



GLEN EIRA
CITY COUNCIL

Glen Eira City Council

Best Value Report

2010 / 2011

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Best Value Report

The Best Value model is a key component of the Council's continuous improvement program. Best Value principles allow the Council to benchmark services, assess their efficiency, and gauge the extent to which they meet community needs. The aim is to improve the responsiveness, quality, efficiency, accessibility and value of the services that Council provides to the community.

The State Government introduced Best Value legislation in 1999 to replace Compulsive Competitive Tendering. Best Value Victoria aims to ensure local government services are the best available and meet the needs of the community.

Framework

The *Local Government (Best Value Principles) Act 1999* requires the six Best Value Principles to be applied to all Council services by 31 December 2005. These are:

1. best quality and value-for-money;
2. responsiveness to community needs;
3. accessibility of services to those who need them;
4. continuous improvement of services;
5. community consultation on all services and activities; and
6. regular community reporting on Council achievements.

Continuous improvement

The Council is now in its tenth year of Best Value. The Council continues to use Best Value to assist in continuous improvement. A focus on continuous improvement helps to ensure the process is not seen simply as a once-off service review but, importantly, leads to constant improvements in service provision. Each completed Best Value review has a continuous improvement plan and systems and procedures in place to ensure that the Council obtains regular feedback regarding the particular service. This feedback is then used to make improvements to the service.

Business units have developed a variety of approaches to capture feedback. These include regular surveys of their customers, annual performance benchmarking, annual and random audits and staff consultative mechanisms. Business units develop a plan to improve performance based on the feedback received. The quality and cost standards contained in each service's Best Value report are indicative of the improvements made.

Reporting to the community

All services have now been reviewed against the Best Value Principles each of the review established a number of quality and cost standards and the Council will continue to report to the community against these standards.

Delivered Meals

Service profile:

The Delivered Meals service is one of the many services provided by the Community Care Unit. Community Care Services focus on either assisting a person to undertake the tasks of daily living where illness, frailty or a disability prevents them from doing so on their own behalf or providing social and recreational activities to promote connectedness and wellbeing.

The Delivered Meals Service provides a nourishing three course meal to frail older people and people with disabilities in circumstances where there is a risk of ill health due to a person's inability to prepare a meal on their own behalf. Meals are produced by an external provider, BHS Catering who was appointed to provide meals under contract in 2004. The contract with BHS Catering was renewed on 1st July 2009 for a period of three years to 2012.

Meals are delivered to clients by staff and a volunteer workforce. An important aspect of the service is the monitoring role which staff and volunteers undertake to ensure the wellbeing of clients.

Over the past few years the service has been experiencing a decline in the number of residents who access the service. This is a trend which is occurring in many Local Governments due to other meal options being readily available in the community, clients not wanting to be at home to receive a meal and generational preferences.

Review outcomes:

Quality and cost standards

Quality standards for the Delivered Meals Service are customer satisfaction and cost effectiveness.

- Customer feedback has indicated a high level of satisfaction
- The Delivered Meals Service operates within budget parameters.

Responsive

Customer feedback indicates that the Delivered Meals Service is responsive to individual needs and that the service plays an important role in assisting clients to remain living at home.

An annual customer satisfaction survey undertaken in March 2011 produced a 96% satisfaction rating for the service.

A range of meals are offered to clients, which cater for individual dietary requirements including low fat, low salt and vegetarian. Cultural requirements are also met by including a range of international meals on the menu. Menus allow clients to choose a daily meal from six meal options. Menus are reviewed and modified twice a year to reflect seasonal changes.

The service endeavours to respond to clients' changing circumstances by modifying service delivery arrangements, e.g. a late meal delivery if the client has an appointment, or two meals delivered the previous day.

The service also monitors the health and wellbeing of clients and responds to any concerns by following up with family or health professionals. In many circumstances it is the Delivered Meals Service which highlights a health or wellbeing issue with a client.

Accessible

Services are available on a long or short-term basis and can be accessed through a referral from an individual, family member, friend or other service provider.

Continuous improvement

The Delivered Meals Service has a number of continuous improvement processes in place to ensure the service is responsive to individual needs while being cost effective. These include client feedback through annual satisfaction surveys, ongoing client feedback and staff and volunteer feedback.

Suggestions for service improvement are reviewed and where feasible, incorporated into service delivery practices.

Regular contract management meetings are held with BHS Catering to ensure that the menu reflects client preferences and cultural and dietary needs.

Regular consultation

A range of consultation methods have been implemented by the Delivered Meals Service, including client satisfaction surveys; client feedback forms; client feedback via telephone or letter, volunteer feedback and staff feedback.

Quality and Cost Standards	Target	Performance
Delivered Meals provided.	85,000	79,054
Cost of service provision.	\$1,166,844	\$1,072,647

- Council engaged a consultancy firm to investigate the reasons for the decline in the usage of the Delivered Meals service. While the decline in the usage of the service is not unique to Glen Eira, Council was keen to ensure that it continued to provide a service that was of value to its constituents and to determine if any changes were required to ensure that it continues to support people to remain independent and living in their own home. The review confirmed the value of the delivered meals service for many people and highlighted its importance as an essential part of an array of services designed to help people remain healthy, engaged and as active as possible in the community. The review also found that the service is not for everyone and those who weren't receiving meals believed that taking responsibility for their own daily meals was one way that they could maintain their independence and in control of their life. This could be achieved through the vast range of meals options and providers in the community.
- Council continues to meet the demand for meals as all residents who request and are eligible for the service are receiving meals.

Valuations

Service profile:

Valuations are returned biennially with regard to revaluations and monthly with regard to supplementary valuations all using a common level date. They are used as an apportioning tool to assess the rates payable on individual properties.

Since 2000 external contractors and consultants have provided valuation services to the City of Glen Eira. The valuation function provided by the Glen Eira Council serves both a statutory and advisory role.

In the latest 2 year cycle, over 59,500 revaluations and over 3700 supplementary valuations have been returned.

Review outcomes:

Quality and cost standards

In determining valuations we have successfully followed the Valuer General's guidelines. The current cycle objectives are set out in the Valuation Best Practice 2010 covering 2010/11 and 2011/2012.

The restructured valuation area has continued to achieve greater efficiencies, reduced costs and improve data quality.

Responsive

State Government legislation determines the frequency and timing of revaluations. Revaluations are conducted using the Valuer General's Best Practice guidelines and industry accepted standards in determining the three valuation methods (i.e. Site Value, Capital Improved Value and Net Annual Value).

Accessible

The owner/ratepayer of a rateable assessment is sent a Rate & Valuation notice detailing the valuation for their property. If the owner/ratepayer does not agree with the Valuation they can query/object to it. Valuations are carried out and determined as per State Government legislation using current Best Practice guidelines.

Owners/Ratepayers can speak to a contract valuer and discuss any issue they may have in regards to their valuation in person or on the telephone.

Our valuation administration officers are also available to assist ratepayers with valuation and property issues.

The service and related information is accessible during business hours Monday-Friday or via the internet 24 hours a day 7 days a week.

Continuous improvement

- Best Practice Guidelines are revised biennially by the Valuer General's Office.
- Review of planning and building permits to ensure data integrity.
- Reviewing and updating of corporate system and reporting.
- Membership of Special interest groups to discuss common issues.
- Reviewing of data quality.
- Administration officers available to assist with the revaluation contract.
- Valuer General supervises & checks the revaluation.
- 50% of properties are inspected at each revaluation.
- Customer feedback.
- Utilisation of GIS to improve on accuracy and speed (updated annually).
- Further development of in-house data base and tracking systems.

Regular consultation

- The annual rate notice provides information on valuations and gives ratepayers the opportunity to inquire on this matter.
- Customer complaints and requests are monitored through the Customer Tracking & Records Systems as they arise with a response/acknowledgement provided within 7 days.
- Contractors are located on site which improves communication with all relevant customers.
- Council's contractor provides a service as prescribed in statutory legislation and is monitored and signed off by the State Governments Valuer General's office.

Quality and Cost Standards	Target	Actual performance
Number of Objections lodged.	Less than 1%.	In 2010/2011, 138 formal objections from rate notices were received, which is the equivalent of .232%. 8 objections were received from Land Tax notices, which is the equivalent of .01%.
Number of Days taken to respond to enquiries.	All enquiries responded to within 7 days of enquiry being received.	All enquiries acknowledged within 7 days, but resolution in some cases takes longer depending on complexity of issues raised and ratepayer response timelines.
Issuing of Rate & Valuation Notice.	Issue notice before 18 August each year.	Notices were issued on 30 July 2010.

Traffic Management (Engineering)

Service profile:

The Traffic Management Unit manages the Council's traffic and parking responsibilities. This includes developing policies/strategies on traffic management planning; investigating concerns/issues relating to road safety, traffic efficiency, parking allocation, etc. and managing the capital works program.

Review outcomes:

Quality and cost standards

The major quality standard set for the service is customer satisfaction, in accordance with the Annual Community Satisfaction Survey conducted by the State Government.

- The service achieved a rating of 58%. Whilst this result is lower than last year, it is in the top bracket of scores for "all Councils", which ranged from 53% to 61%.
- All capital works projects completed improved identified safety issues.
- The service has met all cost standards except for the amount for the Traffic Engineering contract which was reflective of extra resources being employed for projects such as the C60 Amendment (MRC), and the preparation of Council's Towards Sustainable Transport Strategy.

Responsive

The Service has been responsive to community needs by:

- Meeting with external stakeholders e.g. Municipal Association Victoria, Department of Justice, Department of Transport and Department of Planning and Community Development.
- Implementing the Road Safety Strategy to achieve safety outcomes.
- Implementing the capital works program to achieve safety outcomes.
- Conducting regular meetings with internal and external stakeholders to respond to emerging issues.
- Reviewing the Annual Community Satisfaction Survey conducted by the State Government to understand community views.
- Efficiently responding to complaints and enquiries.
- Involvement with Metropolitan Transport Forum to tackle transport issues.
- Preparing Council's Towards Sustainable Transport Strategy.

The above measures enhanced service delivery in the following ways:

- Improved residential amenity and safety in local streets.
- Educating drivers about speeding, by using the speed advisory trailer.
- Improved shopping centre safety (Elsternwick).
- Improved school safety through the employment of 63 school crossing supervisors assisting approximately 15,000 school children per day.
- Improved road safety under the capital works program.
- Application of Council policy restricting the issue of residential parking permits to residents in new developments in high parking activity locations.
- Resolving residents' parking concerns through careful readjustment of the critical balance between parking supply and demand.

Accessible

The service is available Monday to Friday 8.30am–5pm at the Council offices.

Continuous improvement

Capital projects completed	14
Traffic & Parking Management customer requests	4255
Traffic counts and surveys	133
Council applications for VicRoads funding	8
Council funded improvements	\$767,055
Community consultations	50
Court prosecutions handled	74
Supervised school crossings	63

Regular consultation

Consultation during the year included the Annual Community Satisfaction Survey; surveys of interested parties on specific issues; feedback via Council's Customer Tracking System, highlighting issues and concerns raised by the community; regular meetings with internal and external stakeholders, and meetings with shop owners in local shopping centres.

Quality and Cost Standards	Target	Performance
Customer Satisfaction.	60% or above in the Annual Community Satisfaction Survey.	58%
Job requests actioned and completed.	100% of responses to customer requests completed within five working days. 90% of detailed investigations completed within one month.	100% 98%
Cost of managing job requests.	Contract amount in tender is not exceeded.	Contract amount exceeded by 17.9%*

*In order to deliver the Transport Strategy a three day a week staff member was increased to full time to ensure delivery of all Strategy actions.

Immunisation Service

Service Profile:

Council's immunisation service is co-ordinated and delivered by the Public Health & Community Development Unit in the Community Services division.

Council's role in delivering immunisation services is contained within the Public Health and Wellbeing Act 2008. The immunisation program consists of several targeted programs servicing the people of Glen Eira. These include community immunisation sessions, secondary school service, Maternal and Child Health opportunistic immunisation service and general customer service.

The service has total expenditure of \$282,504 and total income of \$51,000.

Review outcomes:

Quality and cost standards

Quality standards identified for the service are customer satisfaction and maintaining the standards and qualifications of the staff. Analysis of survey response reveals high levels of customer satisfaction – complaints regarding the service are seldom received. Available benchmarking data shows that Council's immunisation services are working within and below known cost standards.

Responsive

Future directions for immunisation services are determined by evaluation of demographic profiles, analysis of market trends combined with anticipated service usage, and cost of the service. The service has been extended to provide HPV vaccinations to female secondary school students in year 7 and swine flu vaccinations for members of the community.

Accessible

Ten community immunisation sessions are provided each month at various locations within the municipality. Sessions are open to children, families, adults and adolescents, living, working or studying in the municipality. Immunisation is also available from the Elsternwick, Caulfield, McKinnon, Bentleigh and Moorleigh Maternal and Child Health Centres. The school vaccination program is provided to all local secondary schools. Information about the service is also available on Council's website.

Continuous Improvement

There are several measures in place to drive continuous improvement of immunisation services including a comprehensive annual review of operating policy and procedures. An annual public survey is also undertaken. Services are assessed against key performance indicators, quality standards, benchmarking, and cost standards.

Regular Consultation

An annual customer satisfaction survey of Council immunisation services is undertaken. Customer complaints and feedback are monitored on an ongoing basis. There is also regular and frequent consultation with the wider Melbourne immunisation service network including other Local Government authorities, medical practitioners, Department of Human Services and divisions of general practice.

Quality and Cost Standards	Target	Actual Performance
Customer satisfaction.	Less than five complaints annually.	No complaints
Cost.	Immunisation unit cost less than \$17.98.	\$17.47
Number of scheduled vaccinations provided to 0-2 year olds by Council.	35 per cent of 0-2 year olds vaccinated by Council.	41.53%
Federal Government KPI – 90 per cent of 0-1 year olds immunised for scheduled vaccinations.	90 per cent of 0-1 year olds fully vaccinated.	94.00%

Fleet and Plant Services

Service Profile:

The "Fleet Unit" was established to ensure that Council has the appropriate level of transport and plant at the best possible price, to enable the delivery of services to the community.

Council is involved in fleet and plant in the following ways:

- (a) Primarily, as an owner (or if outsourced, a lessee) to enable employees to carry out their business activities.
- (b) Secondly, as an owner (or if vehicles are outsourced, a lessee) of vehicles to provide employee benefits in line with market conditions.

The Chief Financial Officer is responsible for the corporate Fleet Management function.

The role of the Fleet Unit is to:

- Provide safe, reliable and well maintained plant, equipment and vehicles to internal service providers at the best possible price.
- Procure and dispose of vehicles and plant in the most cost effective manner.
- Maintain effective information systems to monitor fleet performance and cost recovery.
- Ensure policy is implemented and complied with.
- Provide advice and assistance to customers.
- Manage the passenger vehicle pool.

The fleet unit manage the following assets valued at \$7.93 million; (increased from \$7.92M in 09/10)

44 cars, 20 trucks, 57 light commercial vehicles, 5 community buses, 3 tractors, 1 back hoe/loader, 2 Bobcats, 1 rear compactor, 1 truck mounted drain cleaner, 1 truck mounted pit educator, 2 asphalt Flocons, 3 air compressors, 27 trailers, 238 pedestrian plant, 9 ride-on mowers, 2 forklifts, 18 turf renovation machines, 7 generators and 1 wood chipper.

Review outcomes:

Quality and cost standards

Quality and cost standards identified for "Best Value" fleet services include a high level customer satisfaction rating of 90%, the provision of safe, reliable and adequate fleet with a competitive maintenance cost.

A fleet customer satisfaction survey conducted in June 2010 indicates that the target of 90% has been exceeded with 99% of those surveyed rating the service as satisfactory or better. 100% of the passenger vehicles were serviced on or by the due date and the cost of maintenance of vehicles remains competitive at 0.916 cents per kilometre against the benchmark set at 1.33 cents per kilometre after allowing for inflation.

Responsive

Extensive accident reporting formats have been developed in conjunction with the insurers that will assist in targeting drivers in need of enhanced training and monitoring of costs.

Fleet staff attend industry related seminars and workshops and work closely with staff particularly at the "Parks" and "Glenworks" depots to ensure that they have the appropriate fleet and plant to deliver services to the community.

Accessible

Approximately 180 staff currently have access to Fleet services. Access is based on staff requiring a vehicle to provide services to the community and to assigned drivers who are eligible to participate in the packaged private use arrangement according to their employment contracts. The Parks and Glenworks business units also access fleet and plant maintenance and repair services through the operations of the workshop.

Continuous Improvement

Maintaining a safe and reliable fleet, a high customer satisfaction level and the need to deliver a competitive maintenance cost are the key drivers for continuous improvement.

“Green Fleet”

The program to convert Council's commercial vehicle fleet to more environmentally friendly fuel sources continued in 2010/11 with seven LPG light commercial vehicles were replaced with 4 cylinder diesel powered engines. The total number of LPG vehicles in the fleet now stands at 21 and with 21 on diesel. Two Hybrid powered trucks have been purchased to further reduce fuel consumption.

The fleet policy has also been updated to ensure fleet vehicles meet the Australian Greenhouse Office's "Greenhouse Star Rating" of at least three stars for Australian based manufacture's vehicles and four stars for other vehicles

Regular Consultation

A customer satisfaction survey is conducted every two years to determine overall satisfaction levels as well as performance standards on key components of the service. Regular consultation is also undertaken with staff from the Parks and Glenworks business units to ensure a smooth process for capital acquisition and the disposal of fleet and plant. The general day to day contact between fleet staff and car pool users also provides an informal but ideal environment for consultation.

Community Reporting

The Fleet and Plant Best Value Review report is available on Council's website at www.gleneira.vic.gov.au or through the Service Centre.

Key Performance Indicators	Target	Actual Performance
Prepare maintenance schedule for fleet and plant.	100 % of services to be performed by the due date.	100 % of services performed by the due date.
Customer satisfaction.	A minimum of 90% of users to rate the service as satisfactory or better.	99 % of users surveyed rated the service as satisfactory or better.
Workshop service costs.	Not exceed 1.33 cents per Kilometre after allowing for CPI.	0.916 cents per kilometre.

Infrastructure Maintenance

Service profile:

Council's Works Department is responsible for the ongoing maintenance of Council's infrastructure and associated assets to prolong the life and improve of the assets. Assets include roads, footpaths, the drainage network, street furniture and outdoor signs. Works also has a role in general servicing by collecting dumped rubbish, providing after hours emergency response, conducting vehicle crossover inspections, and more recently processing asset protection permits.

Review outcomes:

Quality and cost standards

Through well planned programs of footpath replacement, drainage maintenance and annual resurfacing of local roads, Council's infrastructure is maintained to a standard that ensures safety and convenience for the public. Outcomes for 2010/11 included:

- Most customer requests were responded to within timelines despite severe flooding in February 2011 generating over 700 requests for drainage maintenance work.
- Innovative work systems and procedures have been implemented including improvements to safe work procedures for the Drainage Crew who face safety concerns with contain electricity cables and gas services negligently bored through the drains.
- Replacement of the rubbish truck with a compactor truck to better deal with the increasing volume of dumped rubbish and to reduce manual handling risk to the operator. .
- Budget allocations were met and OHS requirements adhered to has demonstrated by Safety Map re-accreditation during the year.
- Requirements of Council's Road Management Plan as shown by a perfect score in the annual CMP audit.
- Unit costs are good and current tender prices show value to ratepayers with increases reflecting only CPI rises over the last few years.
- In-house rates have remained constant due to improved work practices.

Responsive

Works responds to the needs of the community by looking at current and future needs. Current needs are addressed by ensuring responsiveness to customer requests and meeting current service standards. Responsiveness to long term needs are addressed through working with Council's Infrastructure Assets Department to plan for future needs using tools like the SMEC Pavement Management system, CONFIRM Asset Management System, footpath condition surveys, and drainage catchment analysis. All expenditure is aimed at being responsive to the needs of the community.

Accessible

The award winning service centre, interactive website, and direct access to supervisors by phone and email have made the Works Department services more accessible than ever. The Annual Report, *Glen Eira News* and Community Resource Guide also help inform residents of the services available and how to access them.

Continuous improvement

Works continues to undergo change with introduction of new technology and improved work practices to better deliver services, including:

- Introducing new hand held devices to improve data collection in the field.
- Purchased a small compactor to help with dumped rubbish pick-ups.
- The building of a truck wash bay with drainage material handling and drying facility is well underway to reduce wash down costs and tipping fees.
- A second tier of supervisors has been trained to take the role of supervisor in times of leave, extended ill health or long service.

Regular consultation

The annual Wallis Consulting Group Community Satisfaction Survey was conducted in May 2011. Council continues to have community forums to listen to resident concerns and there is always a Council tent/stand at all the Parties in the Parks and street festivals where residents

can provide written and verbal concerns. On individual projects such as shopping centre upgrades or reconstructions there is considerable resident consultation before works begin.

Quality and Cost Standards	Target	Performance
Annual community satisfaction survey: roads & footpaths	Greater than 60%	63%
Customer request response times.	95% actioned within time.	97 % actioned within time except drainage after severe flooding event in February 2011 when over 350 requests were generated in one day.
Unit costs to be maintained at current levels subject to price movements from external suppliers.	Maintain all services at current cost, plus accepted industry standard.	This has been achieved due to improved, more efficient in-house work practices. External contractor rates have risen in line with CPI increases.
Concrete m ² 2002 \$40.50 Asphalt (in-house) \$34.00 Asphalt contractor \$78.00	Concrete m ² 2010 \$51.23 (GST exclusive) Asphalt (in house) \$36.50 Asphalt contractor \$85.00	Concrete m ² 2011 \$51.23 (GST exclusive) Asphalt (in house) \$38.50 Asphalt contractor \$87.00

Food Safety Management

Service Profile:

Food safety management services are provided by Council's Public Health Unit. Under the provisions of the Food Act 1984, Council is responsible for the safety of all food offered for sale or produced in Glen Eira. This is achieved through the registration and inspection of local food premises to ensure compliance with national food safety standards, analysis of food sampling and the investigation of food-related complaints.

Review outcomes:

Quality and cost standards

The quality and cost standards identified for food safety management relate to customer satisfaction, cost per service and the completion of key legislative requirements. All targets set for the year were met.

Responsive

Customer satisfaction survey undertaken to assist in the development of future food safety initiatives and to address customer and community needs.

Accessible

Telephone and counter service provided to the general community and business operators during normal business hours. After hours emergency response is available as required. Food Safety Information is also available on Glen Eira City Council's Website

Continuous Improvement

The five star safe food program requires formal written and verbal feedback from business participants on the quality of the services provided. General community and council complaints from all modalities including written correspondence, telephone, and in person attendance. All complaints are recorded and all information pertaining to the activities associated with the resolution of these complaints is also recorded and reviewed.

Regular Consultation

Formal survey of a proportion of service users conducted annually, including food related complaints, pre-transfer inspection requests, new food businesses and general enquiries. Formal survey of all registered food businesses distributed annually with Food Act registration renewal.

Quality and Cost Standards	Target	Actual Performance
Customer satisfaction.	Annual Community Satisfaction Survey rating to be maintained at or above 70%.	Annual Community Satisfaction Survey rating 98%.
Unit cost.	\$389 to provide service to each food business (\$431 average across benchmark Councils).	\$385 to provide service to each food business.
Food business licensing, monitoring and surveillance.	Every registered business inspected at least annually against National Food Safety Standards.	All registered food businesses inspected during 2010, (1,550 inspections of 840 registered food businesses).
Food sampling.	372 food samples submitted for analysis by an approved public analyst to test compliance with National Food Standards Code.	380 food samples obtained. (Ratio prescribed by the Victorian Food Act).

Maternal and Child Health

Service profile:

The Maternal and Child Health (MCH) service is provided by the Family and Children's Services department in the Council. The service provides child health and parent support services for families with children aged 0-6 years living in Glen Eira. The service operates from seven MCH centres and one outpost (Bentleigh Bayside Community Health Service), providing one-on-one consultation, home visits, an outreach service and groups. MCH works in partnership with local Community Health Centres to increase the range of parenting support and education sessions offered to parents. The Enhanced MCH service provides additional support to families with additional needs.

Review outcomes:

Quality and cost standards

Quality standards require the staff to maintain their professional standards and for the service to respond appropriately to customer satisfaction surveys. Customer satisfaction remains high and few service complaints are received.

Responsive

The service provides extended hours to accommodate working parents. Each month, two Saturday morning sessions are provided alternatively at the Bentleigh and Glen Huntly MCH centres and two evening sessions are provided at the Town Hall and Moorleigh MCH centres. An early parenting support worker assists parents in their homes with parenting issues and also facilitates a 'Surviving and enjoying the first months with your baby' talk twice a month at the Glen Huntly MCH centre. MCH nurses also provide a home visiting service, case management and therapeutic groups for vulnerable families with additional needs.

Accessible

Strategies are in place to provide all parents with access to services, including extended hours for parents unable to attend during business hours; extra home visits for clients unable to attend centre consultations or those with particular parenting needs; open 'drop in' sessions; an outreach service to local childcare and kindergartens, and an Enhanced MCH Nurse and support worker home visiting service for vulnerable families.

Continuous improvement

Client satisfaction surveys are conducted on an annual basis and there is also ongoing evaluation of parenting groups and the 'Surviving the early weeks' talk.

Regular consultation

An annual client satisfaction survey was conducted for all clients attending the service during a 2 week period in December 2010. Clients attending other services such as groups, complete an evaluation of the program. Feedback boxes are located in all MCH centres.

Quality and Cost Standards	Target	Performance
Budget.	Within 3%.	Under by 3.4%.
Client satisfaction surveys.	90% satisfaction level.	96% satisfaction level.
Cost of service per birth notification (\$879.84 index annually by 4% wage index).	\$880	\$862 per birth notice.

Civic Compliance

Service profile:

The Civic Compliance Unit aims to protect community amenity, safety, wellbeing and infrastructure through the development, enforcement and promotion of community responsive laws and enforcement of State Government legislation. Key service areas of the Unit include: local laws; animal management; building control (separate report prepared), and planning enforcement.

Review outcomes:

Quality and cost standards

New quality and cost standards were implemented to reflect current service delivery levels.

The major quality standard for the service is customer satisfaction in accordance with the Annual Community Satisfaction Survey conducted by the State Government.

- The target rating of 70 was not achieved (actual was 69% an increase of 2 points from the 09-10 survey); however, the service has maintained a regular performance of mid to late 60s in the past five years.
- Quality standards achieved include:
 - High level of responsiveness to complaints and emergencies – 90%.
 - Completion of risk reviews.
 - Low animal collection rates.
- The cost standard regarding animal management and local laws were achieved. The figure for animal management was especially pleasing reflecting Council's determination to achieve a high level of responsible pet ownership.

Responsive

The service has responded to community needs by conducting regular meetings with internal and external stakeholders; reviewing the Annual Community Satisfaction Survey conducted by the State Government, and reviewing systems dealing with complaints and enquiries.

These measures have led to enhanced service delivery in the following ways:

- Implementation of the Domestic Animal Management Plan to promote responsible pet ownership.
- Sustained and successful enforcement action for major legislative breaches.
- Returning stray animals to their owners before sending to the RSPCA.
- Providing increasing information through the Council's website, publication of brochures and regular articles in Glen Eira News.

Accessible

Civic Compliance services are provided from 7am-7pm Monday to Sunday. The Council's after hours emergency service is provided at all other times. The officers can also be contacted 'out in the field' by mobile telephone and are available to meet people onsite.

Continuous improvement

The following initiatives and processes have been addressed during the year:

- Domestic Animal Management Plan actions have been conducted.
- Successful enforcement action protecting the safety and amenity of the public.
- Improving systems and reporting by renewing quality and cost standards.
- Annual review of the local law and Council policies.
- Preparing regular articles for Glen Eira News and the local papers.
- Advertising through other media.

Regular consultation

Consultation during the year included the Annual Community Satisfaction Survey; feedback via the Council's Customer Tracking System, highlighting issues and concerns raised by the community; regular meetings with internal and external stakeholders, and regular communication with State Government departments regarding legislative improvements.

Quality and Cost Standards	Target	Performance
Customer satisfaction.	70% or above in the Annual Community Satisfaction Survey.	69%
Responsiveness to customer requests / complaints.	95% of requests actioned in time.	90%
Manage the risk environment to meet the objectives of the Unit.	Complete half yearly reviews of risks associated with the business.	Completed.
Animal Collection* (Responsible Pet Ownership) (Annual animal collection and impoundment rate per 1000 animals registered).	No more than 11 dogs per 1000 households. No more than 10 cats per 1000 households.	8.2 3.8
Net cost of Animal Management service per household.	50c per household (plus CPI each year). Figure based on 2007/8 budget as base figure and 53000 households.	\$1.10/household**
Net cost of Local Laws service per household.	\$3.10 per household (plus CPI each year). Figure based on 2007/8 budget as base figure and 53000 households.	\$4.01/household**

**The animal collection figure is a measure of responsible pet ownership – the lower the figure means there are less animals being impounded which means that pet owners are ensuring their animals are not wandering.*

***The cost is higher due to CPI increases since the base year and due to extra resources being employed in the animal management and local laws area since the base year cost was calculated.*

Parks Maintenance Services

Service profile:

Council's Parks Services Department for maintaining the City's physical park assets and street trees.

Review outcomes:

Quality and cost standards

A review of quality standards confirmed compliance with agreed targets in 2010-11:

- Community satisfaction levels remain high.
- Customer requests are responded to promptly and park maintenance works are undertaken in accordance with the Council's agreed standards.
- A review of cost standards set for 2010-11 confirmed mowing cost /hectare compliance within agreed targets.

Responsive

Community and user needs towards parks maintenance remain generally static, except for growing awareness and expectations of park safety, particularly towards playgrounds, sportsgrounds and park lighting. Regular customer surveys confirm community and user needs towards parks maintenance are responded to.

Accessible

Services are available through the Customer Service Centre, Customer Request Tracking System, Council and Community Resource Guide, and the Council's website.

The community is advised of access to the services via Council's Customer Service Centre, Resident's Handbook, Council's website and the *Glen Eira News*.

Continuous improvement

The measures in place to drive continuous improvement within Parks Maintenance Services include:

- Regular review of Drought Response Plan to best manage impacts of drought and associated water restrictions.
- Customer service satisfaction levels are monitored via the programs and surveys listed below.
- Implementation of Street Tree Strategy recommendations.

Regular consultation

Parks Services gauges customer satisfaction levels through various community consultation programs, including:

- Annual Department of Infrastructure [DOI] Survey Victorian councils.
- Annual Benchmark Park User Satisfaction Survey [IOSS].
 - Glen Eira ranked number 5 in 2010-11 out of 17 Melbourne councils.

Quality and Cost Standards	Target	Performance
Annual Satisfaction Survey [DOI].	Equal to or greater than indexed mean of 72.	72
Customer request response times.	95% of requests actioned within time.	99%
Mowing cost per hectare per cut.	Maintain service at current cost, plus accepted industry increases.	Service maintained at current cost, plus accepted industry increases.
Compliance with park maintenance specification audit.	Equal to or greater than 95%.	94%

IT Services

Service profile:

The Information Technology (IT) Services Unit provides computing and communication services to the Council and its various business units. It is also responsible for the management and support of Council owned or leased computer equipment, software and communications network systems and equipment.

Review outcomes:

Quality and cost standards

The quality and cost standards identified for the service include average number of IT Help Desk requests per PC, availability of all business application servers in required operating hours, average IT cost per PC and overall customer satisfaction rating.

- Analysis of benchmarking data shows that the Council's IT Services are working within and below known cost standards.
- Council is maintaining its Customer satisfaction rating on target at 90% while supporting more PCs.

Responsive

The primary vehicle for assessing the current and future needs of the Council's IT Services is the annual customer satisfaction survey. *Integration and Alignment* is one of the key success factors for IT Services and questions in this area specifically target a user's perception of IT Services. Results from these surveys are assessed and action plans developed to ensure services meet user's requirements.

The Council has implemented an IT Help Desk logging, categorising and reporting process to track IT Help Desk call trends and identify potential IT training needs of an individual or department. It is also a powerful tool for continuous improvement. Trend analysis reports are produced monthly with a quarterly and annual review with the service providers.

The Council has implemented a comprehensive IT training program that ensures new staff are assessed prior to or during the induction process. The program also matches training needs to staff position descriptions and provides a formal channel for the variety of IT training staff may require.

Accessible

A major barrier for access to IT services within Council has previously been the unreliability and poor access speed experienced by users not located in one of our main offices. Council went out to tender for telecommunication services and through this process upgraded the major links between sites and Council's link to the internet.

Council also went to tender for the replacement of its Content Management System and web design. Council's new web site will be implemented in late 2011 which will result in major improvements in accessibility.

Continuous improvement

The Council's Information Management Strategy provides a roadmap for the continuous improvement of IT Services. Key projects undertaken this year include the replacement of Council's Health and Community Care system, Document Management system and upgrade of Council's IT disaster recovery capabilities.

The program of customer consultation and service level trend analysis provides an ongoing process for service improvement.

Regular consultation

A Consultation Survey is conducted with IT Service users annually. The survey covers the same key success factors undertaken during the Best Value process. The results are tabulated and presented to the Information Management Steering Group and the Executive Group.

Following this, all users who were identified as having service delivery issues, or offered service delivery improvement suggestions, are interviewed. Overall and individual action plans are implemented to address agreed issues.

Quality and Cost Standards	Target	Performance
Number of PCs per IT EFT.	55	61
Number of IT Help Desk requests per PC.	1.0	1.3
Overall server up-time %.	99.50%	99.99%
Average IT operating cost per PC.	\$4,745	\$4,017
Overall Customer Satisfaction rating.	90%	88%
Customers rating their satisfaction level as <i>less than satisfied</i> (i.e. Needs some improvement, Needs a lot of improvement).	3%	2%

Note: Customer Surveys sent to all staff this year rather than just a cross section

Building Services

Service profile:

The Building Services Unit performs a major role in the regulatory function/s of the Council by ensuring appropriate building standards are achieved in the municipality. The Unit also aims to protect community amenity, safety and wellbeing through its activities and programs.

Key activity areas include: approval of building permits, prosecution for breaches of legislation and the enforcement of statutory responsibilities for building design and construction standards, swimming pools, fire safety in commercial premises, ResCode (siting provisions) and providing property information.

Review outcomes:

Quality and cost standards

The major quality standards set for the service include customer satisfaction, protecting community safety, responsiveness to complaints, and compliance with legislation. The major cost standard relates to the net cost of the service per household.

- The Council's proactive approach and systematic inspection program has resulted in the achievement of most quality standards. Follow up notices issued requires further review. Systems are to be changed to ensure data entry is easier. Regular performance reporting is required.
- The cost standard was however higher than the target. This was due to higher than expected legal costs related to Council's commitment to enforce legislative breaches in Planning Enforcement.

Responsive

The service has responded to community needs by conducting regular meetings with internal and external stakeholders; reviewing the Annual Community Satisfaction Survey conducted by the State Government and reviewing our system of dealing with complaints and enquiries. Service delivery has been enhanced in the following ways:

- Maintaining a high level of community safety through our inspection program involving swimming pools, smoke alarms, essential service buildings, etc.
- Issuing building permits to residents within the municipality.
- Responding to residents' complaints about non-compliance with the planning scheme and prosecuting for serious breaches of legislation.
- Responding to complaints of dangerous fences and buildings.
- Responding to complaints relating to the illegal occupation of buildings being used as back packer's accommodation.

Accessible

Service is generally available during office hours (Monday to Friday 8.30am-5pm). An after-hours emergency service is provided at all other times. Officers can also be contacted 'out in the field' by mobile telephone and are available to meet people onsite.

Continuous improvement

The following initiatives and processes have been addressed during the year:

- Working with Council's Service Centre to better use the Customer Tracking System and be more responsive to the community.
- Improving systems and reporting.
- Annual review of Council's policies.
- Preparing regular articles for Glen Eira News and the local papers.

Regular consultation

During the year we have consulted in a range of ways, including surveys on specific service issues; feedback via Council's Customer Tracking System highlighting issues and concerns raised by the community; regular meetings with internal and external stakeholders, and regular communication with Building Commission regarding legislative improvement.

Quality and Cost Standards	Target	Performance
Customer Satisfaction.	70% or above in an annual community satisfaction survey.	69%
Responsiveness to customer requests/complaints.	95% of requests recorded on Customer Request Tracking System actioned in time.	65%
Follow up on Building Notices.	Follow up inspections completed on 95% of notices issued.	100%
Internal referrals.	Completed within ten days.	94.4%
Manage the risk environment to meet the objectives of the Building Unit.	Complete half yearly reviews of risks associated with the Business.	Completed.
Increased level of community safety.	Complete (in accordance with policy) 150 pool barrier inspections, 100 smoke alarm inspections, 50 fire safety inspections per annum.	170 (pools) 140 (smoke alarms) 136 (fire safety)
Timely decision making.	Process 100% of Council Consent and Report Applications within 15 working days in accordance with statutory requirements. Building permits processed within 5 working days.	100% 100%
Net cost of Building/Planning Enforcement service per household.	\$7.10 per household (plus CPI each year). Figure based on 2009/10 budget as base figure and 53000 households.	\$13.97*

* The cost is higher due to CPI increases since the base year and due to extra resources being employed in the building inspection area due to staff resignations since the base year cost was calculated.

Town Planning

Service profile:

The Town Planning Service is responsible for land use development in the municipality by administering the State Government's legislative framework; the formulation of policy; and assessing development and land-use applications, subdivisions, gaming and liquor licences.

Pursuant to the *Planning and Environment Act 1987*, the Council must also perform the duties of a Responsible Authority which includes administering and enforcing the planning scheme; and implementing the objectives of the planning scheme.

Review outcomes:

Quality and cost standards

The major quality standard is customer satisfaction in accordance with the Annual Community Satisfaction Survey conducted by the State Government. This year Glen Eira recorded 56%. Whilst this is down from last year's result, it is favourable nonetheless when compared with other council scores ranging from 49% to 59%.

Council continues to excel in its planning permit application fast track processes. All fast track applications were determined within the required time. This includes decisions required to be made within 48 hours for applications triggered by the Special Building Overlay.

It is clear that Council's Housing Policy is operating effectively. Policy seeks to maintain the neighbourhood character of 80% of the municipality, known as Minimal Change Areas. The remaining 20%, known as Housing Diversity Areas, are around major transport nodes, shopping centres and community facilities. Policy seeks to channel the majority of multi-dwelling developments in these areas. More than 50% of new dwellings were channelled into housing diversity areas.

The following quality standards were not quite achieved:

- Decision making – 75% of planning applications decided within 60 day statutory requirement.
- Responsiveness to customer requests was marginally below target.
- VCAT appeals by residents were also slightly higher than expected.

These results will be prominently considered in ongoing reviews.

Responsive

The Service has responded to community needs by conducting regular meetings with internal and external stakeholders. Most of these meetings are not required by legislation; however, they contribute to a better understanding of issues and positive outcomes.

Other responsive measures include:-

- The maintaining of live application numbers to a workable level through our initiatives to improve the efficiency of the planning process. This has resulted in benefits to all users.
- The completion of a full review of the planning scheme which aims to make it clearer, more user friendly and less complex, whilst still delivering quality outcomes.

These measures have enhanced service delivery in the following ways:

- A clearer understanding of proposals, their context and the key issues at VCAT hearings.
- Swift processing of applications and more efficient use of planning office resources.
- Policies and controls which will become clearer, simpler and more effective.

Accessible

Service is available during office hours (Monday to Friday 8.30am-5pm and Tuesday evenings until 7pm) at the Council offices. Aspects of the service have been made more accessible through:

- Online access to the progress of an application.
- Extensive planning information for both residents and developers.
- 'Discoverable' strategic plans leading to developers choosing correct locations for development at the outset.

Continuous improvement

The following outcomes were achieved:

- Ongoing development of initiatives to simplify process i.e. Heritage fast track process, NORFI (No Request for Further Information), VCAT multi-media submission.
- Streamlining decision making processes through the Delegated Planning Committee (DPC) achieving speedier decisions.
- Better public meetings.
- Promoting pre-certified applications to improve quality of applications, transparency of process and turnaround times in decision making (even for the non-professional developer).

Regular consultation

The consultation that occurred during the year included the Annual Community Satisfaction Survey; feedback via Council's Customer Tracking System highlighting issues and concerns raised by the community; regular meetings with internal and external stakeholders; regular communication with State Government Departments regarding various planning issues, and community meetings on various planning issues.

Quality and Cost Standards	Target	Performance
Customer Satisfaction.	60% or above in the Annual Community Satisfaction Survey.	56%
Responsiveness to customer requests/complaints.	95% of requests recorded on Customer Request Tracking System actioned in time.	94%
Permit timelines.	75% of planning applications decided within 60 day statutory requirement.	66%
	100% of Pre Certification applications decided within 60 day statutory requirement (except decisions made by Council).	100%
	100% of Fast Track SBO applications decided within 48 hours.	100%
	100% of Fast Track (Heritage) applications decided within 10 business days.	100%
Acceptance of policies by community.	No more than 2% of appeals lodged by resident objectors, (as a percentage of decisions made).	2.5%
Strategic plan implementation.	50% or more of new dwellings go into housing diversity areas.	75%

Accounting Services Unit

Service profile:

The Accounting Services Unit is responsible for the overall control of the Council's financial resources in accordance with relevant statutory requirements and policies of Council. The unit develops financial strategies that will ensure that Council is a viable organisation, able to continue provision of services into the future.

Accounting Services is responsible for the production of Council's annual budget, monthly financial reporting analysis of Council's financial resources and long term financial planning.

The key activity areas of the Accounting Services Unit are: Accounts Payable; Accounts Receivable; Payroll; Budgets; Management & Financial Reporting; Asset Management, and Finance & Payroll Systems Development.

Review outcomes:

Quality and cost standards

Quality and cost standards have been developed via a benchmarking project with similarly sized Councils.

- The Council was shown to be meeting the expectations and values of its community, with favourable results in both of these areas.

Responsive

A customer survey was undertaken to measure customer satisfaction levels across the various key activities of the Accounting Services Unit. Suggested improvements that have been addressed were:

- Easier to read reports for budgets and forecasts;
- Extra staff training for budget and forecast input; and
- Simplified training manual for payroll system.

Accessible

The customer survey did not highlight any major concerns regarding accessibility to the Accounting Services Unit.

Continuous improvement

The Accounting Services Unit will ensure continuous improvement of its services by:

- Fully complying with Legislation and Council Policies;
- maintaining high levels of internal controls;
- efficient and timely delivery of all financial transactions;
- using financial systems that are up to date with technology;
- improving customer service levels with continual review; and
- improving the relevant Finance and Payroll systems to ensure that they are operating efficiently and effectively and deliver the necessary information to end-users.

Regular consultation

Ongoing internal consultation with Council departments at Senior Manager and Divisional Management Team meetings ensures that regular feedback in relation to accounting services is taken into consideration. External consultation involves being available to respond to requests for information pertaining to public financial reports and transactions.

Quality and Cost Standards	Target	Performance
Average cost per voucher processed for payment.	\$5.44	\$5.52
Average cost per FMIS user.	\$411	\$385
Overall customer satisfaction rating.	94%	94%
Delivery of Annual Financial Accounts.	Within 90 days after Financial Year close.	Within 90 days after Financial Year close.
Preparing Annual Financial Statements that present fairly the financial transactions of GECC.	Unqualified opinion.	Unqualified opinion.

Records Services

Service profile:

Council's Records Services is co-ordinated and delivered by the Corporate Information Management Unit in the Finance Division. Records Services centrally co-ordinates the Council's postal and courier services, records management, document management, archival services and Records user training.

Review outcomes:

Quality and cost standards

The quality and cost standards identified for the service include the percentage of registered documents to inward mail; average records cost per transaction for labour, and overall customer satisfaction rating.

- Analysis of benchmarking data shows that the Council's Records Services are registering more documents from inward mail than targeted.
- Results are better than the target set for average records cost per transaction for labour.

Responsive

Records Services has met with business units and developed a Document Management project that provides a road map for how Council can improve the way it handles business documents.

Accessible

An identified barrier is the continued appropriateness of current processes and systems for ensuring the delivery of information to business units in a timely manner. Council initiated a tender process for the supply, delivery, implementation, training, support and maintenance of a Document Management System (DMS). The aim of the initiative is to improve the capture, accessibility, sharing and security of Council records through the implementation of an integrated document and records management system capable of managing paper and electronic records regardless of format or location.

Council's new Document Management System, HP TRIM, was implemented in April 2011.

Continuous improvement

As part of the Document Management project Council needed to improve the way it named (classified) documents. Business units were consulted and a new Records Classification scheme was developed for Council that ensures consistent naming conventions are used for all business records.

Regular consultation

An annual consultation survey is conducted with Records Services users. All users who identify service delivery issues, or offer service delivery improvement suggestions, are then interviewed and individual action plans implemented to address agreed issues.

Quality and Cost Standards	Target	Performance
Percentage of registered documents to inward mail.	30%	31%
Average records cost per transaction for labour.	\$0.40 cents.	\$0.40 cents.
Overall customer satisfaction rating.	90%	68%

Note: Customer Surveys sent to all staff this year rather than just a cross section

Environmental Health Services

Service Profile:

Environmental health services are provided by Council's Public Health Unit within the Community Services division. The environmental health services provided by the Public Health Unit involve a wide variety of activities impacting on a range of customers. Primarily, these services are provided to maintain a healthy environment for all people who reside or work in the City of Glen Eira.

The level of services provided by the Unit are prescribed under a wide range of legislation including, but not limited to:

- Public Health and Wellbeing Act 2008.
- Environment Protection Act 1970.
- Tobacco Act 1987.
- Public Health and Wellbeing Regulations 2009.
- Environment Protection (Residential noise) Regulations 1997.

Review outcomes:

Quality and cost standards

The quality and cost standards identified for environmental health relate to customer satisfaction, cost per service and the completion of key legislative requirements. All targets set for the year were met.

Responsive

An annual customer satisfaction survey is used to measure the customers view in relation to the effectiveness of the environmental health services provided. Results of this survey are used as a guide to aid future service delivery improvements.

Accessible

Access to the service is provided during business hours, with emergency after-hours access available when required. However, investigations are conducted outside of normal business hours as required. Council's environmental health services can also be accessed via written request or email. Information about environmental health services is also posted on Council's web site for access at any time.

Continuous Improvement

Each year, a comprehensive review is undertaken of service performance during the preceding year, in order to improve the level of service provided. Feedback received from customer surveys is included in this process and implemented wherever possible.

Regular Consultation

Residents and business clients are surveyed on an annual basis in order to obtain information regarding the service from the customer's perspective. A feedback form is also available on Council's website to provide additional comments in relation to the service.

Quality and Cost Standards	Target	Actual Performance
Customer satisfaction.	Annual customer service survey rating to be maintained at, or above, 95%.	Customer rating across each service area—97%.
Unit cost.	\$264 to provide service to each business/resident.	\$260 to provide service to each business/resident.
Business licensing, monitoring and surveillance.	Every registered business inspected at least annually against quality criteria.	All registered health businesses inspected at least once during 2010 (243 inspections of 238 registered health businesses).

Water sampling.	All public swimming pool and spa facilities sampled 4 times per year.	83 water samples obtained from 15 facilities during 2010.
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* All public pools and spa pools are inspected and tested four times per year. Those public pools and spas that are open all year round (brothel spa, gym spa) are tested on a quarterly basis.

Seasonal pools (i.e. Council pools) are tested during periods of maximum bather load (cryptosporidium risk) - December, January, February, and March.

These services are historical based on risk and have been provided that way for the past 10 years.

Arts and Culture

Service profile:

The Arts and Culture Unit exists to provide a comprehensive program of art and cultural activities, including exhibitions, events, concerts, performances and festivals, to entertain, engage, increase awareness and culturally enrich the lives of Glen Eira residents.

Review outcomes:

Quality and cost standards

The quality and cost standards identified for arts and culture relate to participation rates, costs as a percentage of the Council budget and feedback from attendees.

- All targets for the year met or exceeded.
- Cost of program delivery below set target of 1.5% of the Council's budget.
- Participation rates higher than expected.
- Satisfaction rates in exit surveys higher than target.

Responsive

Participant surveys are conducted for all Glen Eira City Council arts and culture projects. This community feedback is taken into account when planning events and exhibitions.

Accessible

An increase in the provision of programs and opportunities for the community to engage and participate in arts and cultural activities.

Continuous improvement

Feedback from audience surveys is used to inform when planning future events and exhibitions.

All Staff are provided with opportunities for professional development and some events staff have undertaken specific event training.

In the past year, a new two-week Storytelling Festival event has been developed to incorporate the existing My Brother Jack Literary Awards. In 2011-2012 greater work will be undertaken to expand the reach of the Arts and Culture program; with different venues across the municipality to be utilised and more involvement of existing community organisations.

Regular consultation

The Arts and Culture Department maintains an Arts Advisory Committee comprising elected Councillors.

The Arts and Culture Facebook page and news provide regularly opportunities for members of the community to engage with the department and provide their feedback and ideas.

Feedback is gathered from participants at all Glen Eira events via a comprehensive self-completed questionnaire

Quality and Cost Standards	Target	Performance
Cost as a percentage of Council's budget.	Less than 1.5%.	0.75%
Participation rates.	26,000 plus.	31, 519
Exit survey responses Good or Excellent.	70%	76%

Library and Information Service

Service profile:

The Library and Information Service is a business unit within the Community Services Division, providing direct service to the community via four libraries and the library component of the Council's website.

Over the past year, the Library and Information Service recorded over 1.2 million loans from collections of almost 165,000 items and added more than 29,000 new items to the collections.

Review outcomes:

Quality and cost standards

The key quality standard is overall customer satisfaction, measured through annual customer satisfaction surveys.

- Satisfaction surveys show a high level of satisfaction with the quality of service over time.
- For 2010-2011 the survey measured an overall satisfaction level of 93%.
- Benchmarking data for the original review showed that the Council's Library and Information Service has operated efficiently (cost and staffing).
- Subsequent to the review, the Council increased operating hours, collection expenditure and computers in the libraries - to bring the Library and Information Service in line with the majority of its benchmarking partners.

Responsive

The needs of the community have been identified through annual satisfaction surveys, a Best Value research report and focus group sessions. The latter were conducted on local needs for the Carnegie Library and Community Centre, which opened in October 2005.

Other ways of better understanding community needs include customer feedback and suggestion forms through the libraries, online feedback through the website, correspondence from library customers and daily interaction with frontline customer service staff.

During the year, the service responded to 99,588 information enquiries, presented 503 storytime and babytime sessions to more than 45,000 children and adults and made more than 1,560 visits to home library service recipients.

Accessible

The Library and Information Service's four libraries in Bentleigh, Carnegie, Caulfield and Elsternwick are open a total of 211 hours per week over seven days. For those who are unable to visit due to frailty or ill-health, a home library service is available. During the year, we provided over 10,000 library opening hours across the four libraries and recorded more than 657,000 visits to the libraries.

The Library and Information Service offers significant web-based services, including a range of information services, accessible through the library component of the Council's website. The web offers a way of communicating with the Service outside opening hours and without visiting a library.

Continuous improvement

A number of continuous improvement initiatives to enhance service, quality, efficiency and usage have been developed and introduced since the review. In 2010-11, a priority was to further improve communication and engagement with customers with a focus on expanding online services. E-newsletters for adults and children were introduced, alerting readers to upcoming events, school holiday programs, reading promotions and general information to assist them in making better use of library services. An expanded events and authors program was introduced in 2011, ensuring events were held monthly. A new program, the Reading Circle, was launched at Carnegie Library. It provides opportunities for avid readers to meet for book discussions led by guest authors and library staff. Event bookings moved online, providing a more convenient and streamlined way to book and pay for events.

Regular consultation

Annual customer satisfaction surveys form the key component of the Library and Information Service's consultation program. The surveys provide feedback on satisfaction with quality of services, including information about the service aspects that are most valued and those that are most in need of improvement.

Community members are invited to advise the Council of their needs and views via customer feedback and suggestion forms available at the library branches, online feedback through the website, and daily interaction with frontline customer service staff.

Quality and Cost Standards	Target	Performance
Overall Satisfaction Level.	91%	93%
Cost per Loan 2009/2010 .	Below state average (\$4.00).	\$4.30
Loans per hour open 2009/2010.	Above state average (89).	112.3

**2009/2010 are the latest comparative figures available.*

Residential Aged Care Services

Service Profile:

Residential Aged Care programs are underpinned by a set of broad principles prescribed in the Aged Care Act 1997 and are characterised by resident rights, defined funding, user charges and regulatory arrangements that apply to all Commonwealth funded residential aged care facilities. The City of Glen Eira is the Approved Provider under the Aged Care Act (1997) and as such is responsible for meeting conditions of approval and the range of requirements and responsibilities relating to standards of care and protection for residents.

As the provider of three accredited facilities, Council is entitled to claim a range of Commonwealth operating subsidies, and in addition to receive resident fees and accommodation payments from residents. In return, Council must comply with the Accreditation Standards as outlined in the Aged Care Act 1997 through a formal accreditation process. All residential services must be accredited in order to receive residential care subsidies from the Commonwealth Government.

The City of Glen Eira provides low cost rental accommodation for financially disadvantaged older persons through Independent Living Units. The program provides an essential service and safeguards for a group who has the significant potential to become marginalised.

The units are let under the umbrella of the Residential Tenancies Act and Council also provides a part time Accommodation and Community Access Officer to link residents with services / supports available in the community.

Case management is not available except for clients accepted into the Council's HACC program.

Review outcomes:

Quality and cost standards

Quality standards identified for the service are resident satisfaction and maintaining compliance with the Commonwealth accreditation standard.

Benchmarking activities, including measurement of resident satisfaction, underpin a comprehensive continuous quality improvement program required under the Aged Care Accreditation Standards, as monitored externally by the Aged Care Standards Agency annually. Glen Eira City Council Residential Aged Care facilities were reaccredited in March and April 2009. All facilities were successful in achieving three (3) years of accreditation to June 2012. Additionally, all three facilities have had successful support visits during 2010/2011 year. Analysis of available benchmarking data for resident satisfaction reveals high levels of customer satisfaction at 87.6% this being above the industry mean of 84.37%. Residents responding to the survey confirmed their overall satisfaction rating as 93.07%. The services are working within and at known cost standards. Complaints regarding the service have been few with opportunity for the resident complaints to be addressed through the Continuous Improvement and feedback system.

The Independent Living Units operate under the auspice of the Residential Tenancy Act and as such have formal mechanisms in place for the management of disputes.

Responsive

Future directions for Residential Services are constrained by the capital requirements to establish and extend service provision. The current allocation of operating bed licences within the Glen Eira City Council area is 1,240. The Commonwealth funding allocation for residential aged care places is 88 per 1000 people over the age of 70. Council's facilities operate 173 residential places. Place applications are distributed through the Commonwealth annually and afford Approved Providers the opportunity to seek additional allocations to extend service or establish new services. The Community profile requirements are assessed by the Commonwealth and allocation grants are based on demonstrated distribution in accordance with Commonwealth funding and policy direction. Community care packages are included in totals allocated for Local Government areas.

Accessible

All aged care providers must meet regionally based ratios for concessional residents to ensure that care is accessible and affordable, particularly for pensioners in the community. A concessional resident supplement is paid by the Commonwealth to assist access of these residents into residential care.

The Commonwealth requires all aged care providers within the City of Glen Eira to maintain a concessional resident ratio of at least 18.2%.

Concessional resident rates across the three Glen Eira facilities average at approx. 40%. This demonstrates access and affordability for pensioners and that Glen Eira City Council is responsibly providing places for financially disadvantaged residents. While the social outcome is increased, the financial performance is affected.

The Australian Government Department of Health and Ageing regulates aged care funding, fees and charges for the aged care industry. The Commonwealth funding program is characterised by a complex funding regime, user charging and regulatory arrangements that apply across the whole Commonwealth funded residential aged care sector. Aged Care Residential funding, fees and charges are regulated by the Aged Care Act 1997.

Glen Eira Council currently provides low cost rental accommodation for financially disadvantaged older persons living in Glen Eira. Units operate under the Residential Tenancies Act and Council fund an Accommodation & Community Access Officer to support current and prospective tenants.

Eligible residents must be:

- A minimum of 60 years of age,
- capable of independent living,
- currently renting accommodation,
- receiving a full pension,
- a resident of the City of Glen Eira for a minimum 12 months in the past 2 years,
- have assets not exceeding \$30,000; and
- have not owned or sold property within the last 5 years.

The Independent Living Program is part of the Aged and Residential Services business unit. A real estate agent is contracted to collect the rent from residents.

The City of Glen Eira and the Accommodation & Community Access Officer provide a range of services for the residents.

- Maintenance to buildings and fixtures is undertaken by Council's home maintenance service (this includes changing smoke detector batteries annually).
- Maintenance of communal garden areas is undertaken by Council,
- Referrals to Council services and other agencies to support residents e.g. home help and in-home care.

For persons assessed as having assets of \$30,000 or less and in receipt of income support pension or benefit payment, rental fees are charged on the basis of an amount equivalent to each individual's eligibility for the maximum Centrelink rent assistance and an assessment of 25% of the resident's total household income as bound by funding requirements of the Department of Human Services – Office of Housing. Bi-annual reviews are undertaken in conjunction with pension adjustments.

Continuous Improvement

The Aged Care Act 1997 requires the adoption of Continuous Improvement Systems for Residential Aged Care Services. This involves regular and on-going review of policy and procedures, and compliance assessment with forty four (44) resident related outcomes operating under four (4) broad service standards. The facilities must operate under the Standards and demonstrate activities that monitor and review service provision against an annual Continuous Improvement Plan for the Service. Each operating Residential Aged Care Service is assessed against key performance indicators, quality standards, benchmarking, and cost standards. External support visits and spot checks undertaken by the Aged Care Standards Agency can be conducted at any time and without prior notice to the provider.

All facilities currently maintain full Accreditation till June 2012.

Regular Consultation

Customer complaints and feedback are monitored on an ongoing basis through the continuous improvement system. There is also regular and frequent consultation with the individual Residential Communities through 6 weekly, or more frequent, resident meetings. Consultation also occurs with other Local Government authorities, medical practitioners, Department of Human Services and divisions of general practice, Aged Care Assessment Teams and Acute Health Services & Rehabilitation providers.

Feature articles are submitted to Glen Eira News to address the information sharing requirements about Residential Aged Care Facilities and Service provision. The Facilities are listed in accessible Government information brochures and on aged care related web sites to assist information provision.

Informal and regular consultation is undertaken with existing residents through case review and care review meetings.

Quality and Cost Standards	Mean	Actual Performance
Resident Satisfaction rate (overall percentage%).	All Aged Care 84.37%	Spurway 93.85%
		Warrawee 94.55%
		Rosstown 90.83%
Total operating income per occupied place/day.	* Industry average for all facilities combined: \$168.67	GECC Facilities Combined: \$149.85
Total operating cost per occupied place/day.	* Industry average for all facilities combined: \$144.37	GECC Facilities Combined: 182.26

* Industry average figures source: QPS Benchmarking, as at 30/06/2010

Rates

Service profile:

Under the umbrella of the Financial Services Directorate the Rate Office is primarily responsible for the levying and collection of rates and other property related charges. Other services provided include corporate property, rates and name and address database management, statutory reporting, debt management and election maintenance, including voters roll production. A greater part the services are regulated by various acts including the Local Government Act 1989 and the Valuation of Land Act 1960. This financial year over \$72m was raised for rates and charges from 59,377 assessments.

Review outcomes:

Quality and cost standards

As many services are statutory, meeting timelines and requirements is an appropriate way of measuring performance and during 2010/11 all statutory criteria has been met. Similarly, targets set out in the principles have also been met.

Ongoing improvements in our data matching with Land Vic continues to streamline our reporting resulting in more regular updates.

We have successfully implemented over 25,000 bin changes in the rates data base in the bin downsizing project for the 2010/2011 year.

The implementation of a new debt collection system has commenced to improve monitoring and work flows for outstanding debts. This should be fully operational for the 2011/2012 rating year.

Responsive

The Rate Office can determine the quality and direction of the information provided by reacting to feedback from Ratepayers/Owners upon the issuing of rate notices.

Each year the Rates Office endeavours to improve information on the rate notice. As in the previous year we have further enhanced our internet payment site taking into account suggestions from customers.

Accessible

The Customer Service department is usually the first point of contact for owner/ratepayers and at any time calls relating to rating matters can be on-forwarded.

Owner/ratepayers can also discuss matters in person at the Town Hall, in writing, via e-mail, via the web or we can arrange to visit on-site where practicable.

Where requested, large print rate notices are provided for vision impaired persons as well as reprints for ratepayers who have misplaced their original notice.

Continuous improvement

By maintaining statistics not only on financial matters but also on incoming/outgoing correspondence, areas that need improvement can be easily highlighted. As a result of this, more emphasis is placed on internal reporting to identify anomalies in data.

Maintaining and expanding membership to special interest groups such as the Revenue Management Association and software special interest groups provides an exchange of ideas that has enhanced some of our procedures.

The development of in-house reports and databases has been a major factor in improving our work practices.

Regular consultation

The issue of annual and periodic notices to all ratepayers allows the rate office to consult with its external customers. Information relating to rating matters can also be found in the Glen Eira News and on the web allowing our customers to give us feedback on such matters.

The Council election also enables us to have feedback on the quality of our name and address database.

Quality and Cost Standards	Target	Performance
Percentage of Rates Collected Annually.	Rates & Charges collected in rating period to be greater than 96%.	Rates & Charges collected were 95.3%.
Supplementary Valuation Income.	Equal to or greater than the amount estimated in annual budget.	Supplementary Income raised for 2010/2011 was greater than the budgeted amount.
Timely and accurate rate financial results reported to Council on a monthly basis.	Report on rates financial information as part of monthly Finance report presented to Council and the Community.	Accurate and timely rates results presented on a monthly basis during 2010/2011.
Issuing of Rate & Valuation Notice.	Issue Annual Rate Notice by 18 August each year.	For 2010/11 notices were issued on 30 July 2010.

Human Resources

Service profile:

The Human Resources Unit is part of the Community Services Directorate and provides services, support and advice across the Council and its various business units on all matters pertaining to employment, including Occupational Health and Safety (OHS).

Key activities of the unit include: Human Resource strategy development, policy development and implementation, Employee and Industrial Relations support and advice, Human Resource information system and reporting, training and development, Occupational Health and Safety, WorkCover and Return to Work Coordination.

Review outcomes:

Quality and cost standards

Quality and cost standards were determined by benchmarking performance through surveying other municipalities of like size and public sector standards, having similar models of service delivery. Human Resources services compare favourably on key HR industry benchmarks including cost of service and other quality measures such as training delivered, and total staff turnover. Ongoing benchmarking is undertaken to ensure the service is meeting or exceeding industry standards.

Responsive

Current and future needs of the service users are identified through consultative measures including staff consultative committees, an OHS committee, and regular and ongoing evaluation of feedback from specific services and events such as training delivered. The community is advised of the service through articles in the *Glen Eira News* and local press, the Council's website (including employment advertising), job search websites, social media and Council reports and publications.

Accessible

Human Resources is primarily an internal service to all Council employees, which has some contact with external individuals and organisations. The services are delivered from a central point located within the Town Hall and are readily accessible to staff. Access is available via telephone, email and intranet. Council's intranet hosts all key information relevant to employees such as HR and OHS policies and procedures, forms, staff handbook and other such information. This ensures accessibility of information for staff across the Council.

Continuous improvement

The key focus areas for continuous improvement are training and development, reward and recognition program, recruitment and selection, policies and procedures, reporting system and maintenance of high standards of OHS. These have been included in a comprehensive HR Plan which is monitored on a regular basis.

In 2010-11, the significant continuous improvement initiatives were focussed on attraction and retention of high quality and skilled staff. An organisation-wide training calendar to support ongoing professional development across Council has been developed. The implementation of a web-based HR reporting system has enabled instant access to up to date employee data and reporting.

Regular consultation

There is ongoing internal consultation with Council departments and human resources staff attending internal meetings and forums as required. Assessment of the effectiveness of corporate training initiatives is ongoing via formal program evaluations. Consultation with staff about employment relations is conducted through the consultative committee with staff. Senior Human Resource staff also advocates for the Council and consult the wider community at external meetings and industry forums.

Quality and Cost Standards	Target	Performance 2009-10
SafetyMap.	Maintain SafetyMap accreditation.	Continued accreditation achieved in 2011.
Average days to recruit: Senior Managers Award Employees	80 days 40 days	68 days 53 days
Corporate training delivered.	8.0 hrs. annually per EFT.	13.42 hrs. per EFT.
Days lost (WorkCover).	Less than 300 days.	469 days lost*
Turnover.	No greater than 11% across Council.	8.97%

**Whilst there were a small number of WorkCover recipients, some of these were long term and surgery complications required further time off.*

Long Day Care - Children's Services

Service profile:

Children's Services are provided by the Family and Children's Services department. Four centres are located in Carnegie, Caulfield, Elsternwick and Murrumbeena. The service provides long day and occasional care services (Caulfield) for children aged six months to school age. Children's centres have carefully planned educational and care programs that are based on the development and interests of each child and the culture and values of families.

Review outcomes:

Quality and cost standards

All centres have been accredited with the National Child Care Accreditation Council and are reaccredited every two and a half years.

- All centres comply with the Children's Services Act and Regulations and are licensed for three years.
- Revised Children Services regulations came into effect on 25 May 2009.
- New regulations have lowered the Child staff ratio for children under 3 years of age; transitional provisions allow existing services until 1 January 2012 to comply with these new ratios.
- 95% of parents strongly agree and agree they are satisfied with the care their child receives and feedback by parents strongly supports the expertise of staff and the quality of care provided.

Responsive

The long day care service operates from 7.30am-6pm Monday to Friday and is part of a suite of child care services offered by the Council. Occasional child care is offered at the Caulfield Children's Centre on Tuesday and Thursday mornings between 9.30am-12.30pm during school terms and at the other long day care centres to fill any vacant long day care places. Parent survey results indicate that parents believe staff to be responsive to their families and children's needs.

Special visits are organised to enhance the care and education program and include Kids Go For Your Life mobile education unit, a mobile animal farm, puppetry and music and dance groups. The Caulfield and Murrumbeena centres have a range of children's services available at the one location, including child care, occasional care and maternal and child health.

Accessible

The service operates 160 of the 2640 long day care places in Glen Eira. The demand for child care places continues to be higher for children under the age of three years. Each of the centres provides care for children with additional needs, including non-English speaking children and children with development delay. The Continuous Improvement plan aims to improve integration of those children with a range of developmental needs.

Continuous improvement

One newsletter is distributed to families quarterly with Family Link - one is centre-specific, while the other is an integrated Children's Centre publication. Information is provided to parents via email where possible. Children with additional needs attending child care reflect population levels or above, and room use and age mix are reviewed biannually to improve accessibility. In consultation with staff and families the anaphylaxis practices were developed and implemented at all four centres.

Regular consultation

Regular consultation with the community includes:

- An annual parent satisfaction survey to review the needs and satisfaction of customers.
- Quarterly newsletters provide families with information on child health and developmental and learning programs.
- Informal consultation on individual needs will continue.
- One-on-one parent/staff meetings are offered twice per year.
- An annual parents' meeting each year outlines programs and centre plans.
- Special events in the Centres are communicated to parents through portfolios.

- Articles are published in the *Glen Eira News* advertising changes and activities within the centres.

Quality and Cost Standards	Target	Performance
Overall satisfaction level.	91%	95%
Achievement of accreditation.	Accreditation.	All services are accredited by the National Childcare Accreditation Council.
Cost per place used.	\$19,096 indexed by 3% CPI.	\$23,649.91 Increased costs due to staff salaries higher than CPI (4%) and lower utilisation.

Community Care Services

Service profile:

Glen Eira City Council provides a range of services through its Community Care Unit to support frail older people, people with disabilities and their carers to live independently in the community. Community Care services focus on either assisting a person to undertake the tasks of daily living where illness, frailty or a disability prevents them from doing so on their own behalf, or providing social and recreational activities to promote connectedness and wellbeing.

Review outcomes:

Quality and cost standards

Quality standards for Community Care services relate to customer satisfaction and cost effectiveness.

- Customer feedback has indicated a high level of satisfaction.
- Community Care Services operates within budget parameters.

Responsive

Customer feedback indicates that Community Care services are responsive to individual needs. Client needs are determined at the initial assessment and then monitored through direct worker contact and ongoing review and services are modified as required to respond to changing needs. Services always try to respond to individual preferences for the time/day of service delivery, type of worker and tasks to be undertaken. Where feasible, feedback from clients is incorporated into service delivery practices.

Accessible

Community Care services are available to frail older people, people with disabilities and their carers residing in the Glen Eira municipality, who are assessed as requiring support to continue living in their own home and community. Services are available on a long term or short-term basis and can be accessed through a referral from an individual, family member, friend or other service provider.

A range of information is available on Community Care services, in a range of community languages, to ensure that residents from diverse cultural and linguistic backgrounds can access services.

Continuous Improvement

Community Care Services has a number of continuous improvement processes in place to ensure that services are responsive to community need while being cost effective. These include client feedback, staff feedback and reviews. Suggestions for service improvement are reviewed and where feasible, incorporated into service delivery practices. Benchmarking is also undertaken with other Councils to ensure that Glen Eira provides similar services as other Councils and that new initiatives are incorporated into services.

Regular Consultation

A range of consultation methods are used by the Community Care Unit, including service-specific satisfaction surveys, Council annual customer satisfaction survey, client feedback forms, client feedback via telephone or letter, staff feedback forms and regular meetings with user groups at Senior Citizens Centres.

Quality and Cost Standards	Target	Performance
In Home Support hours.	122,797	116,344
Property Maintenance hours.	4,956	4,998
Delivered Meals provided.	85,000	79,054
Social Support hours.	30,360	27,485
Cost of service provision.	\$9,102,784	\$8,969,544

Buildings and Properties

Service profile:

Council's Buildings and Properties Department manages Council's building and facilities undertaking functions that includes asset and property management, routine and cyclical maintenance, minor capital works and business continuity planning.

Review outcomes:

Quality and cost standards

The quality and cost standards that relate to the service include response to requests, customer satisfaction, review of the annual asset management plan and maintenance expenditure ensuring:

- Facilities are safe, comply with regulatory compliance standards and are fit for the purpose.
- High level of customer service satisfaction is achieved.
- Asset management to ensure planning of maintenance activities.
- Maintenance expenditure is aligned to Australian maintenance expenditure standard.
- Implementation of various building and facilities sub-programs, such as the Plant & Equipment Replacement Program, to increase the life of buildings while ensuring compliance.
- The management of various compliance audits for Council buildings such as the Hazardous Materials Audit and Essential Safety Measures Audit life cycle costings.
- Undertake condition and functionality assessments of all building assets.

Responsive

Feedback led to the introduction of a Contractor Attendance Register for every Council site. When a contractor attends any Council building, they are required to register their attendance in this book.

Accessible

The service is offered 24 hours a day and seven days a week. To further improve accessibility to the service, signs displaying contact details in key community use buildings were installed.

Continuous improvement

The quality of Buildings and Properties' services is monitored through client, staff and industry feedback, number of referrals and client participation in programs. Reviewing data in the asset management system occurs on an annual basis. There is also continuous review of all aspects of operation and benchmarking against other councils.

Regular consultation

Regular consultation with the community includes annual customer satisfaction survey, customer complaints and feedback monitored on an ongoing basis (monthly and quarterly meetings with key internal departments), regular and frequent consultation with wider Melbourne local government building maintenance industry, through the LGPro Building Asset Management Special Interest Group.

Quality and cost standards	Target	Performance
Percentage of individual/unit requests completed within response times.	95%	95.0%
Customer satisfaction rating.	65% satisfied or highly satisfied.	85.0%
Asset management plan reviewed in previous 12 months.	Asset management plan reviewed in previous 12 months available for budget planning.	Plan reviewed annually.

Infrastructure Assets

Service profile:

Council's Infrastructure Assets Department provides for the strategic management of the Council's roads, footpaths, right of ways, car parks, public lighting and drains. The Department is responsible for the long term sustainable maintenance of the infrastructure assets at the required level of service, and the regulatory functions associated with the control of activities within the road and drainage reserves. The service interacts with the community, developers and builders, utility companies and government departments on all matters related to infrastructure assets.

The Department is also response for Emergency Management

Review outcomes:

Quality and cost standards

Quality standards relate to written and verbal responses to customer requests, customer satisfaction, program development and planning and standards. Cost standards relate to budgets and long term costs.

- We strive to ensure that administrative and governance engineering functions are being delivered within or below known cost standards.
- We examine opportunities to refine process and increase income through fees and charges to levels comparable to similar councils.
- We undertake asset condition surveys, valuations and depreciations.

Responsive

Policies and practices are continually monitored in response to community feedback and requests for service. Response times for Town Planning and Building referrals have improved and are exceeding the performance targets. This has been achieved despite a significant increase in workloads from the previous few years and the challenges of filling staff vacancies due to skills shortages in the engineering field.

Response times to customer requests have also improved mainly due to the commitment and dedication of the Engineering Services team within the Department and improved coordination with the Works Department. The flash floods in summer caused huge demands on engineering resources.

There are still challenges in responding to the community concerns about poor standard of reinstatement of Council infrastructure by utilities. Utilities continue to be slow to respond to such concerns and do not appear to be meeting their obligations under the Road Management Act 2004.

Accessible

There is a telephone and counter service during office hours. Information is also available from the Customer Service Centre, Council's website and some publications. Residents are able to report and lodge an issue through the web site. Emergency after hour's service is also provided.

Continuous improvement

Systems have been improved during the year and some existing policies and practices have been reviewed.

One such review was the use of Asset Protection Permits. These permits help protect Council infrastructure from building and demolition works undertaken in private properties. The review showed a marked improvement in compliance. In some cases, amended or updated policies have been referred to the Council for consideration.

Improvements in drainage and road related legislation continues to be a focus with on-going discussions State Government Departments. Since the February major floods in the Melbourne Water designated flood prone areas, Council has been advocating and working with Melbourne Water for the mitigation works.

The Department undertook a major review of the Glen Eira Emergency Management Plan during 2010/11. The new plan clarifies roles and responsibilities for emergency response and

recovery as well as incorporates a number of improvements that stem from recommendations of the Bush Fire Royal Commission.

Regular consultation

An annual customer satisfaction survey of the community seeks advice on the Council's roads and footpaths. There is also consultation with residents on issues such as drainage, footpaths and public lighting through customer complaints and feedback monitored on an ongoing basis.

Quality and Cost Standards	Target	Performance
Customer satisfaction rating.	65%	63%
Customer request response.	95% in time.	97%
Town Planning and Building Referrals (internal).	95% within 10 days.	98%

Engineering Assets

Service profile:

The Engineering Assets Department manages the City's roads, footpaths, right of ways, car parks, public lighting and drains. The department is responsible for the long term sustainable maintenance of the infrastructure assets at the required level of service, and the regulatory functions associated with the control of activities within the road and drainage reserves. The service interacts with the community, developers and builders, utility companies and government departments on all matters related to infrastructure assets.

Review outcomes:

Quality and cost standards

Quality standards relate to written and verbal responses to customer requests, customer satisfaction, program development and planning and standards. Cost standards relate to budgets and long term costs.

- We strive to ensure that administrative and governance engineering functions are being delivered within or below known cost standards.
- We examine opportunities to refine process and increase income through fees and charges to levels comparable to similar councils.
- We undertake asset condition surveys, valuations and depreciations.

Responsive

Policies and practices are continually monitored in response to community feedback and requests for service. Response times for Town Planning and Building referrals have improved and are exceeding the performance targets. This has been achieved despite a significant increase in workloads from the previous few years and the challenges of filling staff vacancies due to skills shortages in the engineering field.

Response times to customer requests have improved mainly due to the commitment and dedication of the current staff in engineering services and working as a team with the Works depot staff. The flash floods in summer caused huge demands on engineering resources. We still have issues with reinstatement works undertaken by contractors of the utility organisations. Delays are caused by inaction on the part of service authorities who do not notify council on completion of minor works as defined under the Road Management Act 2004.

Accessible

There is a telephone and counter service during office hours. Information is also available from the Customer Service Centre, Council website and some publications. Residents are able to report and lodge an Issue through the web site. Emergency after hour's service is also provided.

Continuous improvement

Systems have been improved during the year and some existing policies and practices have been reviewed. The review of the Asset Protection Permit for the protection of council infrastructure assets from building and demolition works undertaken in private properties shows marked improvement in compliance. In some cases, amended or updated policies have been referred to the Council for consideration. Improvements in drainage and road related legislation is sought through discussions with numerous State Government Departments. Since the February major floods in the Melbourne Water designated flood prone areas, Council has been advocating and working with Melbourne Water for the mitigation works.

Regular consultation

An annual customer satisfaction survey of the community seeks advice on the Council's roads and footpaths. There is also consultation with residents on issues such as drainage, footpaths and public lighting through customer complaints and feedback monitored on an ongoing basis.

Quality and Cost Standards	Target	Performance
Customer satisfaction rating.	65%	63%
Customer request response.	95% in time.	97%
Town Planning and Building Referrals (internal).	95% within 10 days.	98%

Youth Services

Youth Services provides an effective and supportive service to young people and their families, particularly those considered 'at risk'. The unit provides specialist programs and initiatives that promote community connectedness, resilience building, personal development, community safety and the pursuit of excellence in the lives of young people.

Review outcomes

- *'Young people participating in youth programs'* was above the target and reflects the change in direction for Youth Services to a more directed service delivery model addressing the changing needs of youth.
- *'Special events attendances'* have continued to exceed expectation and are the result of excellent programming and publicity.
- *'Individual clients supported'* was lower than the target however there was a number of young people supported through small groups such as the Young Mums Group. Also due to the more specialists and complex needs of young people Youth Services has created strong referral pathways so young people can receive the support required through specialists services around Glen Eira.
- 29 *'Foundation of Youth Excellence'* grants approved.

Continuous improvement measures

- The development and delivery of a new school based transition program 'Moving Up' has been highly successful. Moving Up looks at issues faced by young people when transitioning from primary school to secondary school and provides ideas and strategies to make a successful change. The program was delivered in both state primary and secondary schools in Glen Eira to over 1400 students.
- Relocation of the Glen Eira Youth Information Centre to a permanent space was extensively advertised to young people through schools, families and community service organisations, at youth events, through Council's website and supported by regular features in the Glen Eira News.
- The Youth team undertake reviews of all programs to ensure that relevant and quality programs are offered to young people. All aspects of service delivery, including program facilitation and special events are regularly reviewed and benchmarked against best practice local government youth service providers. This has helped in the both the refinement of programs and also the development of new programs and services.
- The Youth Leadership Team provides regular feedback and input into the development of programs, marketing and promotion methods.
- The Glen Eira Youth Network recently merged with the Bayside Kingston Youth Network forming the Bayside Glen Eira Kingston Youth Network (BGKYN). This merger was seen as a positive initiative as it closer aligns agencies that deliver services across the sector and provides stronger opportunity for partnerships and networking.
- Battle of the Bands and the Youth Art Expo were both held during the year creating substantial interest from young people across the municipality.

Responsive

The Glen Eira Youth Services team provide an effective and supportive service to young people and their families, particularly those considered 'at risk'. The service operates from 9.45am to 6.00 pm Monday to Thursday and 9.00am to 5.00pm on Fridays. An after-hours recorded message with relevant emergency services and support phone numbers is provided. Glen Eira Youth Services works in partnership with other youth service providers to host programs for young people.

Accessible

- Youth Services are now permanently located at 86 Robert St, Bentleigh. The new Youth Information Centre has a variety of resources including free access to a computer, a health and wellbeing information board, a support room, a programs room and a purpose built music studio. The new location is both accessible and close to a range of transport options. The Service recently shifted from Bentleigh McKinnon Youth Centre.

Consultation

- Regular consultation held with young people through the Youth Leadership Team (YLT) and key stakeholders about service on an informal basis and at YLT meetings.

- Bayside Glen Eira Kingston Youth Network (BGKYN) provides an important information sharing forum for schools and agencies.

Reporting

www.gleneira.vic.gov.au or via Council's Service Centre.

Key performance indicators.	Target	Performance
Young people participating in youth programs.	1,700	4661
Youth program sessions.	90	253
Participants at special events.	500	2383
Individual clients supported.	95	37
Foundation of Youth Excellence grants.	30	29

Service Centre

Service profile:

Glen Eira City Council provides a diverse range of services and information. The Customer Service Centre is the first point of contact for most people who do business with the Council. More than 80% of calls received are handled at this initial point of contact. The Council's Service Centre is co-ordinated and delivered by the Service Centre Unit in the Community Relations Division.

The Customer Service Centre provides front counter service, telephone management, account payment service (cash, cheque, EFTPOS or credit card), responses to correspondence (mail, email and website) mail outs and new resident kit distribution.

Review outcomes:

Quality and cost standards

Quality standards identified for the service are customer satisfaction and maintaining high standards of quality staff.

- Continuous analysis of the benchmarking survey, held on a quarterly basis by independent auditors showed Glen Eira is one of the leaders in its field.
- The results showed that local government provides a higher standard of service than other large service organisations and reinforced that Glen Eira City Council is a leader in providing high quality customer service.
- No data could be collected in comparing cost standards, but it's believed that our Service Centre is working within and below cost standards.

Responsive

The Council has a responsibility to be responsive to the whole community, future and current, which is not limited to the users of the specific service. In this context, the Customer Service Centre provides a model of service delivery that is responsive to its community.

Through our information management system, we monitor community enquiries for wait times and resolution. Resources have been provided to ensure an excellent level of customer support. Being the 'front line' of the Council and having constant dialogue with customers, the service is aware of changing community needs and is well placed to respond to them.

Accessible

The Customer Service Centre is highly accessible to the community:

- Customers are able to contact the Council via website, email, phone, letter and in person.
- Opening hours are five days a week (Monday to Friday 8.30am-5pm and Tuesdays until 7.15pm) with emergency after hours service in place.
- There is disabled access to the front counter.
- TTY services are provided for people with hearing loss.
- Interpreter services are available onsite for Russian, Greek, Italian and Polish. More extensive interpreter services can be arranged.
- Information is made available via the Council's website, the *Glen Eira News* and other Council publications.

Continuous improvement

Measures to drive continuous improvement include:

- Improving systems for two-way communication with other Council departments.
- Increasing the first point of contact resolution rate.
- Improving the Customer Tracking System to streamline customer request handling.
- Providing training opportunities for customer service staff on a more regular basis to enhance skills.
- Improving ways to recognise Customer Service Centre staff.
- Continuing to take a leadership role in assisting the organisation as a whole to improve customer service.
- Assessing the risk areas for the Customer Service Centre.
- Continuing to seek feedback about the performance of the Centre.
-

Regular consultation

Community consultation includes an annual customer satisfaction survey, periodic satisfaction surveys with customers of Glen Eira and reporting emerging community issues. Consultation with internal stakeholders includes: ongoing internal consultation with Council departments, feedback from Councillors and the Senior Management Group and feedback from customer service staff via appraisals, staff meetings and reviews of service.

Quality and Cost Standards	Target	Performance
Customer satisfaction survey.	Within the top quartile of comparable councils.	Achieved (77%)
Calls resolved at first point of contact.	Minimum of 70%.	88.79%
Complaints specifically about Customer Service Centre.	Maximum of 5 per year.	3
Average call waiting time.	10 seconds.	18 seconds.
Calls answered within 60 seconds.	98.00%	90.66%
Calls answered within 20 seconds.	95.00%	80.40%

Public Relations

Service profile:

Public Relations provide a consistent, cohesive, positive and professional image of the Council to the community. It also imparts key messages about Council services and activities to the community.

Review outcomes:

Quality and cost standards

The quality and cost standards identified for Public Relations relate to customer satisfaction, communication effectiveness and responsiveness.

- Internal communications survey revealed that most clients felt the service had improved vastly in the past 12 months in terms of accessibility, approachability and responsiveness.
- Annual customer satisfaction survey indicated a high level of satisfaction.

Other standards met during 20010–11 include:

- Providing an annual report to the Minister for Local Government by 30 September.
- Issuing a minimum of one press release per week.
- Publishing 11 issues of *Glen Eira News* annually.
- Per hour service provision lower than external suppliers.
- Applying three quote processes to external project work valued at more than \$3,000 to ensure best value service.
- Increasing printing on recycled and FSC approved paper stock, which is cost-comparable to non-recycled paper stocks.

Responsive:

Through consultation, the current needs of the community and service users are identified and, where appropriate, we make suggested changes to the service to ensure best ongoing use.

Accessible

The service is accessible to the community by:

- Regular communication including *Glen Eira News*, website updates, community resource guide and a fortnightly information column in local newspapers.
- Publishing materials in printed format and alternate formats where appropriate and promoting the availability of alternate formats in languages other than English.
- Providing appropriate distribution of communication materials.
- Promoting contact details in *Glen Eira News*, on the website and on all media releases.

Continuous improvement

Public Relations ensure continuous improvement of its services by:

- Testing the website for accessibility and useability, to ensure it meets community needs.
- Regularly reviewing *Glen Eira News* and other Council publications to ensure they deliver key messages to the community correctly and on time.
- Increasing the number of publications printed on recycled or FSC approved stock to make Council publications more environmentally friendly.

Regular consultation

Regular consultation includes periodic external stakeholder satisfaction surveys on key communication tools; ongoing internal consultation and formal feedback processes after major projects are completed; regular feedback from the senior management group and through PR staff appraisals, strategy meetings, weekly team meetings and service reviews.

Quality and Cost Standards	Target	Performance
High quality Annual Report.	An award	Gold Australasian Reporting Award.
Publications delivered to budget.	100%	100%
Glen Eira News produced on time and to budget, 11 editions per year.	100%	100%

Capital Works – Construction and Project Management

Service profile:

The Major Projects and Infrastructure Renewal Department project manages a variety of infrastructure, building and facility projects involving a range of stakeholders.

Review outcomes:

Quality and cost standards

The quality and cost standards identified for the Department relate to community satisfaction and specific cost targets.

- Benchmarking and surveys indicate consistent performance in customer satisfaction over an extended period with an improvement in service performance.
- Services were provided within or below comparable cost standards.

Responsive

The Department responds to community needs by seeking project-specific feedback and input from key stakeholders and incorporating this into each major project.

Accessible

The Department is based at the Town Hall to allow face-to-face contact with key stakeholders. The Department is accessible, via email and telephone during standard working hours and there are arrangements in place to deal with after-hours emergencies and urgent construction matters.

Continuous improvement

Continuous improvement measures include monthly reviews of operating policies and procedures. Services are assessed against key performance indicators, including benchmarking, quality and cost standards.

Regular consultation

Consultation includes an annual community satisfaction survey and regular project-driven consultation with internal and external project stakeholders.

Quality and Cost Standards	Target	Performance
Community satisfaction for service performance.	65% or more.	69%
Responsiveness — project delivery schedule.	> 85% of advanced design projects assigned to the unit to be completed to final approval schedule.	90%
Costs — project budget.	> 85% of projects completed within final budget.	97%
Costs — service delivery.	Equal or less than external provider equivalent.	64% of external equivalent.

Corporate Counsel

Service profile:

The Corporate Counsel function reports to the Chief Executive Officer and specifically includes Legal / Business advice; Contracts, Agreements & Legal Relations; Contracts and Tendering Documentation; Contracts Policy & Procedure; Tender & Contract Processes; Statutory Interpretation; Local Government Act Compliance; Delegations Register; Elections; National Competition Policy; Freedom of Information; Whistleblowers Protection; Risk Policy & Strategy; Risk Management; Insurance Management, and Liability Claims / Settlement.

Review outcomes:

Quality and cost standards

Quality standards identified for the service include maintaining the Council's Risk Management rating with its insurer, lack of complaints about tender practices, contracts complying with legislation, compliance with Privacy legislation, ensuring the Council does not have uninsured losses and ensuring tendering policy and procedures are readily available to staff. Cost standards identified related to the costs of insurances and liability claims and costs of tendering. All quality and cost standards were exceeded.

Responsive

The nature of Corporate Counsel functions means that interaction with the community is limited.

Accessible

In the limited instances where Corporate Counsel functions are intended to be available to the community, they are increasingly accessible. For example:

- Tenders are made available electronically where possible (i.e. no hardcopy material or fee involved).
- FOI, Privacy & Whistleblowers, where information is available on the Council website.

Continuous improvement

11 possible areas for improvement were identified in the initial assessment and many of these have been completed. Possible future developments continue to be monitored. In particular:

- Risk Management software was further upgraded in 10/11 and staff training is continuing.
- Contract and tendering processes may be enhanced by the introduction of new Contract Management software. This is planned for 11/12.
- A review of standard contract and tendering terms and conditions commenced in 10/11 and will continue in 11/12.
- FOI processes and documentation have been further reviewed and improved.

Regular consultation

The Corporate Counsel function has regular formal and informal discussions with various business units within the Council on a wide range of topics including tendering and contracting, risk management, general advice and specific legal advice.

Quality and Cost Standards	Target	Performance
Risk Management – rating with CMP.	Maintained in the upper 10% of councils.	Highest rated Council in Victoria in 2010 audit, with best result to date. This rating will be maintained until the next audit in 2012.
Tenders - Ratio of tenders conducted to formal complaints lodged and upheld.	100:1	100:0
Contracts – no. of contracts not complying with Section 186 of Local Government Act.	Nil.	Nil.
Privacy – no. of complaints upheld.	Nil.	Nil.

Risk Management – no. of losses uninsured. (unless documented decision to 'self-insure').	Nil.	No losses uninsured.
Tendering – % of policies and procedures current and electronically available.	100%	100%

Recreation Services

Service Profile:

Provides a diversity of recreation facilities and opportunities for residents including; sports ground and open space management, hire and management of community facilities, encouraging bicycle usage and the development of community infrastructure. Programs were also facilitated during the year for people with disabilities through the *Access Unlimited* program.

Review outcomes:

Quality and cost standards

- Community satisfaction above target.
- Prompt response to Councillor and community requests.
- Service performing at an overall high level with all targets met.

Responsive

Through consultation, the current needs of the community and service users are identified and, where appropriate, making suggested changes to ensure best ongoing use.

Accessible

- The service is open Monday to Friday between 8.30am and 5.15pm with an emergency after hour's service. Staff also attend after hour's appointments which include Reserve Advisory Committee meetings, consultations and site inspections.
- Disability access can be made through Glen Eira Town Hall and TTY services available for people with hearing loss.
- Recreation Services have extensive information freely available on Council's website.

Continuous improvement

- Respond to changing demographics and the community's recreation needs by continuing to implement the Recreation Needs Study and recently reviewed Glen Eira Bicycle Strategy.
- Further support and development of the Access Unlimited program in partnership with the City of Stonnington and Sports and Recreation Victoria. This service has improved the awareness of recreation opportunities for people with disabilities and created partnerships with sports clubs and service providers to promote and develop inclusive sport and recreation opportunities.
- Continued a program of open space improvements including a total park redevelopment of Haigh Kershaw Street Park, addition of interactive sound elements at Mallanbool Reserve and noteworthy upgrades of six playgrounds.
- Recreation Services project managed the changing of sports ground surfaces at Packer Park Oval, Victory Park Oval 2, Princes Park Oval 1, Lord Reserve Oval 2 to drought tolerant grasses which require less water and cope with increased wear and tear.
- Recreation Services undertook sports ground lighting projects on Princes Park Oval 2 and Lord Reserve Oval 1, providing safer grounds and allowing sports clubs and Council to better manage the sports ground surfaces.
- Recreation Services undertook a review of the on/off leash areas in the municipality to ensure that the distribution, location and number were sufficient and appropriate.

Regular consultation

- Annual community satisfaction survey.
- Feedback from the Recreation Advisory Committee, the Reserve Advisory Committees and all stakeholders.
- Ongoing consultation with internal Council departments that interact with the service.
- Consultation was held with key stakeholders regarding the proposed Duncan Mackinnon sports pavilion, Bicycle Strategy, Dog Off Leash Area Review, Marlborough Reserve Redevelopment Plan, Packer Park West Concept Plan, sports ground works and athletics track work.
- Sports clubs were invited to the annual Sports Club Breakfast where guest speakers covered topics such as Liquor Licensing, GESAC and tips for achieving a healthy work life balance.
- Feedback from councillors and senior management group.

Quality and Cost Standards	Target	Performance
Community satisfaction for service performance.	No less than 70%	78%
Sportsground infrastructure and playing surface safety.	100%	100%
Standard of design and playground installation.	100% compliance with Australian standards.	100%
Annual audit (against Australian standard) of playground equipment and resurfacing.	100% completion.	100% completion.
Level of sports ground usage.	100% capacity.	100% capacity.

Street Cleaning

Service profile:

Street cleaning is provided by Council's Sustainability Department. The service involves cleaning of the residential streets, laneways, and shopping centres car parks and provides weed control in public areas except parks. Services also include emptying of litter bins in streets and parks, on varying but regular schedules.

Review outcomes:

Quality and cost standards

Quality standards identified for the service relate to complaint levels and the appearance of public places.

- Public tender process for street cleaning and litter bin collection ensures best possible cost standards.
- Litter bin collection contractor provided inconsistent service meeting the majority of performance objectives, apart from bin cleaning.
- The street cleaning contractor has increased the level of service performance over the past year resulting in the highest performance levels across all waste services with 92% of performance bonus achieved.

Responsive

The service responds to community needs by conducting a community survey prior to determine cleaning frequencies.

Accessible

The residential street sweeping schedule is included in the Residents' Handbook delivered to all residential properties and is posted on the Council web site. The contract requires hand detailing of areas inaccessible to street sweeping vehicles.

Continuous improvement

Continuous improvement measures include:

- Performance bonuses to contractors to encourage optimal performance and the drive to improve service delivery.
- Public tendering process ensures the best value available is obtained at the time of tendering.

Regular consultation

Consultation includes an annual satisfaction survey on the appearance of public places; customer feedback monitored daily via complaints and requests lodged with Customer Service; additional surveys on specific issues to refine service delivery.

Quality and cost standards	Target	Performance 2010-2011
<i>Street cleaning</i> Average complaints on service.	2 per week.	0.21 per week.
Satisfaction with public places appearance.	70%	72%
Month's performance bonus achieved.	12	12
Percentage of possible bonus achieved.	25%	91.8%
<i>Litter bin collection</i> Average complaints on service.	1 per week.	1.09 per week.
Month's performance bonus achieved.	12	0
Percentage of possible bonus achieved.	25%	0

Waste Management

Service profile:

Waste Management is provided by Council's Sustainability Department. The service includes a weekly collection of garbage and fortnightly collection of co-mingled recycling and green waste.

Review outcomes:

Quality and cost standards

Quality and cost standards identified for the service relate to customer satisfaction, cost per collection and reports of missed collections.

- Public tendering process for waste collection contractor ensured best possible cost standards.
- The green waste and recycling collection services met performance targets with complaints reducing by 40% for green waste and 21 % for recycling over the previous year.
- Complaints continued to reduce by a further 48% over the previous year for garbage collection as the contractor maintained an improved performance.

Responsive

Overwhelming positive community response to downsizing garbage bins with 74% (39,095) properties downsizing from 240 litre to 120 litre garbage bins.

Continuous improvement

Continuous improvement measures include:

- A performance bonus is available to the contractor to encourage optimal performance
- An annual waste management satisfaction survey is undertaken, analysed and acted on.

Regular consultation

Community consultation includes an annual community satisfaction survey and customer request tracking.

Quality and Cost Standards	Target	Performance 2010 -2011
<i>Garbage</i>		
Cost per collection.	Tendered rate + CPI.	Achieved.
Community satisfaction survey.	>75%	77%
Collections reported as missed per week.	18	26
Service complaints per week.	3	4

<i>Recyclables</i>		
Cost per collection.	Tendered rate + CPI.	Achieved.
Collections reported as missed per week.	9	8
Service complaints per week.	2	1.76

<i>Green waste</i>		
Cost per collection.	Tendered rate + CPI.	Achieved.
Collections reported as missed per week.	4	5
Service complaints per week.	1	0.45

Family Day Care

Service profile:

Family Day Care is home-based childcare that provides small group care for children from birth to 12 years in the safe home environment of registered educators. Parents who live, work or study in Glen Eira are eligible to access Family Day Care. Hours are flexible and can include before and after school care and evening and weekend care.

Review outcomes:

Quality and cost standards

The Glen Eira City Council Family Day Care scheme meets the National Child Care Accreditation Standards of high quality and complies with National Standards. The scheme is now fully licensed by the Victorian Government Department of Education and Early Childhood Development with 11 educators completing an accredited child care course in December 2010. The Victorian Early Years Learning and Development Framework and Early Years Learning Framework (National) was also introduced which requires additional training for staff and educators. The increase in standards is reflected in the increased cost to council per educator. Significant time and resources have been spent by Council recruiting new educators. December 2010, 97% of parents rated the standard of the service they received as excellent or good.

Responsive

Educators registered with the Council are able to care for up to seven children in their own home. The service currently has 240 families registered with the scheme providing care to 322 children; 262 of those are less than six years of age. There are now 37 registered educators across the municipality. Currently there are approximately 30 vacancies and 46 children on the waitlist. The children on the waiting list are mainly aged under 18mths and do not match the current vacancies. Communication between the co-ordination unit, educators and service users is via monthly newsletters, email and telephone contact, meetings and home visits.

Accessible

The service standard hours of operation are 8am–6pm Monday to Friday but care can be organised outside of these hours for work related or emergency issues. Children from birth to 12 years can be cared for. Educators are spread across the municipality. The Service is regularly promoted in the Council and local news media and on the Council's website and on-hold telephone messages.

Continuous improvement

The co-ordination unit has recruited four new educators in the past 12 months. The spread across the municipality has improved with educators now in East Caulfield, North Caulfield and Ormond; however there are no educators in Elsternwick, McKinnon or East St Kilda.

All educators have completed accredited child care training, a requirement of the new Children's Services regulations. Monthly professional development training sessions have also been provided based on a needs analysis and feedback from educators. This includes sessions such as occupational health and safety, child protection, music and dance and Early Years Learning Framework.

The scheme achieved accreditation in May 2010 and will be due to submit the next self-study report in September 2012 to commence the next round of accreditation under the new National Quality Framework which will replace the current accreditation system.

Regular consultation

There are regular and varied opportunities for consultation. The annual satisfaction survey of parents showed a high degree of satisfaction by families (97%). Telephone consultation with parents on a bi-annual basis has been a success and has enhanced communication with the co-ordination unit staff and a monthly newsletter is distributed to educators and parents and feedback is encouraged. Parent education sessions are provided on issues of interest relating to Early Childhood. Monthly educator meetings are held and an educator support group is provided.

Quality and Cost Standards	Target	Performance
Overall satisfaction level.	89%	97%
Achievement of accreditation.	Accredited.	High quality accreditation in all 6 quality areas May 2010. The scheme is validated every 2.5 years.
Cost to Council per educator.	\$7210 allowing for indexation of 3% per annum.	\$6,848.89