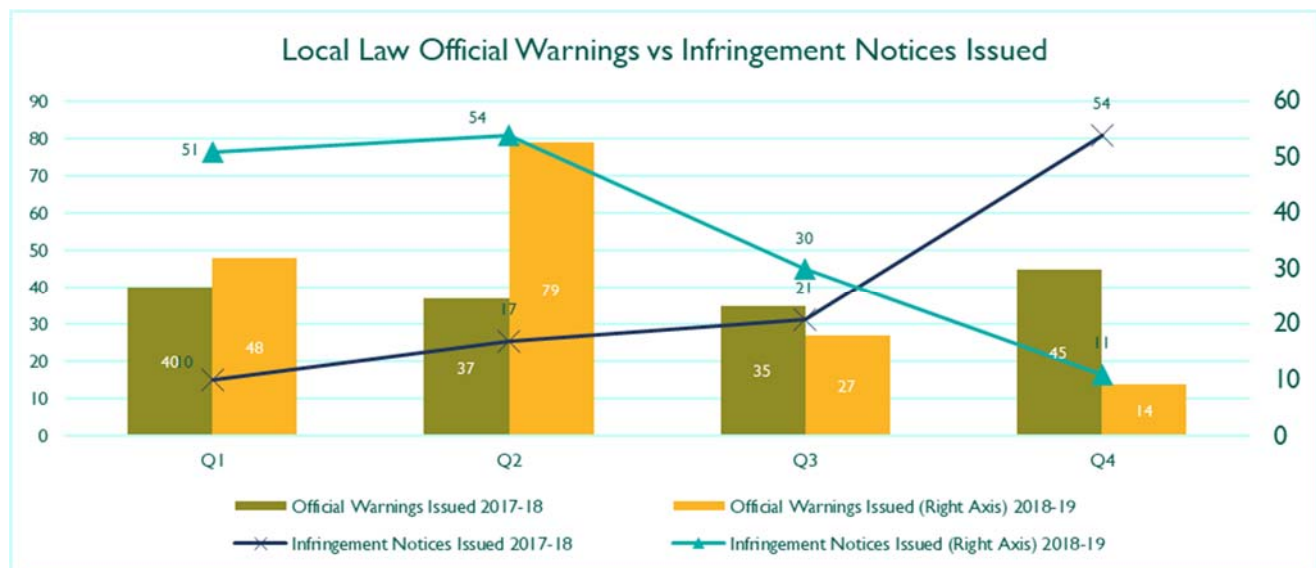
ANIMAL OFFICIAL WARNINGS VS INFRINGEMENTS ISSUED



Comment: Official warnings and infringements remain consistent in number and ratio with the previous June quarter. Both are expected to increase significantly next quarter as part of Council's follow up on animal renewals not yet paid.

SERVICE PERFORMANCE INDICATORS — LOCAL LAWS

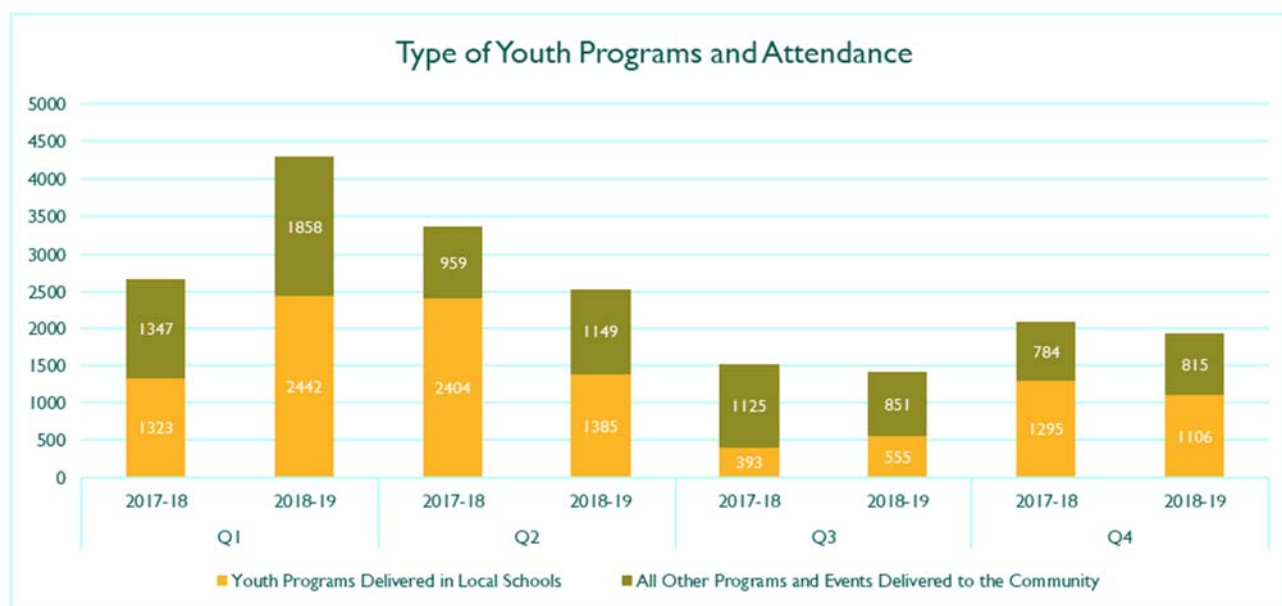
LOCAL LAW - OFFICIAL WARNINGS VERSUS INFRINGEMENT NOTICES ISSUED



Comment: There was a significant drop in both official warnings and infringements in the June quarter. This can be attributed to the benefits from Council's continued enforcement and education strategy with an increase in compliance with permit conditions.

SERVICE PERFORMANCE INDICATORS — COMMUNITY SERVICES

NUMBER OF YOUNG PEOPLE ATTENDING PROGRAMS



Comment: 2018-2019 saw approximately 5% increase in the overall number of youth contacts compared to 2017-2018. This was mainly due to well attended youth events and parent information nights. Although the number of school programs delivered in 2018-2019 remained consistent, the redevelopment of the Primary School 'Moving Up' transitions program from three workshops to two, allowed Youth Services to deliver more programs to secondary school students.

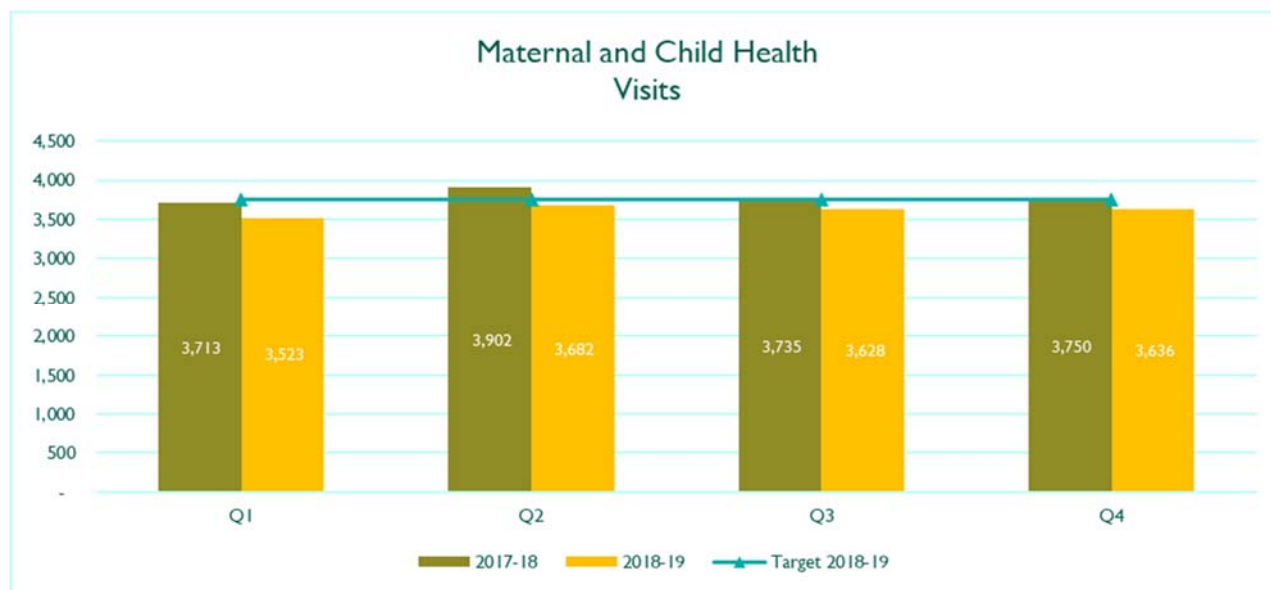
FOOD SAFETY INSPECTIONS



Comment: The number of inspections remains generally consistent with a pleasing reduction in the number of failed inspections. A failed inspection is when a deficiency is found by a Council officer that poses an immediate serious threat to public health and must be followed up by the Council. This includes situations where there is a serious risk of food being sold that is unsafe to eat.

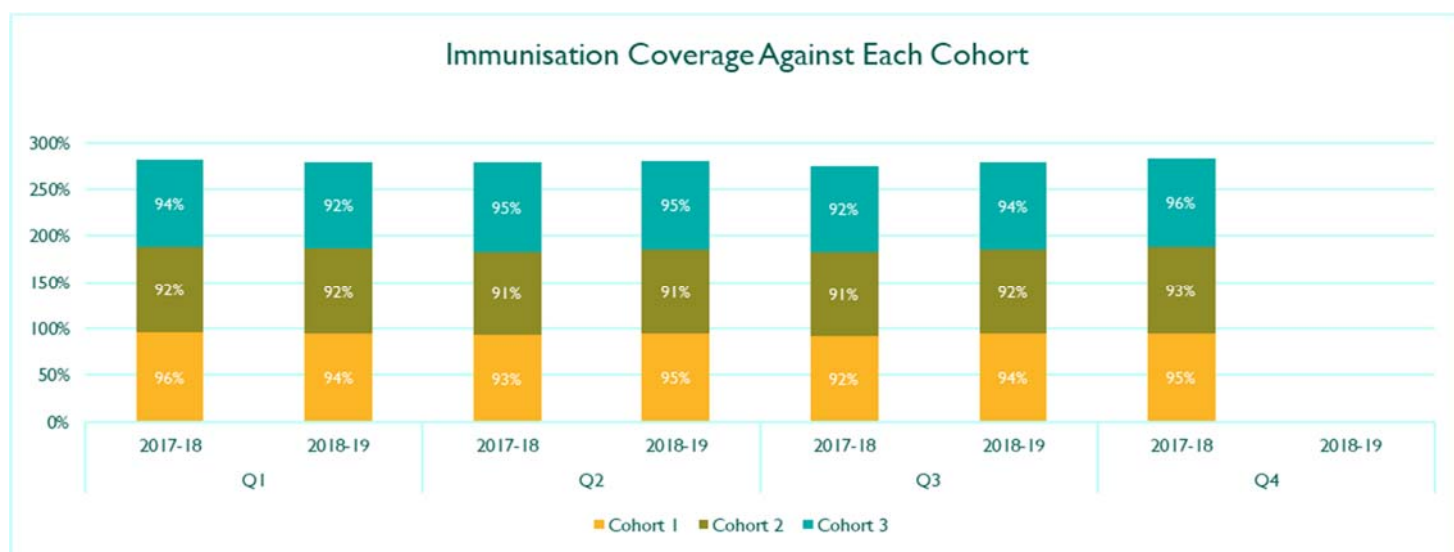
SERVICE PERFORMANCE INDICATORS — COMMUNITY SERVICES

MATERNAL AND CHILD HEALTH SERVICES



Comment: Visit numbers each quarter are dependent upon when children are born each year and when scheduled visits fall. Birth notices were slightly higher than the 2017-2018 financial year but on average over the last six years there are approximately 1,730 births in Glen Eira each year.

IMMUNISATION COVERAGE AGAINST EACH COHORT

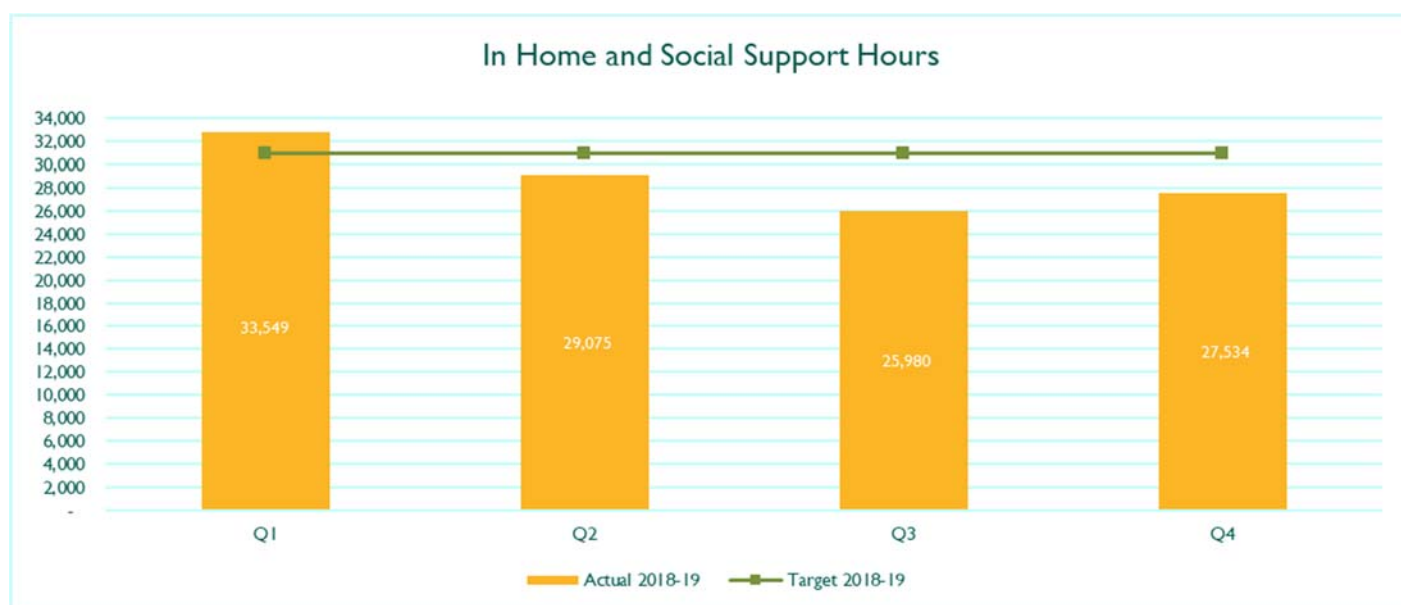


Comment: At the time of preparing this report, data for Q4 was not available from the Department of Health and Human Services.

Cohort 1 - Children must receive all required vaccines by the age of one year and three months; Cohort 2 - Children must receive all required vaccines by the age of two years and three months; Cohort 3 - Children must receive all required vaccines by the age of five years and three months.

SERVICE PERFORMANCE INDICATORS — COMMUNITY SERVICES

IN HOME AND SOCIAL SUPPORT



Comment: All requests for Council services were delivered in line with funding agreements and are trending in line with targets. Over the year service hours reduced through quarters one to three as clients transitioned to NDIS. Hours and clients have since stabilised as the transition nears completion. As such, output for quarter four has begun to climb again. Quarter three hours are generally lower as numbers attending Social Support Groups in January reduce due to holidays, which account for around 3000 hours. The demand for Meals continues to fall and was impacted by a Lysteria outbreak in February. A new contract was awarded in June.

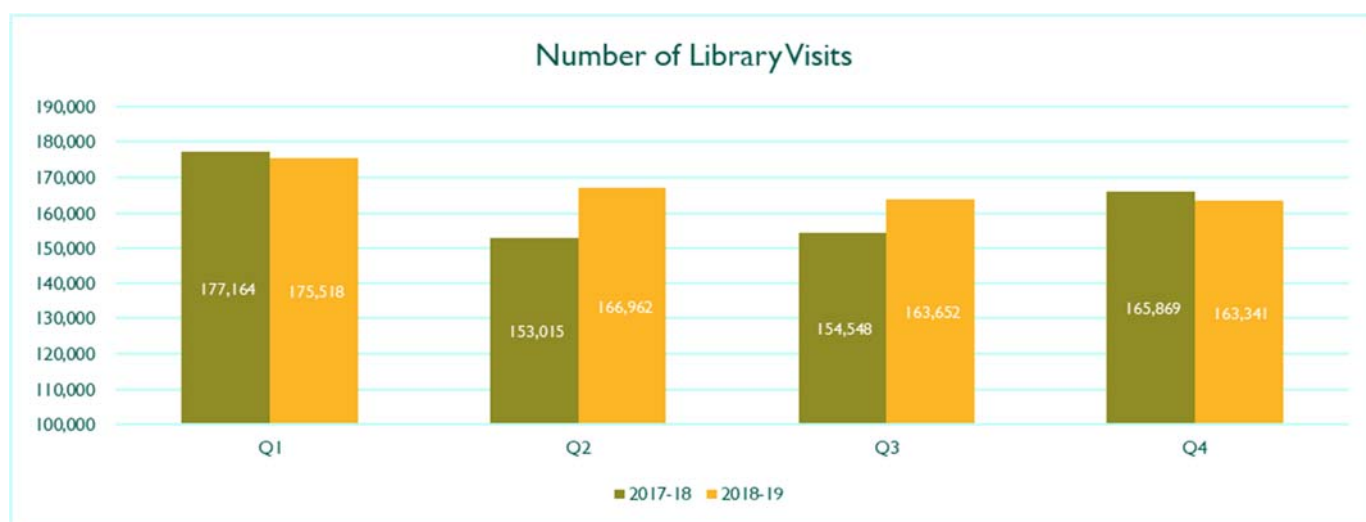
LIBRARY LOANS



Comment: A slight decrease in physical item loans (-0.93%) in quarter four was offset by an increase of almost 11% in digital item loans resulting in a marginal increase in overall loans compared to last quarter four.

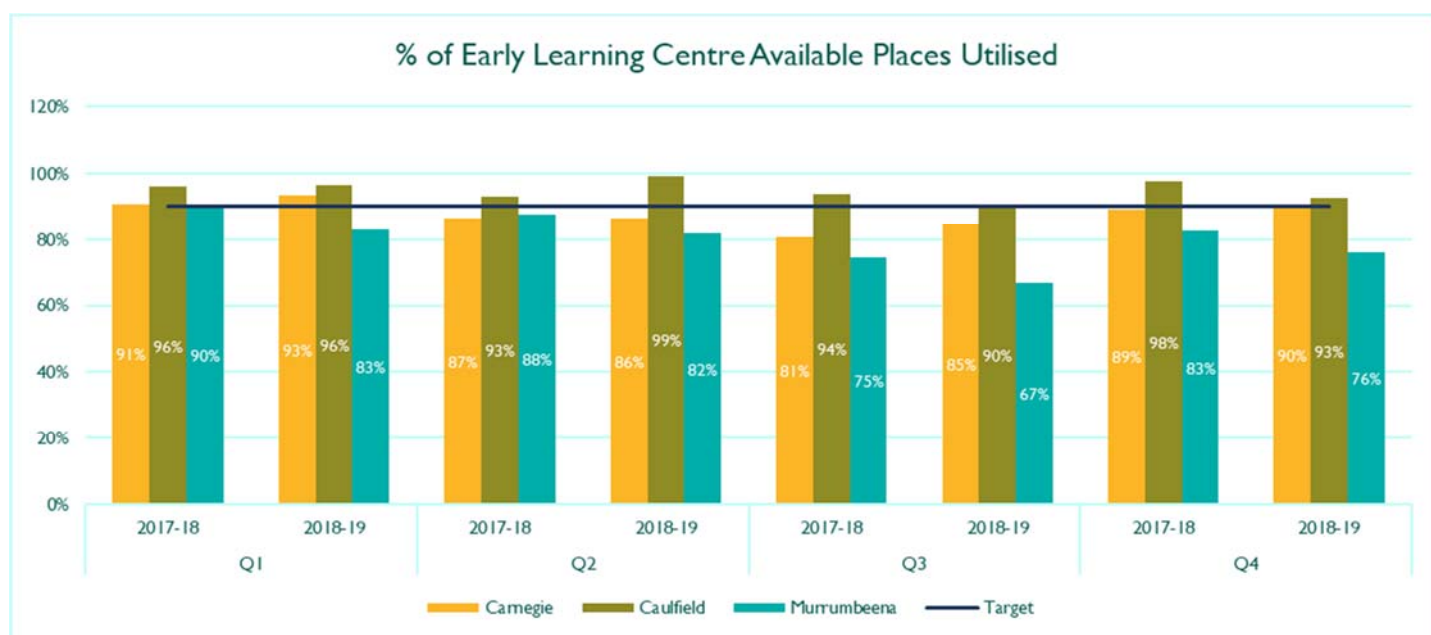
SERVICE PERFORMANCE INDICATORS — COMMUNITY SERVICES

LIBRARY VISITS



Comment: Library visits in quarter four decreased slightly from quarter four last year, with Bentleigh, Caulfield and Elsternwick Libraries all seeing a slight drop in visitor numbers. This may reflect the increase in the popularity of e-resources available through the library online services. Caulfield Library saw 4% fewer visitors, possibly due to works around the town hall and car park.

EARLY LEARNING CENTRES UTILISATION RATE %



Comment: Average Financial year utilisation is Carnegie 89%, Caulfield 95% and Murrumbeena 77%.

CLEAN AND SUSTAINABLE

AN ATTRACTIVE AND SUSTAINABLE ENVIRONMENT FOR FUTURE GENERATIONS

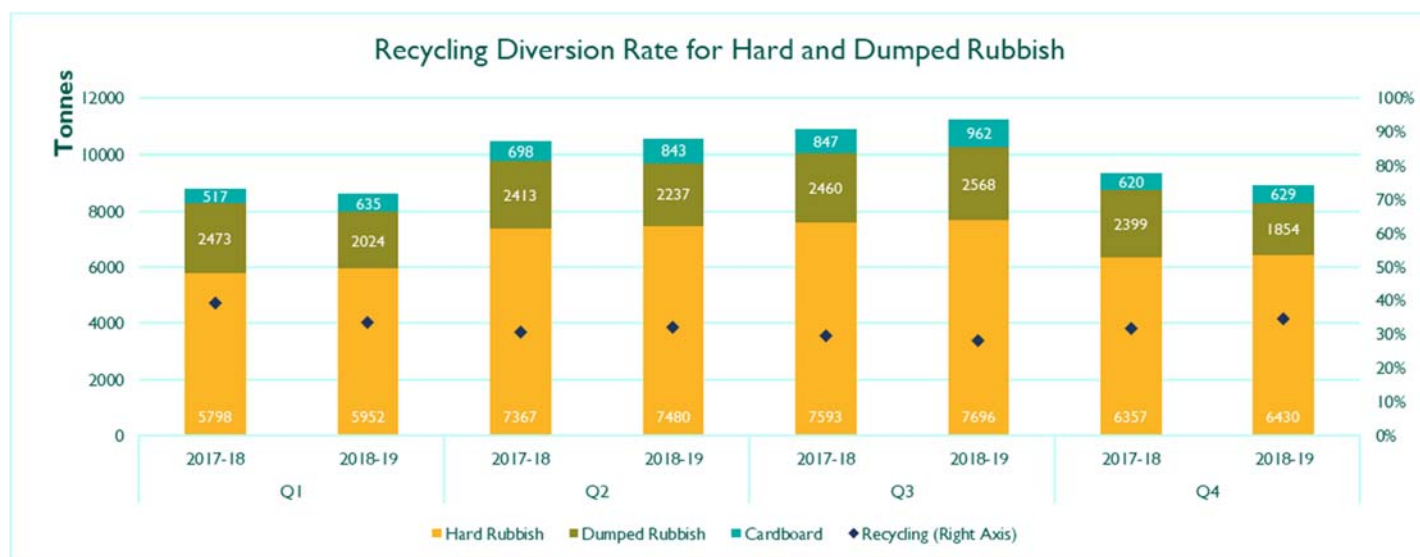
COMMITMENT	PERFORMANCE MEASURE	PROGRESS UPDATE AS AT June 2019	
We will continue to implement our <i>Open Space Strategy 2013–2026</i> priority actions, including design and construction of open space projects.	Landscape design completed for Spring Road Reserve — stage two, Caulfield South; Lirrewa Grove, Caulfield; and Hopetoun Gardens, Elsternwick.	Landscape designs have been completed for Spring Road Reserve — stage two, Caulfield South; Lirrewa Grove, Caulfield; and Hopetoun Gardens, Elsternwick.	
	Construction of the sports court at Harleston Park, Elsternwick. Landscape enhancements at Moorleigh Community Village, Bentleigh East; and the dog agility park at The Wedge, Caulfield East.	Works completed for construction of the sports court at Harleston Park, Elsternwick and the dog agility park at The Wedge, Caulfield East. Landscape enhancements have been undertaken at Moorleigh Community Village, Bentleigh East.	
	Commence implementation of masterplan at EE Gunn Reserve.	Works completed as part of the EE Gunn Masterplan include the Foch street works, installation of Baseball soft netting and cricket nets.	
	Boyd Park, Murrumbena masterplan refreshed and endorsed by Council.	The Boyd Park Masterplan was endorsed at the 19 March 2019 Council meeting.	
We will replace street lighting on major Council roads with energy efficient lighting.	Replace 1,000 street lights with energy efficient lighting.	Over 1,300 major road street lights have been upgraded to energy efficient LED technology.	
Five per cent of the capital budget for all new and large refurbishment building projects will be allocated to sustainability measures, over and above the minimum required standards.	Five percent of Carnegie Swim Centre redevelopment budget allocated to sustainable initiatives and separately reflected in cost plans.	Five percent of Carnegie Swim Centre redevelopment budget has been allocated to sustainable initiatives and separately reflected in cost plans.	
We will protect our valued trees within our City and consult on the establishment of a new tree protection policy and <i>Significant Tree Register</i> (may change subject to Council resolution following consultation).	Complete the development of the tree protection policy and <i>Significant Tree Register</i> (through a Local Law).	At the 30 April Council meeting the preparation of a draft Tree Protection Local Law and draft Classified Tree Policy was endorsed to be presented at the December 2019 Council Meeting, prior to community consultation.	
We will expand on recent trials of place-based teams to improve amenity in our activity centres.	High level of satisfaction of traders and/or community with the presentation of our activity centres, measured through a survey.	A Have Your Say survey was made available on Council's website in early July 2019, it was promoted to all Traders Associations and informal trader groups with limited response.	
We will invest in solar energy generation on Council's larger buildings and support the community to implement initiatives that contribute to our sustainability objectives.	Additional solar generation installed at Glen Eira Sports and Aquatic Centre, Bentleigh East and Carnegie Library, Carnegie.	Solar panels have been installed at Glen Eira Sports and Aquatic Centre, Bentleigh East, King George pavilion, Bentleigh East and Carnegie Early Learning Centre, Carnegie. Sufficient solar panelling had been installed at Carnegie Library, Carnegie in previous years.	
	Two community programs delivered.	Two community programs, Positive Charge and Solar Savers, were implemented to support residents to install solar.	

■ Completed ■ Not Completed

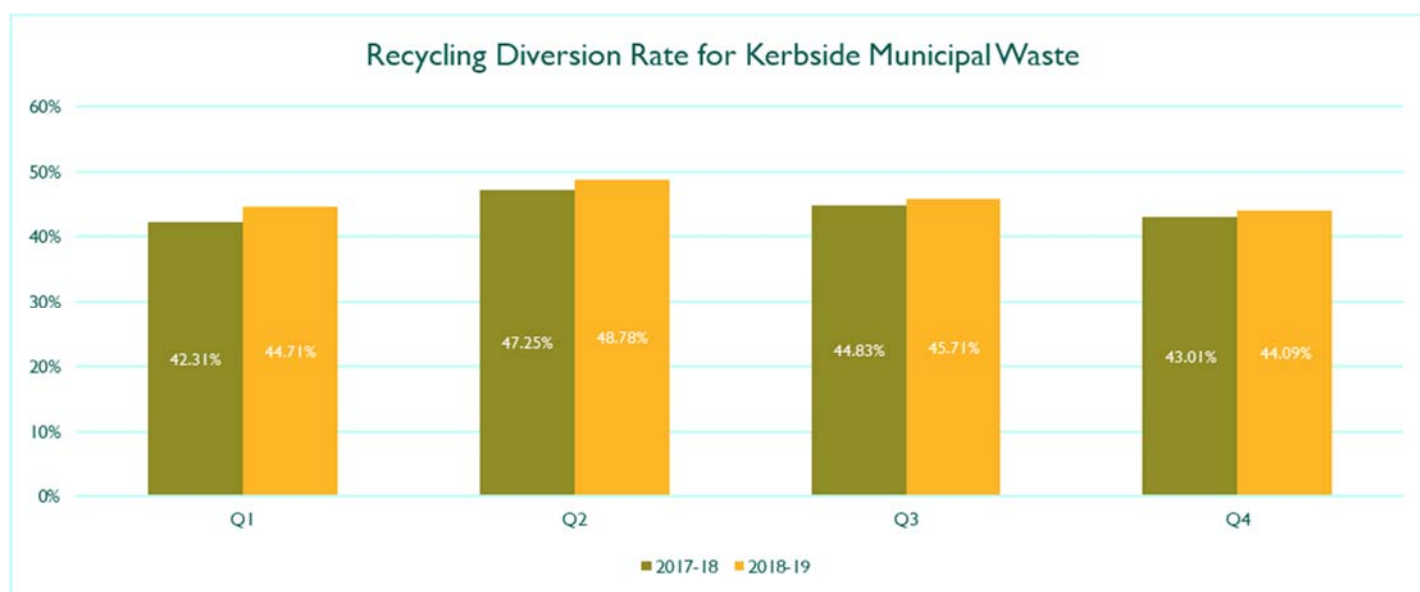
SERVICE PERFORMANCE INDICATORS — RECYCLING

The following performance indicators are being monitored under Theme 4 – Clean and Sustainable

RECYCLING DIVERSION



Comment: The recycling and diversion rate from hard and dumped rubbish is slightly lower than the same time last year. Some of this may be attributed to lower numbers of dumped rubbish bookings, notifications and collections in the quarter. Dumped rubbish typically has more contamination with fewer items that can be recycled.



Comment: The kerbside recycling diversion rate in quarter four was slightly higher than the same time period last year. The strong upward trend in diversion rate experienced in quarter one and quarter two slowed slightly in quarter four, likely due to the shutdown of SKM and related media attention on recycling issues. Glen Eira Council has changed contracts to Polytrade for recycling services, with minimal disruption to our recycling service. Continued messaging on recycling and ongoing initiatives such as food recycling has seen the rate of diversion stabilise and continue to grow.

SERVICE PERFORMANCE INDICATORS — PARKS

STREET TREES



Comment: Tree planting was on target with 400 trees planted per month for the five months of the planting season. The annual target of 2,000 trees planted in the city was achieved.

INFORMED AND ENGAGED

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

COMMITMENT	PERFORMANCE MEASURE	PROGRESS UPDATE AS AT June 2019
We will implement our <i>Community Engagement Strategy 2018–2021</i> .	Develop an online live chat platform that will enhance community opportunities to ask questions and engage with Council.	An online live chat with the Mayor was developed and undertaken in May 2019 for Council's proposed <i>2019–20 Annual Budget</i> .
	Establish a 'We asked - You said -We did' online platform to report back to the community following all community engagement activities.	'We asked - You said -We did' was launched on Council's website in December 2018.
	Consult with Glen Eira Community Voice on at least six occasions.	The Glen Eira Community Voice are a panel of more than 550 volunteer community representatives that were consulted on six occasions throughout 2018–19 via four online surveys and two online polls.
We will continue to provide greater online options for residents by ensuring that our top 20 transactions are available via Council's website.	New Council website implemented by June 2019	The new Council website was launched on 27 May and is now live at www.gleneira.vic.gov.au
	Top 20 most accessed community transactions will be available via Council's website.	The top 20 transactions are now available on Council's new website. These include: online enquiries, building permit applications, hard rubbish requests, and illegally parked vehicle notifications.
We will streamline and simplify processes for the community to engage with Council during key life events.	New residents will have access to a seamless online workflow that automatically connects them to Council services relevant to their needs by June 2019.	New residents now have a seamless on-line workflow on Council's website through a <i>New residents' guide</i> . New residents are provided with information such as getting to know the area, rates, rubbish and recycling, parking and events.
	New businesses will have access to a seamless on-line workflow that automatically connects them to council services relevant to their needs by June 2019	New businesses now have a seamless on-line workflow on Council's website through a <i>New business guide</i> . New businesses are provided with information such as planning, permits, traders associations and small business support.
	New parents will have access to a seamless on-line workflow that automatically connects them to council services relevant to their needs by June 2019.	New parents now have a seamless on-line workflow on Council's website through a <i>New parents' guide</i> . New parents are provided information such as maternal and child health, new parent groups, immunisation, occasional and child care and parks and playgrounds.
We will advocate with State and Federal Governments in line with our endorsed <i>Advocacy Strategy 2018–2020</i> .	Election period advocacy campaign deployed for each State electorate.	An advocacy campaign for each State electorate was developed, deployed and a community forum was held with local candidates. During our advocacy campaign the State Government announced \$2 million of funding for a community hub at Murrumbeena Park, Murrumbeena.
We will demonstrate our commitment to transparency by increasing the amount of information that is available to the public via various communication modes.	Increased social media presence by posting a minimum of five messages per week that informs the community on a range of Council services and events via Council's <i>What's on in Glen Eira</i> Facebook and Instagram pages and an increase in the use of video.	A total of 470 posts and 39 videos have been streamed across Facebook and Instagram showcasing and informing the community of Council's services and events as well as relevant State Government initiatives.
	Improvement in the Community Satisfaction Rating with how Council has performed in making decisions in the interest of the community.	Council's performance on Core Measures has significantly improved compared to the results in 2018. Overall performance index scores were lower state-wide. Council's results in comparison were higher. Council's overall performance index score was 69, four points higher than in 2018. This is higher than the metropolitan average. This gives support to our <i>Council and Community Plan</i> and its associated strategies. The Customer Service index score was 79. This is 6 points higher than 2018 and 3 points higher than 2018 and higher than the state-wide average.



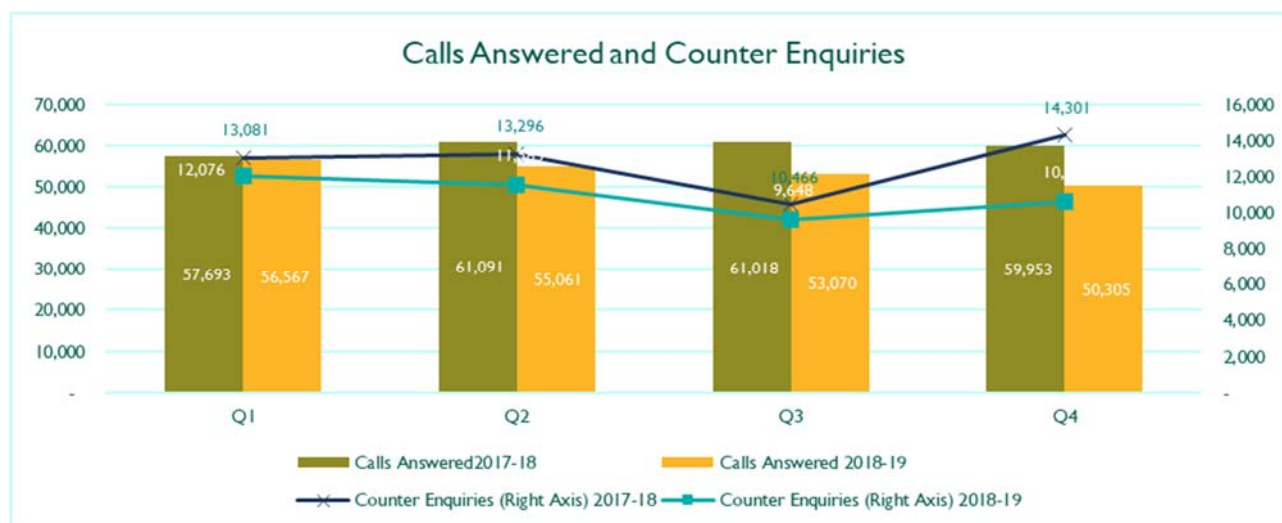
We will commence a review of our Local Law in consultation with the community.	Complete consultation with internal stakeholders and community stakeholders. Prepare draft Local Law for comment by 30 June 2019.	Stage two of the project plan which is to draft the proposed Local Laws, is complete. Consultation with internal and community stakeholders has been conducted and a Draft Local Law was published for comment. Public submissions (Stage 3) commenced on 12 June 2019 and is open until 19 July 2019. So far, 15 written submissions have been received. Council is scheduled to consider the written submissions on 13 August 2019. The project remains ahead of schedule.
We will ensure that Council's governance processes and frameworks remain consistent with contemporary practice and <i>Local Government Act</i> requirements.	All requirements of the new <i>Local Government Act</i> will be complied with in accordance with implementation timelines set by the Minister for Local Government.	The new Local Government Act was not enacted before the last election, so no action could be undertaken with this measure prior to 30 June 2019 as no implementation timelines were determined. The Local Government Bill 2019 (Bill) has now been revived. The State Government has sought feedback on the Bill by 31 July 2019. It is anticipated that following the consultation period, the Bill will be introduced into Parliament.
We will report quarterly to the community on our progress against all of our promises outlined in this <i>Plan</i> .	Quarterly reporting considered by Council in August, November, February and May annually.	Council reported on service performance in August, November and February. The third quarter service performance report was considered by Council on 21 May 2019 and is now available on Council's website.

■ Completed ■ Not Completed

SERVICE PERFORMANCE INDICATORS — SERVICE CENTRE

The following performance indicators are being monitored under Theme 4 – Informed and Engaged

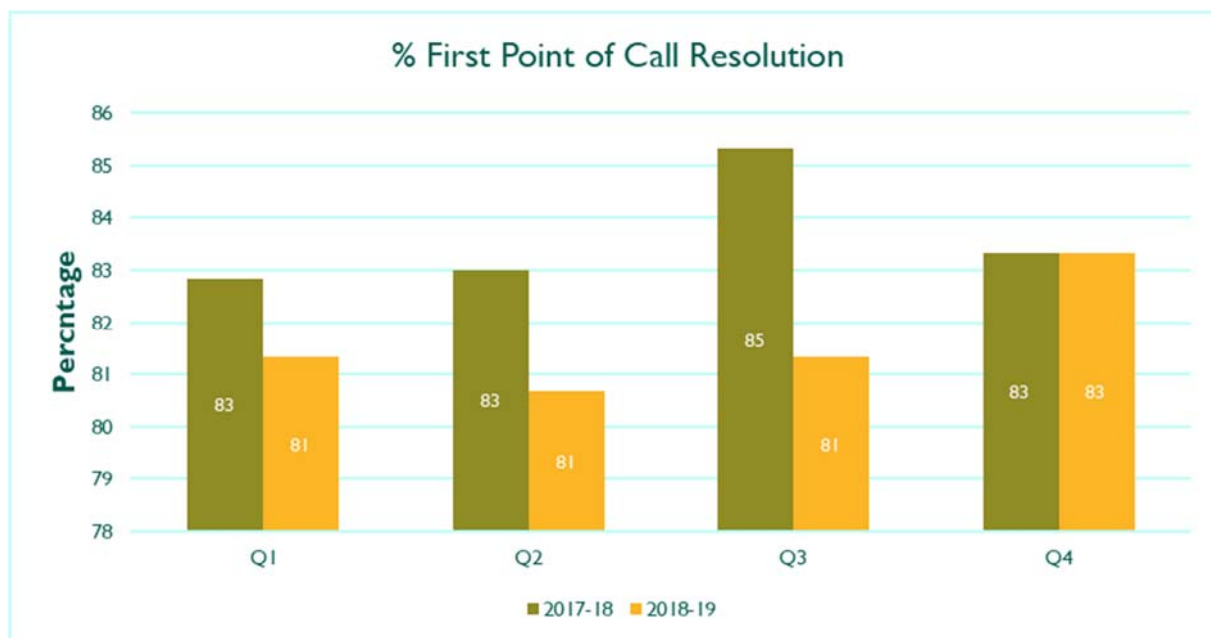
CALLS ANSWERED AND COUNTER ENQUIRIES



Comment: The Service Centre saw a decrease in calls by 140 calls a day in quarter four compared to the same quarter last financial year. This is partly due to a channel shift with more residents choosing to lodge requests online. However, Service Centre staff are also actively promoting online services such as Hard Rubbish bookings to customers that still choose to call us. Quality assurance and regular one on one's with staff have ensured that staff are providing the right information, resulting in less repeat calls.

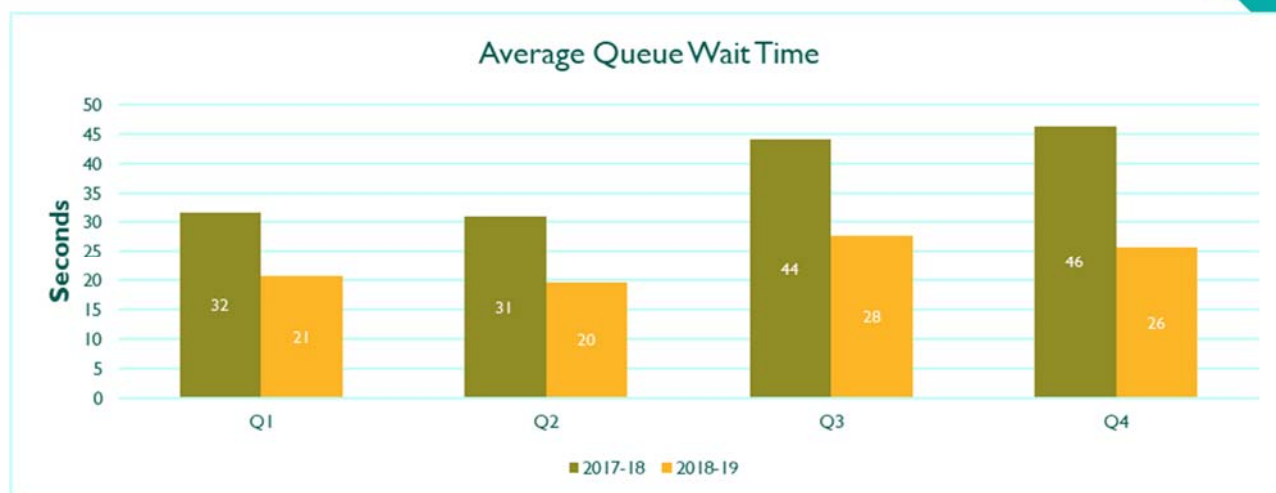
Similarly, counter enquiries have decreased but mainly because of planning services that are now available online.

PERCENTAGE FIRST POINT OF RESOLUTION



Comment: Service Centre staff can answer most customer enquiries at first point of contact. Calls are answered immediately, tracked through Council's Customer Tracking System (Pathways), or directed to Council officers to return customers' calls. First call resolution has always been consistently between 80-85%.

AVERAGE QUEUE WAIT TIME



Comment: The average queue wait time has improved significantly in quarter four compared to the last financial year. A combination of well trained staff, a reduction in call volumes along with the call back feature during busy periods has had a huge impact on our performance.

We serviced 1778 call backs in quarter four and the highest number of call backs completed in one day was 151 on 8 April 2019.

Without the call back feature these calls would have waited in the queue resulting in a negative customer experience and below average queue wait times.

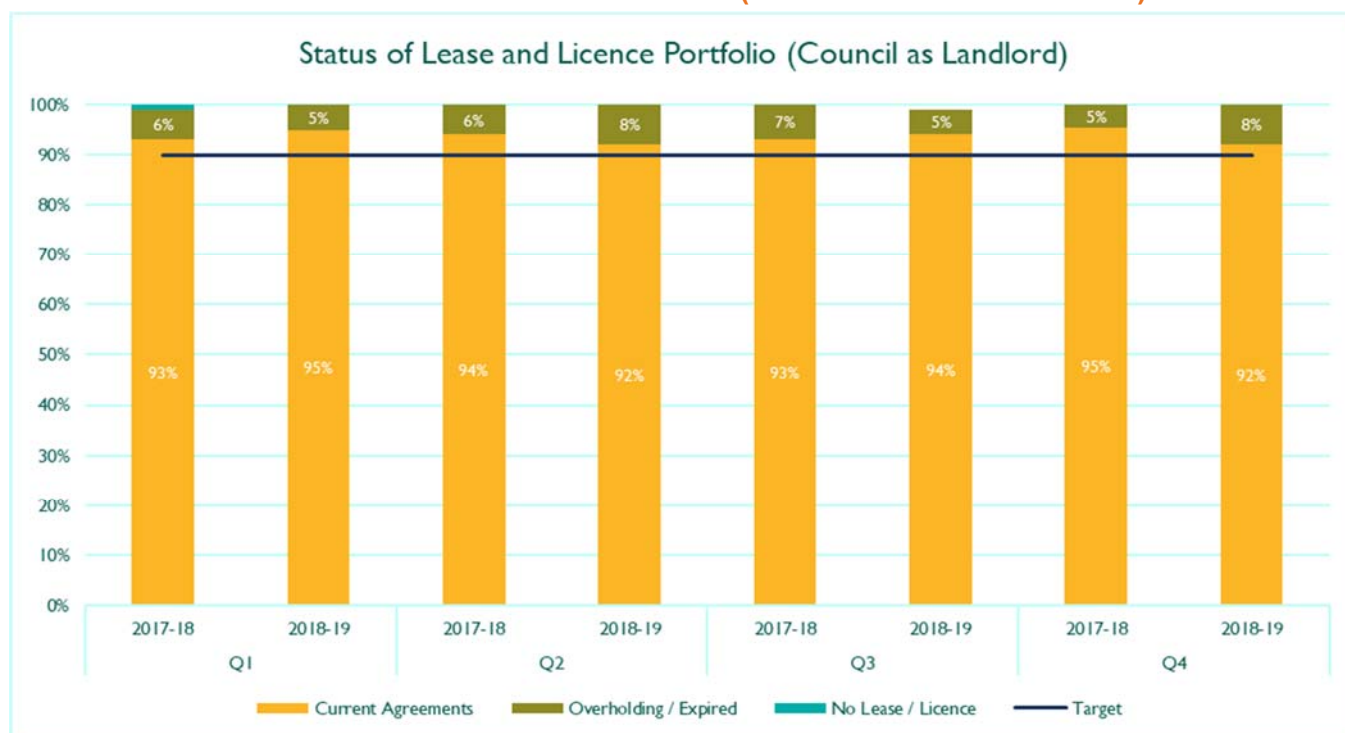
GOVERNANCE

PUBLIC QUESTIONS TO ORDINARY COUNCIL MEETINGS FOR THE PERIOD APRIL TO JUNE 2019

Number of Meetings	4
Number of public questions asked	23
Number of public questions ruled inadmissible	0
Number of public questions answered at the Meetings	11
Number of public questions answered after Meetings (person submitting question not present and/or public question taken on notice)	12
Time taken to reply to public questions taken on notice (average)	N/A

SERVICE PERFORMANCE INDICATORS — BUILDING AND PROPERTIES

STATUS OF LEASE AND LICENCE PORTFOLIO (COUNCIL AS LANDLORD)

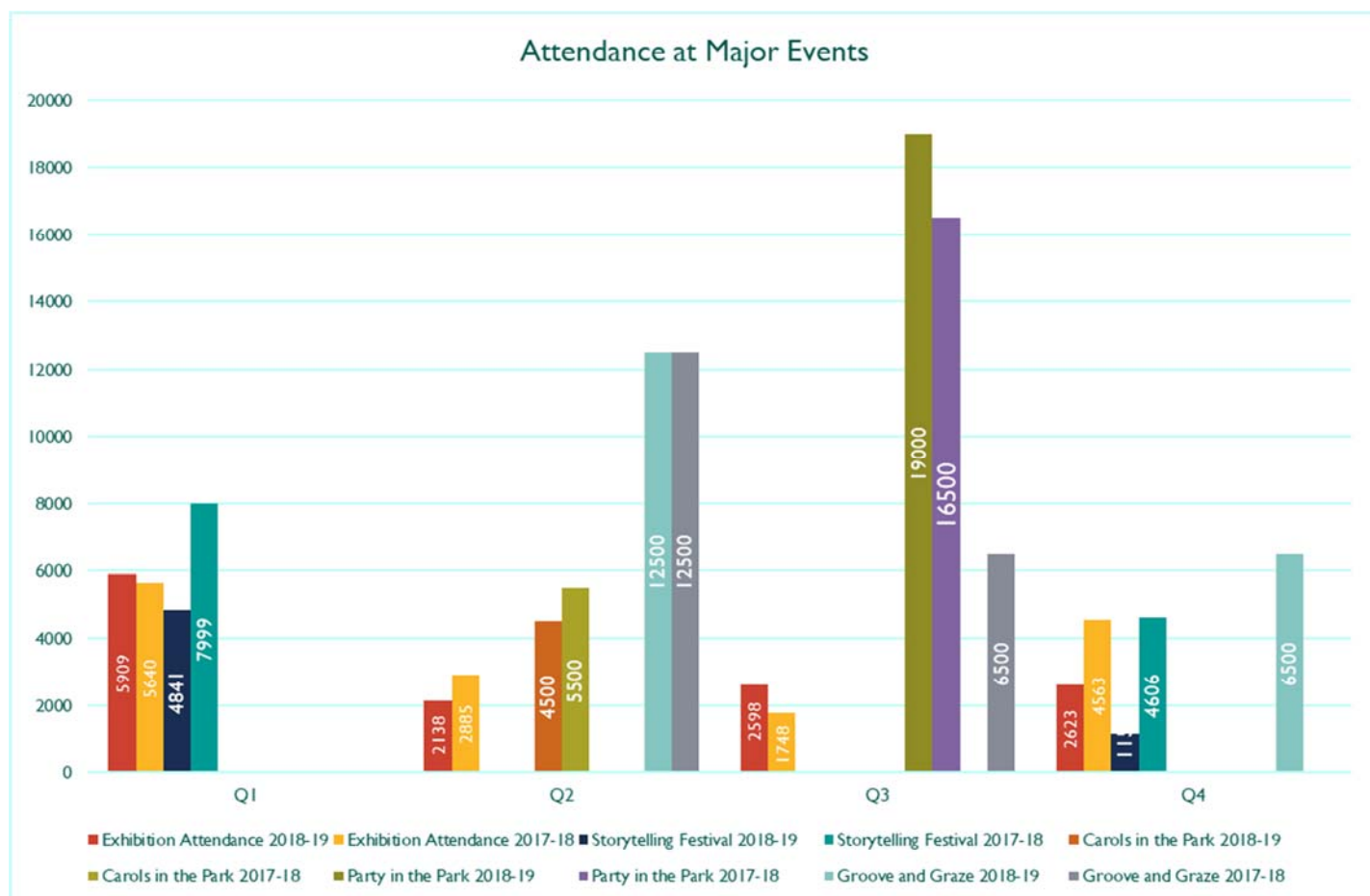


Comment: Council administers 89 agreements covering a variety of community and commercial tenancies. Our aim is to renew leases and licences ahead of their expiry. If they are not renewed, they move to overholding or to a month by month basis. Reasons for agreements not being renewed may be due to detailed negotiation or consideration of long-term strategic issues i.e. three leases are subject to the outcome of the Tennis Strategy (i.e. St Kevin's Primary School playground and tennis club and the Caulfield Park Tennis Club). There are also two leases with Telstra for telecommunication equipment at the Town Hall and Princes Park currently being renegotiated following the original lease expires. Licences to the Australian Football League (part DC Bricker pavilion) and for Carnegie Arcade are being negotiated with the respective tenants.

At the end of quarter four all occupiers of council land and/or buildings had a current agreement, with the proportion of current lease agreements sitting at 92% and those in overholding 8%.

SERVICE PERFORMANCE INDICATORS — EVENTS

ATTENDANCE AT MAJOR EVENTS



Comment: Visits to the Gallery have decreased from last year by 42% due to event scheduling in the Gallery calendar. The major exhibition for 2019 is scheduled for November this year, and the major exhibition for the previous year was a hugely popular '60s fashion exhibition making the attendance numbers less comparable. Audiences to the annual Storytelling Festival appear to be substantially less than last year (by 74%); this is because a large library event was included in the 2017/18 festival attendance numbers. Groove and Graze was moved from quarter three (March) 2017-18 to quarter four (April) 2018-19 which is why there has been a 100% increase in attendances.

COMMUNITY ENGAGEMENT UPDATE

Across Council there are six key areas of activity that drive community engagement.

Council engages with the community via information sessions, workshops, e-newsletters and events.

In the period April to June 2019, Council conducted 18 consultations with the community and received 2,743 responses.

We are committed to engaging on matters that involve:	Consultations conducted	Responses Received
Significant change to services and facilities	4	790
A change in strategic direction	4	772
Changes to existing amenity or character of an area	6	916
Considerable budget implications	1	47
Controversial or sensitive matter	1	6
Key emerging issue	2	21

Changes in reporting have produced slightly different results for Q1, Q2 and Q3.



COMMUNITY ENGAGEMENT UPDATE

OVERVIEW

WHAT DID THE COMMUNITY TELL US?

What you said

Lord Reserve and Kornang Park Masterplan

"Thanks you for the work and planning that has gone into this Masterplan."

Together we stand

"It's an elegantly phrased statement which I would fully support."

New community shed at Moorleigh

"I think that the community shed will be great for meeting up with others whole contibuting to the local area."

What we did

Draft Annual Budget 2019/2020

An online Facebook chat was a first for Council. Most of the questions and comments from the community related to planning and development, rates, cycling, trees and the relocation of the Parks Depot.

Draft Glen Eira Volunteer Framework and Action Plan

When asked, over half of respondents (53%) volunteer "to give back to the community" and 90% of respondents support the draft Framework and Action plan.

COMMUNITY ENGAGEMENT UPDATE

OVERVIEW

UPCOMING PROJECTS IN THE NEXT QUARTER

Murrumbeena Park Masterplan Review

The aim of this review is to provide an integrated, sustainable and community orientated vision for the park based on the current and future needs and expectations of the community. A major component of this masterplan review is the construction of a multi-purpose community hub/sports pavilion in partnership with the State and Federal Governments.

Review of Glen Eira dog leash on/off areas

This review will investigate the use and availability of both dog on leash and off leash areas within Glen Eira. The review will include significant community consultation to further provide recommendations for any opportunities to change/modify/retain on leash and off leash areas, improvements to signage within parks, outcomes of the current sportsground lighting trial and future considerations to reflect estimated population growth.

EE Gunn Reserve Sports Ground Floodlighting Upgrade

This project includes the upgrade of sportsground lighting on EE Gunn Reserve Oval 1, to install LED lighting at levels to allow for night time competition. The purpose of this upgrade is to accommodate consistent growth within sporting participants, by providing extended availability of sportsgrounds.

Elsternwick Community Hub

The Elsternwick Structure Plan sets out the long-term vision for the Elsternwick Activity Centre. The Plan identifies the existing Library site as an opportunity to transform into a new community Hub and neighbourhood park. We will engage with the community on the components of the Hub.

Draft Pedestrian Safe Neighbourhood Plan

In early 2019, Council engaged with the community to hear views on building a safer, more walkable neighbourhood. A draft Pedestrian Safe Neighbourhood Plan has been developed and Council will be seeking feedback from the community over July.

Walking and Cycling Action Plans

Council's 2018 Integrated Transport Strategy established a goal of striving for an increase in travel around Glen Eira by active and public transport. The Walking and Cycling Action Plans seek to further this goal, setting out Council approach for promoting and facilitating walking and cycling in the municipality. Council will be seeking community views on both plans in September.

Parking Discussion Paper

With congestion on Glen Eira roads rising, and competition for parking spaces a daily frustration, Council is reviewing the approach to parking in the municipality to better and more strategically manage the spaces available. In September, Council will be seeking community views on the challenges we face, how we should solve them and what's involved in these solutions.

Safe Cycling Corridor Pilot

Earlier in 2019, Council sought feedback on a protected cycling corridor along Inkerman Road that would take residents from Caulfield into Melbourne via St Kilda Road. Drawing on feedback we received from the community, Council has broadened our investigation of possible routes for this pilot and in September, will be seeking community feedback on these options.

Visit us online at www.haveyoursaygleneira.com.au/communityvoice to find out more.

