



GLEN EIRA  
CITY COUNCIL

# Glen Eira City Council

## Best Value Report

2013–2014

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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 Compulsory 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. 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.
6. Regular community reporting on Council achievements.

## Continuous improvement

Council is now in its 13th year of *Best Value*. 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 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 reviews established a number of quality and cost standards and 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 concluded on 29 June 2014, following a competitive tendering process which resulted in I Cook Pty Ltd being appointed as the new contractor.

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. Meal numbers have further declined this year.

## **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 with the service. 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.

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, eg. a late meal delivery if the client has an appointment, or two meals delivered on a 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. Meals are available seven days a week.

***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. Monthly meetings are held with the contractor to discuss client feedback and service improvement opportunities.

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

Regular contract management meetings 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	Actual performance
Delivered Meals provided.	65,000	65,865
Cost of service provision.	\$1,142,702	\$982,905

*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 Council serves as both a statutory and advisory role.

In the latest two year cycle, more than 60,700 revaluations and more than 4,765 supplementary valuations have been returned. A further 1,800 supplementary valuations are expected in the second year.

The current 2014 revaluation has been completed and effective from 1 July 2014. This included all non-rateable properties.

## **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 2014* covering 2014–15 and 2015–2016.

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

To improve reporting and data quality and to more effectively meet the Valuer General's guidelines we are one of the leading councils in initiating a rewrite of our current valuation software. We have two representatives on the working party which will guide our software supplier in creating a Victoria-specific valuation module.

### **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 (ie. Site Value, Capital Improved Value and Net Annual Value).

### **Accessible**

The owner/ratepayer of a rateable assessment is sent a *Rate and 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 to Friday or via the internet 24 hours a day, seven 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 and checks the revaluation.
- Fifty per cent 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.
- Development of new valuation software.

<b>Quality and cost standards</b>	<b>Target</b>	<b>Actual performance</b>
Number of objections lodged.	Less than one per cent.	In 2013–2014, 77 formal objections from rate notices were received, which is the equivalent of .12 per cent.  Eight objections were received from Land Tax notices, which is the equivalent of .01 per cent.
Number of days taken to respond to enquiries.	All enquiries responded to within seven 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 <i>Rate and Valuation Notice</i> .	Issue notice before 18 August each year.	Notices were issued on 26 July 2013.

# Transport Planning and Parking and Prosecutions

## Service profile:

The Transport Planning and the Parking and Prosecutions Departments manage Council's traffic, transport and parking responsibilities. This includes developing policies/strategies on traffic, transport and parking management; investigating concerns/issues relating to road safety, parking allocation and enforcement; and managing the Transport Planning capital works program.

## Review outcomes:

### Quality and cost standards

The service has performed well against quality and cost standards by:

- Completing the substantial majority of capital works projects related to safety issues.
- The Traffic Engineering contract required extra resources for the preparation and implementation of Council's *Walking Strategy*.

## Responsive

The Service has been responsive to community needs by:

- Meeting with external stakeholders eg. VicRoads, public transport operators and neighbouring councils.
- Implementing the capital works program to achieve safety outcomes.
- Conducting regular meetings with internal and external stakeholders to respond to emerging issues.
- Efficiently responding to complaints and enquiries.
- Involvement with Metropolitan Transport Forum to tackle transport issues.
- Implementing Council's *Towards Sustainable Transport Strategy* and *Walking Strategy*.
- Assisting the implementation of the *Bicycle Strategy* to improve safety outcomes, traffic congestion and health benefits.
- **Precluding specific new residential developments from the residential parking permit scheme.**
- **Advocating for improved public transport services.**
- Submitting federal and state funding applications for safety improvements.

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.**
- **Improved school safety through the employment of 68 school crossing supervisors, assisting more than 10,484 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.
- **Grade separation of North Road, Ormond; Murrumbeena Road, Murrumbeena; and Koornang Road, Carnegie will improve train capacity and frequency.**

## Accessible

The service is available Monday to Friday, 8.30am to 5pm at Glen Eira Town Hall.

### ***Continuous improvement***

Capital projects completed	11
Customer requests	4,162
Traffic counts and surveys	156
Council applications for VicRoads funding	Four
Council funded improvements	\$1,088,491
Community consultations	41
Court prosecutions handled	109
Supervised school crossings	68
Disabled Parking Permits	3,103
School safety patrols	1,068
Infringement notices issued during school patrols	2,638

### ***Regular consultation***

Consultation during the year included 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	Actual performance
Customer satisfaction.	60 per cent or above in the annual <i>Community Satisfaction Survey</i> .	57 per cent for traffic management. 58 per cent for parking facilities.
Job requests actioned and completed.	100 per cent of responses to customer requests completed within five working days.  90 per cent of detailed investigations completed within one month.	97.5 per cent completed within required period.  97.5 per cent.
Cost of managing job requests.	Contract amount in tender is not exceeded.	Contract amount exceeded by 17.9 per cent <sup>1</sup> .

<sup>1</sup> 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 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, the Maternal and Child Health opportunistic immunisation service and general customer service.

The Service has total expenditure of \$295,472 and total income of \$125,644.

## **Review outcomes:**

### **Quality and cost standards**

Quality standards identified for the Service are customer satisfaction and maintaining the standards and qualifications of the staff. An annual survey is conducted each year and analysis of responses reveals high levels of customer satisfaction above 90 per cent. Complaints regarding the Service are seldom received and none occurred in 2013–14.

Cost standards are measured per immunisation. Available benchmarking data shows that Council's immunisation services are working within known cost standards. A significantly higher number of immunisations occurred in the schools program in 2013–14 and this has driven efficiencies.

### **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 was extended to provide HPV vaccinations to male secondary school students in Year 7 and Year 9 in calendar years 2013 and 2014. A catch-up program to transition the Boostrix vaccine will commence for secondary school students in 2015.

### **Accessible**

Eleven community immunisation sessions are provided each month at various locations within the municipality. Sessions are open to children and adolescents, living, working or studying in the municipality. Immunisation appointments are also available from the Caulfield, Glen Huntly, Murrumbeena, Bentleigh and Moorleigh Maternal and Child Health centres. The school vaccination program is provided to all local secondary schools. Information about Council's Immunisation Service is 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. Regular procedural audits at sessions are undertaken. An annual public survey to measure community satisfaction is also completed. Services are assessed against key performance indicators, quality standards, benchmarking, and cost standards.

**Regular Consultation**

The annual *Customer Satisfaction Survey* of Council immunisation services along with 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 Medicare local.

Quality and cost standards	Target	Actual performance
Customer satisfaction.	Less than five complaints annually.	No complaints received.
Cost.	Cost of immunisation encounter at or below \$22.71.	\$19.52
Number of scheduled vaccinations provided to 0–7 year olds by Council.	35 per cent of 0–7 year olds vaccinated by Council.	42.35 per cent.
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.	90 per cent.

# 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) Secondarily, 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 \$7.97 million; (46 cars; 16 trucks; 58 light commercial vehicles; five community buses; three tractors; one back hoe/loader; two skid steer loaders; one combination truck; one compactor; one pit educator; two Flocons; three air compressors; 26 trailers; 246 pedestrian plant; nine ride-on mowers; two forklifts; one elevating work platform; 20 turf renovation machines; eight generators; and one 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 per cent, the provision of safe, reliable and adequate fleet with a competitive maintenance cost.

A fleet customer satisfaction survey conducted in July 2012 indicates that the target of 90 per cent has been exceeded with a 100 per cent of those surveyed rating the service as satisfactory or better. A hundred per cent of the passenger vehicles were serviced on or by the due date and the cost of maintenance of vehicles remains competitive at 1.0 cents per kilometre against the benchmark set at 1.41 cents per kilometre, after allowing for inflation at 2.8 per cent.

### ***Responsive***

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 190 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. Fleet staff continues to work with operational staff to find innovative ways to improve work practices relating to fleet and plant items. The Fleet Unit is currently investigating the possibility of using new vehicle mounted video technology to reduce the cost of unknown third party damage to vehicles and trialling high octane fuels in selected vehicles to review fuel efficiency and potential financial benefits.

### ***Greening the fleet***

The program to convert Council's commercial vehicle fleet to more environmentally friendly fuel sources continued in 2013–14 with seven six cylinder vehicles replaced with four cylinder vehicles.

Where practicable, Council purchases fleet vehicles that meet the Australian Greenhouse Office's *Greenhouse Star Rating* of at least three stars for Australian based manufactured 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](http://www.gleneira.vic.gov.au) or through the Service Centre.

<b>Key Performance Indicators</b>	<b>Target</b>	<b>Actual performance</b>
Prepare maintenance schedule for fleet and plant.	100 per cent of services to be performed by the due date.	100 per cent of services performed by the due date.
Customer satisfaction.	A minimum of 90 per cent of users to rate the service as satisfactory or better.	100 per cent of users surveyed rated the service as satisfactory or better.
Workshop service costs.	Not exceed 1.41 cents per kilometre after allowing for 2.8 per cent CPI.	1.00 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 2013–2014 included:

- Most customer requests were responded to within timelines budget allocations were met on time with no major OHS incidents.
- Requirements of Council's *Road Management Plan* were met.
- **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**

The Works Department 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 the 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;
- taking over graffiti removal in July 2014;
- the building of a truck wash bay with drainage material handling and drying facility has been completed and has helped to reduce wash down costs and tipping fees; and
- 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 *Community Satisfaction Survey* was conducted in this 2013–2014 financial year. Council continues to have community forums to listen to resident concerns and there is always a Council tent/stand at all the *Party in the Park* events 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	Actual performance
Annual <i>Community Satisfaction Survey</i> : roads and footpaths.	Greater than 60 per cent.	69 per cent — 2014 survey.
Customer request response times.	95 per cent actioned within time.	98 per cent actioned within time.
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. <b>External contractor rates have risen in-line with CPI increases.</b>
Concrete m <sup>2</sup> 2002: \$40.50. Asphalt (in-house): \$34. Asphalt (contractor): \$78.	Concrete m <sup>2</sup> 2013 \$53.80 + CPI two per cent = target \$54.88 (GST exclusive).  Asphalt (in house) 2013 \$45.00 + CPI two per cent = target \$46.80.  Asphalt contractor 2013 \$125.00 + CPI two per cent = target \$127.50.	Concrete m <sup>2</sup> 2014: \$53.80 (GST exclusive). Contractor has not increased rate this financial year.  <b>Asphalt (in house) 2014: \$50</b>  <b>Asphalt (contractor) 2014: \$130</b>

# 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**

A *Customer Satisfaction Survey* was undertaken to assist in the development of future food safety initiatives and to address customer and community needs.

## **Accessible**

Telephone and counter service is 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 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 are received from many sources including written correspondence, telephone, and in-person. 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. A formal survey of all registered food businesses is distributed annually with the *Food Act* registration renewal.

Quality and cost standards	Target	Actual performance
Customer satisfaction.	Annual <i>Community Satisfaction Survey</i> rating to be maintained at or above 70 per cent.	Annual <i>Community Satisfaction Survey</i> rating 98 per cent.
Unit cost.	\$519 to provide service to each food business.	\$482.44 to provide service to each food business.
Food business licensing, monitoring and surveillance.	Every registered business inspected at least annually against <i>National Food Safety Standards</i> .	All registered food businesses inspected during 2013–2014, (1,911 inspections of 840 registered food businesses).
Food sampling.	187 food samples submitted for analysis by an approved public analyst to test compliance with <i>National Food Standards Code</i> . (Ratio prescribed by the <i>Victorian Food Act</i> ).	366 food samples obtained during 2013–2014.

# Maternal and Child Health

## Service profile:

The Maternal and Child Health (MCH) Service is a universal service provided by the Family and Children's Services department of Council. This service focuses on family support, social connectedness and optimising the health, growth, development and wellbeing of all children from birth until school age living in Glen Eira. The MCH Service operates from seven centres providing one-on-one consultations, home visits, a breastfeeding support service and groups. Our expanding outreach service offers additional home visits to families in need and links in with the local Jewish Communities, having established an outreach clinic at Yeshivah-Beth Rivkah Preschool.

MCH works in partnership with local community health centres to increase the range of parenting support and education sessions offered to parents. MCH also works collaboratively with Alfred Child and Youth Mental Health Service (CYMHS) to provide better mental health and wellbeing outcomes for infants and their parents/carers. The Enhanced MCH service provides additional support to vulnerable families and those unable to attend centres and also provides an intensive program in partnership with Alfred CYMHS for mothers with depression.

## Review outcomes:

### **Quality and cost standards**

Quality standards require the nurses to comply with Department of Education and Early Childhood Development's service framework and guidelines (*MCH Service Guidelines 2011*, *MCH Program Standards 2009* and *MCH Practice Guidelines 2009*) and Glen Eira City Council's *Customer Service Charter*. Nurses maintain their registration with Australian Health Practitioner Regulation Agency. The service undertakes and responds to annual client satisfaction surveys. The *Client Satisfaction Survey* conducted in December 2013 indicated 89.4 per cent were satisfied or extremely satisfied with the service.

### **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 an evening session is provided at Glen Eira Town Hall. An early parenting support worker assists parents in their homes with parenting issues.

A Maternal and Child Health nurse facilitates a weekly talk, *Settling In*, aimed at supporting parents, grandparents and all caregivers with young babies looking at what is needed, at the Glen Huntly MCH centre. Our Breastfeeding Support Service is provided two days a week and includes phone consultations, home visits and a weekly drop in centre run from the McKinnon MCH Centre.

Our MCH Outreach service has expanded this year to ensure that we provide a model that is responsive and accessible for all our families. Outreach provides additional home visits to families unable to access the universal service and includes regular visits to local early childcare centres, which now includes a clinic at Yeshivah-Beth Rivkah Preschool.

Our Enhanced MCH service provides 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**

In response to feedback from the annual client satisfaction surveys which indicated nurse communication skills could be improved, all nurses have undertaken Family Partnerships training to enhance communication and interactions with clients.

**Regular consultation**

The annual *Client Satisfaction Survey* was sent to all clients registered with the service during a four week period from November to December 2013. Clients received the survey via email or during the MCH consultation. Clients attending other services such as groups, complete an evaluation of the program.

Quality and cost standards	Target	Actual performance
Annual <i>Client Satisfaction Survey</i> .	90 per cent satisfied responses.	89.4 per cent satisfaction level.
Cost per Key Age and Stage (KAS) visit.	\$113.35 includes three per cent CPI.	\$119.68 Cost per KAS (increase due to four per cent EBA salary increase and 229 less KAS visits due to decrease in birth rate).

# 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. This year the annual *Community Satisfaction Survey* conducted by the government did not cover specific questions pertaining to our service area. Therefore we reviewed the customer service performance indicator and changed that indicator to reflect the percentage of negative to positive comments received by Council on staff service delivery.

- The target rating of 70 was achieved (actual was 80 per cent). The basis of this performance measure underpins the notion that if someone is unhappy in the way that they have been dealt with, then they will ring or write in to complain. However, praise often is not so forthcoming, but if exceptional service is given then the trouble taken to ring or write in must be acknowledged.
- Quality standards achieved include:
  - a) High level of responsiveness to complaints and emergencies — 99.3 per cent.
  - b) Completion of risk reviews.
  - c) **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 identified stray animals to their owners before sending to the RSPCA.
- Providing increasing information through Council's website, publication of brochures and regular articles in *Glen Eira News*.
- Increased patrols of parks with a dedicated park officer in addition to our regular park patrols by our animal management officers.
- Development of a smartphone application which records inspections on a variety of matters and instantaneously relays that information via the cloud to a spreadsheet for easy reporting. This ground breaking development will be used across several other departments of Council to improve reporting and efficiency in gathering data on the job.

### Accessible

Civic Compliance services are provided from 7am to 7pm, Monday to Sunday. 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 (DAMP)* actions have been completed.
- 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, Variable Message Board (VMB) trialled to display responsible pet ownership messages in our parks. Recommendation to purchase our own VMB.

### ***Regular consultation***

Consultation during the year included 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.

<b>Quality and cost standards</b>	<b>Target</b>	<b>Actual performance</b>
Customer satisfaction.	70 per cent or above of all customer service related correspondence/calls logged are to be positive.	80 per cent.
Responsiveness to customer requests/complaints.	95 per cent of requests actioned in time.	99.3 per cent.
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 1,000 animals registered).	No more than 11 dogs per 1,000 households.  No more than 10 cats per 1,000 households.	7.16 <sup>II</sup>  3.84
Net cost of Animal Management service per household.	\$1.18 per household (plus CPI each year). Figure based on 2010–11 budget as base figure and 53,000 households.	\$2.59/household <sup>III</sup>
Net cost of Local Laws service per household.	\$4.07 per household (plus CPI each year). Figure based on 2010–11 budget as base figure and 53,000 households.	\$4.51/household

<sup>II</sup> 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.

<sup>III</sup> The cost is higher due to CPI increases since the base year, 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 2013–14:

- 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 2013–14 confirmed mowing cost/hectare compliance within agreed targets.

## Responsive

Community and user needs towards parks maintenance remains generally static, and includes 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 Council's Service Centre, customer request tracking system, Council and *Community Resource Guide*, and Council's website.

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

## Continuous improvement

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

- Regular review of the *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

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

- Local Government Community Satisfaction Survey.
- Annual Benchmark Park User Satisfaction Survey [Scape data] [IOSS].  
*Glen Eira ranked number six in 2013–14 out of 19 Melbourne councils.*

Quality and cost standards	Target	Actual performance
Annual Satisfaction Survey. Local Government Community Satisfaction Survey Report — Appearance of public areas.	Equal to or greater than 2013 score of 75.	79
Customer request response times.	95 per cent of requests actioned within time.	99 per cent.
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 per cent.	96 per cent.

# 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 service levels while supporting more PCs with the same number of IT support staff.

## **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.

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.

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 that 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 has now upgraded the major links between sites and Council's link to the internet.

Council implemented a new Content Management System and website in June/July 2012 which resulted in major improvements in accessibility.

## **Continuous improvement**

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 data storage system and backup solution, file sharing and the continued rollout of the TRIM document management system. 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 Chief Financial Officer.

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.

<b>Quality and cost standards</b>	<b>Target</b>	<b>Actual performance</b>
Number of PCs per IT EFT.	55	72
Number of IT Help Desk requests per PC.	One	0.9
Overall server up-time percentage.	99.50 per cent.	99.99 per cent.
Average IT operating cost per PC.	\$4,745	\$4,005
Overall customer satisfaction rating.	90 per cent.	87 per cent.
Customers rating their satisfaction level as less than satisfied (ie. needs some improvement, needs a lot of improvement).	Three per cent.	Three per cent.

*Note: Customer Surveys are now sent to all staff rather than just a cross section (as it was during the Best Value benchmarking)*

# Building Services

## Service profile:

The Building Services Unit performs a major role in the regulatory function/s of 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.

- Council's proactive approach and systematic inspection program has resulted in the achievement of most quality standards. Follow up notices issued underwent a continuous review of process in response to legislative changes and data collection. Systems were changed to ensure data entry is easier. Regular performance reporting is now undertaken on a monthly basis.
- The cost standard was however higher than the target. This was due to an unbudgeted expense of digitising plans and documents associated with the implementation of Council's new document management system; higher than expected legal costs related to Council's commitment to enforce legislative breaches in planning enforcement; and lower than expected income from our permit services function. Council's building permit service is now largely catering for the smaller projects usually undertaken by the home owner. Council only issues about six per cent of all permits issued in the municipality. Council's role in ensuring public safety is clearly now our main focus, but with little ability to recoup costs apart from costs applications at court. Consequently our measure for timeliness of assessment of permit applications within five days is no longer considered an important indicator. This has been removed and replaced with a new measure on timely response to investigation of complaints.

## Responsive

The service has responded to community needs by conducting regular meetings with internal and external stakeholders 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 backpacker's accommodation, including successful closure and prosecution of offenders. This area is of great concern due to the safety of the occupants in often substandard building conditions. We carried out more than 215 fire safety inspections of which 136 of those were in respect to shared accommodation/backpacker's premises.

## Accessible

Service is generally available during office hours (Monday to Friday, 8.30am to 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 local papers.

### ***Regular consultation***

- During the year we have consulted in a range of ways, including surveys on specific service issues, such as: 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 the Victorian Building Authority regarding legislative improvement. Additionally we have actively participated in industry association meetings and workshops.

<b>Quality and cost standards</b>	<b>Target</b>	<b>Actual performance</b>
Customer satisfaction.	70 per cent or higher of all customer service related correspondence/ calls logged are to be positive.	100 per cent.
Responsiveness to customer requests/complaints.	95 per cent of requests recorded on customer request tracking system actioned in time.  95 per cent of building enforcement matters investigated within five days.	99.4 per cent.  98.8 per cent.
Follow up on building notices.	Follow up inspections completed on 95 per cent of notices issued.	100 per cent.
Internal referrals.	Percentage completed within 10 days.	94 per cent.
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): <ul style="list-style-type: none"> <li>• 150 pool barrier inspections;</li> <li>• 100 smoke alarm inspections; and</li> <li>• 50 fire safety inspections per annum.</li> </ul>	287 (pools). 208 (smoke alarms). 215 (fire safety).
Timely decision making.	Process 100 per cent of council consent and report applications within 15 working days in accordance with statutory requirements.	100 per cent.
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 53,000 households.	\$18.05

The cost is higher due to CPI increases since the base year and due to extra resources being employed in the unit including an additional planning enforcement officer and administration support since the base year cost was calculated.

# Town Planning

## Service profile:

The Town Planning Service is responsible for 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*, 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

Council continues to excel in its planning permit application fast track processes. All fast track applications were determined within the self-imposed set timelines. This includes decisions required to be made within 24 hours for applications triggered by the Special Building Overlay and 10 days for some applications that are triggered by the Heritage Overlay.

Longstanding housing policies have differentiated the City into two broad categories called Minimal Chang and Housing Diversity. Policy sought to maintain the valued neighbourhood character of the majority of the municipality, known as Minimal Change Areas. The remaining known as Housing Diversity Areas, are around major transport nodes, shopping centres and community facilities.

Glen Eira was the first Council to implement the State Government's three new residential zones, through a neutral and direct translation of our housing policies. Glen Eira now has mandatory maximum height limits on all residential land and higher design standards for multi-dwelling developments. More than 80 per cent of new dwellings are channelled into housing diversity areas. Council's new residential zones are valued in that they provide future certainty for developers and residents alike.

The following quality standards were not quite achieved:

- Decision making — 75 per cent of planning applications decided within 60 day statutory requirement.

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. An example of this is the Delegate Planning Committee meetings that are carried out on a weekly basis to determine planning applications. Applicants and objectors are invited to this relatively informal meeting to discuss issues and concerns of an application before the committee make their decision.

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.
- Planning Scheme* amendments to improve local policy and also to introduce the three new residential zones.

The Planning Consultation Meeting (PCM) initiative continues to be successful. This process is streamlining the back end of the town planning decision making process (rather than our usual fast track front end processes). The PCM revolves around asking the objector and applicant to attend a meeting where the aim is to explore resolving the objector's concerns. If the matter can be settled, it clears the way for a town planning permit to be promptly issued.

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**

The service is available during office hours (Monday to Friday, 8.30am to 5pm and Tuesday evenings until 7pm) at Glen Eira Town Hall. 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 **simply** process ie. Heritage fast track process, NORFI (No Request for Further Information), VCAT multimedia 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 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	Actual performance
Customer satisfaction.	60 per cent or above in the annual <i>Community Satisfaction Survey.</i>	57 per cent.
Responsiveness to customer requests/complaints.	95 per cent of requests recorded on customer request tracking system actioned in time.	97.9 per cent.
Permit timelines.	<p>75 per cent of planning applications decided within 60 day statutory requirement.</p> <p>100 per cent of pre-certification applications decided within 60 day statutory requirement (except decisions made by Council).</p> <p>100 per cent of Fast Track SBO applications decided within 48 hours.</p> <p>100 per cent of Fast Track (Heritage) applications decided within 10 business days.</p>	<p>68 per cent.</p> <p>100 per cent.</p> <p>100 per cent.</p> <p>100 per cent.</p>
Acceptance of policies by community.	No more than two per cent of appeals lodged by resident objectors (as a percentage of decisions made).	0.6 per cent.

Strategic plan implementation.	50 per cent or more of new dwellings to go into housing diversity areas.	86 per cent.
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# Accounting Services Unit

## **Service profile:**

The Accounting Services Unit is responsible for the overall control of 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 and is 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 and Financial Reporting; Asset Management; and Finance and Payroll Systems Development.

## **Review outcomes:**

### ***Quality and cost standards***

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

- 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.
- 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.

<b>Quality and cost standards</b>	<b>Target</b>	<b>Actual performance</b>
Average cost per voucher processed for payment.	\$5.44	\$5.75
Average cost per FMIS user.	\$411	\$426
Overall customer satisfaction rating.	94 per cent.	94 per cent.
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 Council.	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 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 indicates that:

- Documents registered from inward mail are exceeding the target.
- The average records cost per transaction for labour has increased by 25 per cent since the target was set 10 years ago.

## **Responsive**

During 2013–2014 Records Services staff have been supporting the ongoing implementation of Council's new electronic document and records management system HP TRIM by actively consulting with, and responding to, stakeholder needs.

## **Accessible**

During 2013–2014 TRIM was progressively implemented in Council business units providing improved accessibility, sharing, version control and security of paper and electronic documents.

## **Continuous improvement**

During 2013–2014 Records Services:

- Completed 40 TRIM electronic document management (EDM) implementations across four directorates to improve the management of Council electronic documents and enhance service delivery, including the ability for staff to search, view, add, edit, version, secure and workflow documents in TRIM.
- Integrated TRIM with business systems including Infor Pathway, GIS, Open Windows (contract management), Seamless.
- Implemented outsourced service for digitising paper documents of any size (eg. A4, A3, A1, A2 and A0) delivered by Australia Post.
- Implemented secure drop-box solution, Thru, for sending and receiving electronic documents via the web.
- Implemented specialist software Trapeze for the viewing and management of large plans in TRIM.
- Progressively replacing G and S drive with TRIM for the management of electronic documents by migrating documents in G and S drive to TRIM; removing or reduce G drive size and permissions; and replacing S drive with T drive.
- Reducing the reliance of paper property files by progressively replacing them with electronic TRIM subject files.
- Digitised Caulfield Council and Glen Eira City Council minutes.
- Tendered for a new external courier service.
- Completed a SafetyMAP audit.

## **Regular consultation**

Due to the ongoing implementation of TRIM and significant changes to document management processes the annual records survey has been postponed until 2014–2015.

Quality and cost standards	Target	Actual performance
Percentage of registered documents to inward mail.	30 per cent.	31 per cent.
Average records cost per transaction for labour.	\$0.40 cents.	\$0.50 cents.
Overall customer satisfaction rating.	90 per cent.	Refer note below.

Note: for the 2012–2013 *Best Value* reporting period the overall customer satisfaction rating performance was 83 per cent.

# 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 website 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 <i>Customer Service Survey</i> rating to be maintained at, or above, 95 per cent.	Customer rating across each service area 100 per cent.
Unit cost.	\$271 to provide service to each business/resident.	\$268.07 to provide service to each business/resident.
Business licensing, monitoring and surveillance.	Every registered business inspected at least annually against quality criteria.	All registered public health businesses inspected at least once during 2013 (278 inspections of 261 registered public health businesses).
Water sampling.	All public swimming pool and spa facilities sampled four times per calendar year.	105 water samples obtained from 15 facilities during 2013.

*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 (ie. 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 per participant and feedback from attendees.

- All targets for the year met or exceeded.
- Participation rates higher than expected.
- Satisfaction rates in exit surveys higher than target.
- Cost per participant don't exceed set amount
- Cost of program delivery below set target of 1.5 per cent of the Council's budget.

### 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 all event staff have undertaken specific event training.

Participation at all summer outdoor events stayed steady in 2014 after a 30 per cent to 50 per cent increase in 2013. The *Glen Eira Storytelling Festival* had its most successful year yet, growing 62.5 per cent and achieving audience numbers of 6,500. The bulk of actions from the three year *Arts and Culture Strategy* have been implemented with the remainder to take place over the next 12 months.

### Regular consultation

The Arts and Culture Department maintains an Arts Advisory Committee comprising of 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	Actual performance
Cost as a percentage of Council's budget.	Less than 1.5 per cent.	0.91 per cent.
Participation rates.	26,000 plus.	44,148
Exit survey responses good or excellent.	70 per cent.	90 per cent.

# Library Service

## **Service profile:**

The Library 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 recorded 1.19 million loans from collections of 160,094 items and added 32,812 new items to the collections.

As part of the Library Service, the History and Heritage Unit identifies, preserves and promotes significant material relating to Council's history, including documents and photographs, municipal symbols of office, monuments and sites.

## **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.

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, Council increased operating hours, collection expenditure and computers in the libraries to bring the Library Service in line with the majority of its benchmarking partners.

## ***Responsive***

The needs of the community have been identified through an annual satisfaction survey, a *Best Value* research report and focus group sessions. Focus group sessions with library users looked at aspects of the Library Service that are performing well, others that are not and areas for improvement. This information is used to inform service planning to meet community expectations of a modern library service.

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

During the year, the service responded to 87,194 information enquiries, presented 872 *StoryTime* and *BabyTime* sessions to 61,077 children and adults and made 1,766 visits to 178 home library service members.

## ***Accessible***

The Library 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 more than 10,000 library opening hours across the four libraries and recorded more than 691,150 visits to the libraries.

The Library Service also offers significant online web-based services, including membership, e-books, e-audiobooks and e-magazine collections to download, an "ask a librarian" service, information resources for homework and research, and loan renewal and reservation 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 gives access to collections and other services without visiting a library.

### ***Continuous improvement***

In 2013–14 the following continuous improvement initiatives were implemented in response to community demand:

- The range and number of e-book and e-audio book collections were increased in response to the growing popularity of electronic materials. A new digital magazine collection was introduced, giving members a broader range of materials to download and read at their convenience. 5,546 items are contained in the electronic collections, and available for library members to download to a PC or laptop, e-reader, iPad, tablet or smartphone. 120 Kobo e-readers are also available for loan through the Library Service.
- The number of *StoryTime* and *BabyTime* sessions were increased to meet community demand for pre-literacy community programming for young children. *StoryTime* sessions held on weekends and evening bedtime sessions were added to make sessions more available to busy families. In total, 872 sessions were held during the year.
- In 2013–14, a vastly expanded range of community programs for all ages and interests provided opportunities for residents to connect with others and learn new skills. Popular new programs include the *Kids' Klub*, *Language Café*, *Like a Yarn* craft sessions, Console gaming and movie screenings for children and teens, *Mind Games* activities for adults, and reading clubs.
- Multiple copies of the top 10 bestselling books are now available at the libraries, enabling members to keep up with latest releases without long waiting times. Latest release sections at the libraries have been added to make it easy to browse new material. Library staff continually restock the displays to ensure a good selection of new items to choose from.
- Caulfield Library was updated to create a modern, contemporary feel, with improved services and amenities. New painting and carpet, soft furnishings, improved signage, updated study areas, an iPad centre, gaming area and new children's furniture present an open community space.
- The libraries have been re-engineered to include a range of new technology, with a commitment to bridge the digital divide. The Library Service offers free Wi-Fi access, internet-enabled PCs, online services, e-books and e-magazines, e-readers for loan, and technology classes and support. The iPad centre at Caulfield Library was established as a technology hub for residents to get hands-on with an iPad and use the latest apps. New technology workshops and one-on-one technology support sessions help residents get online, download e-books, use iPads, tablets, e-readers and other devices.
- Library staff received training in the use and application of new technology and devices so that they can provide better customer service to members of the community seeking information about how to use their devices and access electronic collections
- New signage has been installed in all four libraries for non-fiction books to make it easier to browse the shelves and find books of interest. In a layout similar to many bookshops, books are now grouped by interest areas, and colourful new signage directs visitors to the section where the books are shelved.
- A monthly newsletter, emailed to more than 20,000 library members, notifies them about library programs for adults and children and new service initiatives. Social media channels have been expanded to improve communication with residents.

**Regular consultation**

Annual *Customer Satisfaction Surveys* form a key component of the Council's community consultation program. The *2014 Local Government Community Satisfaction Survey* assessed the performance of Glen Eira City Council across a range of measures. The Library Service rated in equal first position for community satisfaction, with a five point improvement from 76 per cent to 81 per cent in rated performance against the previous 12 month's results.

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

Quality and cost standards	Target	Actual performance
Local Government <i>Community Satisfaction Survey</i> .	75 per cent (state average).	81 per cent.
Cost per Loan 2013–2014.	Below state average (\$4.70).	\$4.55
Loans per hour open 2013–2014.	Above state average (86.9).	108.8

# 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. Council 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. All facilities were successful in achieving three years of accreditation to June 2015. Additionally, all three facilities have had successful support visits during 2013–2014 year. Analysis of available benchmarking data for resident satisfaction reveals high levels of customer satisfaction at 95 per cent — this being above the industry mean of 84.99 per cent. The services are working within and at known cost standards. Complaints regarding the service have been few, with the 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 municipality is 1,328. The Commonwealth funding allocation for residential aged care places is 88 per 1,000 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 concessionary residents to ensure that care is accessible and affordable, particularly for pensioners in the community. A concessionary 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 concessionary resident ratio of at least 28 per cent.

Concessionary resident rates across the three Glen Eira facilities average at approximately 44.3 per cent. 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*.

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 and 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 two years;
- have assets not exceeding \$30,000; and
- have not owned or sold property within the last five 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 and 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 eg. 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 per cent 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 ongoing review of policy and procedures, and compliance assessment with 44 resident related outcomes operating under four 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 2015.

### ***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 six 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 and 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 websites to assist information provision.

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

<b>Quality and cost standards</b>	<b>Mean</b>	<b>Actual performance</b>
Resident satisfaction rate (overall percentage).	All aged care 84.99 per cent.	Spurway 95.38 per cent. Warrawee 95.45 per cent. Rosstown 94 per cent.
Total operating income per occupied place/day.	*Industry average for all facilities combined: \$184.51	GECC facilities combined: \$197.18
Total operating cost per occupied place/day.	*Industry average for all facilities combined: \$181.48 <sup>IV</sup>	GECC Facilities Combined: \$203.81

<sup>IV</sup> \* Industry average figures source: QPS Benchmarking, as at 30/06/2013.

# Rates

## **Service profile:**

Under the umbrella of the Financial Services Directorate the Rate Unit 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 of the services are regulated by various acts including the *Local Government Act 1989* and the *Valuation of Land Act 1960*. This financial year more than \$86.1 million was raised for rates and charges from 61,056 assessments and more than \$11.66 million for the property fire service levy.

## **Review outcomes:**

### **Quality and cost standards**

As many services are statutory, meeting timelines and requirements is an appropriate way of measuring performance and during 2013–14 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 continue to streamline our reporting resulting in more regular updates.

The categorising and implementation of more than 60,000 assessments for the Fire Services Property Levy effective from 1 July 2013 was highly successful.

Contacting ratepayers with outstanding rates and charges is still a major focus which has resulted in 361 arrangements. Although outstanding balances have remained constant over the past 12 months continual contact will have long term benefits for both the ratepayer and Council.

### **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 Glen Eira Town Hall; in writing; via email; through the website; or we can arrange to visit onsite 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 *Glen Eira News* and on the web allowing our customers to give us feedback on such matters.

Council elections also enable us to have feedback on the quality of our name and address database.

<b>Quality and cost standards</b>	<b>Target</b>	<b>Actual performance</b>
Percentage of rates collected annually.	Rates and charges collected in rating period to be greater than 96 per cent.	Rates and charges collected were 95.32 per cent.
Supplementary valuation income.	Equal to or greater than the amount estimated in annual budget.	Supplementary income raised for 2013–14 of \$414,195 was greater than the budgeted amount of \$400,000.
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 2013–14.
<i>Issuing of Rate and Valuation Notice.</i>	Issue annual <i>Rate and Valuation Notice</i> by 18 August each year.	For 2013–14 notices were issued on 26 July 2013.

# Human Resources

## Service profile:

The Human Resources (HR) Unit provides services, support and advice across 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; HR information system and reporting; recruitment; training and development; OHS; WorkCover; and return to work co-ordination.

## Review outcomes:

### **Quality and cost standards**

Quality and cost standards were determined by annually 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 corporate induction and training delivered. The community is advised of the service through articles in *Glen Eira News* and local press; Council's website (including employment advertising); various job board websites; business networking media; and Council reports and publications. Council also has developed positive relationships with local universities and TAFEs for career streaming. A staff newsletter is produced quarterly.

### **Accessible**

Human Resources is primarily an internal service provider to all Council employees. It also has 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 in person or 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 relevant employment information. This ensures accessibility of information for staff across the Council.

### **Continuous improvement**

In 2013–14 the key focus areas for continuous improvement were training and development; recruitment and selection; remaining an *Employer of Choice*; and maintaining high standards of OHS. A new web-hosted system for recording of incident/injuries and preventative OHS actions is currently being implemented. These have been included in a comprehensive *Human Resources Plan* which is monitored on a regular basis.

The ongoing roll-out of the e-learning system is a significant supplement to Council's learning and development program. An organisation-wide training calendar is also in place to support ongoing professional development across Council.

Council's turnover remains very low relative to industry benchmarks and demonstrates the high level of engagement of staff.

Council achieved full *SafetyMAP* reaccreditation following the latest independent surveillance visit in February 2014. The report noted that, "strong safety culture was demonstrated in sampled business units".

### **Regular consultation**

Staff engagement surveys across the organisation measure levels of staff engagement on a range of factors. The overall engagement rate is 74.12 per cent, which is above the government benchmark of 72.48 (government industry clients of current survey provider). An engagement of 82 per cent of factors fall into either the engaged or highly engaged percentile ranges.

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 HR staff also advocate for Council and consult the wider community at external meetings and industry forums.

<b>Quality and cost standards</b>	<b>Target</b>	<b>Actual performance</b>
SafetyMAP.	Maintain SafetyMAP accreditation.	Full reaccreditation achieved.
Average days to recruit: <ul style="list-style-type: none"> <li>• senior managers</li> <li>• award employees</li> </ul>	80 days. 55 days.	54 days. 59 days.
Corporate training delivered.	8.0 hours per EFT per annum.	15.16 hours per EFT*.
Days lost (WorkCover).	Less than 500 days.	496.28 days lost.
Turnover.	No greater than 11 per cent across Council.	8.49 per cent.

*Target revised due to 30 per cent increase in staff head count with the opening of GESAC. GESAC is a high risk area for WorkCover.*

# Long Day Care — Children's Services

## **Service profile:**

Children's Services are provided by the Family and Children's Services Department. Council's three long day care centres are located in Carnegie, Caulfield, and Murrumbeena. The service provides long day care for children aged six months to school age. Children's centres have carefully planned education 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**

The long day care centres are licensed by the Victorian Government's Department of Education and Early Childhood Development. The *National Education and Care Services Regulations* and the *Early Years Learning Framework* have increased standards of education and care (to be incrementally phased in over a five year period) and this is reflected in the increased cost to council. Client satisfaction is measured annually through a survey distributed in December — 96.4 per cent of parents agreed or strongly agreed that they were satisfied with the care their child receives and feedback strongly supports the expertise of staff and the quality of care provided.

### **Responsive**

The long day care service operates from 7.30am to 6pm Monday to Friday and is part of a suite of child care services offered by Council. Occasional child care was relocated in January 2014 to the Carnegie Multipurpose Community Room Monday and Wednesday mornings between 9.30am to 12.30pm, during school terms. An additional six occasional child places per session were added this year. Parent survey results indicate that parents believe staff to be responsive to their families and children's needs.

Special visits and outings are organised to enhance the care and education program and include: a mobile animal farm; a physical activity program; 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 121 of the 2,928 long day care places in Glen Eira. The demand for child care places continues to be higher for children under the age of three. Each of the centres provides care for children with additional needs including culturally and linguistically diverse children, and those with development delay. The *Quality Improvement Plan (QIP)* aims to improve integration of all children.

### **Continuous improvement**

Each centre develops a continuous improvement plan (*QIP*) to ensure service provision meets regulatory and quality compliance and community feedback and need. A quarterly, centre-specific newsletter is distributed to families keeping them informed of activities within the centre and on issues related to the early years. Information is provided to parents increasingly via email in response to positive feedback from parents. Children with additional needs attending child care reflect population levels or above, and room use and age mix are reviewed annually to improve accessibility.

### **Regular consultation**

Regular consultation with the community includes:

- An annual *Parent Satisfaction Survey* to review the needs and satisfaction of customers.
- Parent information sessions.
- Quarterly newsletters provide families with information on child health and developmental and learning programs.
- Informal consultation on individual needs will continue.
- Articles are published in *Glen Eira News* advertising changes and activities within the centres.

<b>Quality and cost standards</b>	<b>Target</b>	<b>Actual performance</b>
Annual <i>Parent Satisfaction Survey</i> .	93.3 per cent satisfied or strongly satisfied responses.	96.4 per cent.
Average Council subsidy per place in children's centres.	\$2,940 (based on 2012–2013 budget and includes three per cent CPI).	\$3,322.35 (increase due to lower utilisation, EBA four per cent and increase of quality standards resulting in more highly qualified staff employed).

# 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.

An annual *Client Satisfaction Survey* undertaken in June 2014 produced a 90 per cent satisfaction rating with Community Care Services.

### 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 to ensure 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's annual *Customer Satisfaction Survey*, client feedback forms, client feedback via telephone or letter and staff feedback forms.

Quality and cost standards	Target	Actual performance
In Home Support hours.	118,000	120,197
Property Maintenance hours.	4,500	4,652
Delivered Meals provided.	65,000	65,865
Social Support hours.	21,500	27,634
Cost of service provision:		
• Income	\$7,205,417	\$7,534,192
• Expenditure	\$9,792,461	\$9,955,392
• Variance	\$2,587,044	\$2,421,199

# 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 building asset management plan annually 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 principles implemented to ensure planning of maintenance activities and compliance is delivered.
- Facilities business continuity and emergency management supporting functions when required.
- Maintenance expenditure is aligned and budgeted to Australian maintenance expenditure standards.
- Implementation of various facilities capital and renewal sub-programs, such as the *Plant and Equipment Replacement Program* are undertaken to extend the useful life of buildings.
- The management of various statutory compliance audits of Council buildings such as Hazardous Materials Audits, Asbestos Audits and Essential Safety Measures.
- Undertake building condition and functionality assessments of 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 log. Electronic monitoring is undertaken at various sites also.

### Accessible

The service is offered 24 hours a day, seven days a week. To further improve accessibility to the service, signs displaying contact details in key community buildings are 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 building asset management system occurs regularly. There is also continuous review of all aspects of operation and benchmarking against other councils.

### Regular consultation

Regular consultation with the community includes customer satisfaction surveys, customer complaints and feedback monitored on an ongoing basis (monthly and quarterly meetings with key internal departments), regular and frequent consultation with the wider Melbourne local government building maintenance industry — through the LGPro building asset management and property special interest groups.

Quality and cost standards	Target	Actual performance
Percentage of individual/unit requests completed within response times.	85 per cent.	86 per cent.
Customer satisfaction rating.	65 per cent satisfied or highly satisfied.	94 per cent.
<i>Building Asset Management Plan</i> reviewed in the previous 12 months.	<i>Asset Management Plan</i> reviewed in the previous 12 months.	<i>Plan</i> reviewed annually.

# Infrastructure Assets

## Service profile:

Council's Infrastructure Assets Department provides for the strategic management of the Council's roads; footpaths; street furniture; rights of way; 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 responsible for planning and co-ordination of emergency management resources and implementation of the *Municipal Emergency Management Plan*.

## 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.
- We ensure that the *Municipal Emergency Management Plan* is regularly updated for its currency.

### **Responsive**

Policies and practices are continually monitored in response to community feedback and requests for service. Response times for internal stakeholder referrals have improved and are exceeding the performance targets. This has been achieved despite a significant increase in workloads from the previous few years.

Response times to customer requests have shown an improvement over the previous year. The improvement is said to be statistically significant and not random. We continue to have challenges in responding to the community concerns about poor standard of reinstatement of Council infrastructure by utilities. Utilities and their contractors continue to be slow to respond to such concerns and do not appear to be meeting their obligations under the *Road Management Act 2004*. The matter has been advocated to a head through the MAV, however, VicRoads has taken the position of conducting education and training programs for utility and council staff. The Municipal Association of Victoria (MAV) conducted a survey recently and found that many Councils experience similar issues with the utilities.

### **Accessible**

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

### **Continuous improvement**

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

One such major review was the adoption of the policy on Asset Management. The *Asset Management Strategy* was also reviewed and in the process of being advertised for community consultation.

Improvements in drainage and road-related legislation continues to be a focus with ongoing discussions State Government Departments. Since the major flash floods in the Melbourne Water designated flood prone areas, Council has been advocating and working with Melbourne Water for the mitigation works. Council has allocated more than \$3 million per year on drainage improvement works.

The Department continues the major review of the *Municipal Emergency Management Plan (MEMP)*. The updated plan clarifies roles and responsibilities for emergency response and recovery as well as incorporates the *Flood Emergency Management Sub Plan*, the *Heatwave* and *Pandemic Sub Plans*.

Improvements have been made to the systems tracking the documentation and traceability of the evidence that council is meeting the responsibilities under the *Road Management Plan*. Further improvements are envisaged with the amendments to the *Road Management Plan* currently being updated.

#### ***Regular consultation***

An annual *Community Satisfaction Survey* of the public seeks advice on Council's roads and footpaths. The *Survey* is conducted by the state government of all the councils in the state. 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.

The *Survey* result for roads and footpaths indicated that the community rated the service performance at 69 per cent, but the importance was high at 77 per cent — giving a net differential of eight per cent. The gap has reduced by seven per cent over the previous year, indicating that Council's roads and footpath programs are returning a net benefit to the community.

<b>Quality and cost standards</b>	<b>Target</b>	<b>Actual performance</b>
Community satisfaction rating (roads and footpaths).	65 per cent.	69 per cent (JWS research).
Customer request response.	95 per cent in time.	95.71 per cent.
Town planning and building referrals (internal).	95 per cent within 10 days.	98.72 per cent.

# Youth Services

## Service profile:

Youth Services provides an effective and supportive service to young people and their families, particularly those considered 'at risk'.

Youth Services provides support to young people through a variety of different mediums. The programs and services provided focus on building the positive development and wellbeing of young people. This is delivered through the following mediums:

- School and centre-based programs.
- Civic engagement.
- Support, information and referral.
- Advocacy.
- Networking and service collaboration.
- Special events.
- Financial assistance.

## Review outcomes:

Both the 'Youth program sessions' and 'Young people participating in youth programs' exceeded the nominated targets. This reflects the continued focus on best practice program development and delivery. Youth Services has continued to deliver a targeted service delivery model that addresses the changing and complex needs of young people.

Youth Services has continued to ensure that young people can receive support through strong referral pathways and agency partnerships. A number of positive media profiles were conducted to highlight this support service. 'Individual clients supported' was higher than the target which is an affirmation of the media profiling.

Twenty Two Foundation of Youth Excellence grant applications were received from which 18 grants were approved.

## Continuous improvement measures

- Youth Services piloted a self-defence and emotional awareness program for young women in early 2012. The program received extremely positive feedback from participants and was positively profiled in the local media. This program is now a core part of Youth Service's programming, with the program regularly at capacity.
- Youth Services introduced a new program to our school based programs, *SenseAbility*. *SenseAbility* is a strengths-based resilience program designed for those working with young Australians aged 12 to 18. It consists of a suite of modules developed to enhance and maintain emotional and psychological resilience. The program has been delivered in three local high schools and has received very positive feedback from both the student population and student welfare teachers.
- Youth Services developed and delivered a new special event — *The Summit*. *The Summit* provided the opportunity for young people to hear from motivational speakers and an opportunity to be encouraged by other likeminded young people. Young people were encouraged to be active contributors in both their local and global communities through engagement and volunteering.
- Youth Services continued to engage in collaborative programs with key external youth providers to ensure that young people identified as 'at risk' are supported and engaged.
- Participation in key youth special events helped in the profiling of Youth Services and assisted in supporting young people who may not be informed of what support youth has available.
- Continued participation in regional (Bayside, Glen Eira and Kingston) youth networks and working groups has ensured that the needs of young people in the City of Glen Eira are strongly advocated for. Glen Eira Youth Services has been active in partnering with Bayside and Kingston Youth Services to develop strategies, tools and resources to assist schools with the emerging trend of critical incidents.
- The transition program, *Moving Up* was again 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 10 primary schools in Glen Eira, engaging more than 635 students.

- Youth Services has participated in state wide youth forums to ensure that officers are skilled with current best practice methodologies and information. Youth Services regularly evaluates and benchmarks all programs that it delivers to ensure that they are relevant and best practice.
- Youth Leadership Team participation has been extremely positive. Seven young leaders are actively engaged and set to graduate through this year's Youth Leadership Team. The Youth Leadership Team co-ordinated a focussed advocacy campaign to address food security in the City of Glen Eira. This campaign was highly successful with thousands of dollars of donated canned goods collected. The goods were donated to Community Information Glen Eira to assist with their emergency relief.

#### ***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 6pm Monday to Thursday and 9am to 5pm on Fridays. The Youth Information Centre is open to the public on Monday to Thursday from 1pm to 6pm and Fridays from 1pm to 5pm. 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 is located at 86 Robert St, Bentleigh. The 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 location is both accessible and close to a range of transport options.

#### ***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.

Youth Programs are regularly evaluated to ensure their delivery is best practice and targeted to meet the needs and expectations of clients.

#### ***Reporting***

Via Council's website, [www.gleneira.vic.gov.au](http://www.gleneira.vic.gov.au) or via Council's Service Centre.

<b>Key performance indicators</b>	<b>Target</b>	<b>Actual performance</b>
Young people participating in youth programs.	2,800	4,577
Youth program sessions.	200	329
Participants at special events.	850	824
Individual clients supported.	25	31 <sup>v</sup>
Foundation of Youth Excellence grants.	30	18

<sup>v</sup> Youth Services provides individual youth work support not clinical mental health support. A high majority of clients accessing Youth Services need specialised mental health support. Clients are referred to specialised mental health providers such as Headspace or Bentleigh Bayside Community Health. Mental Health services within the municipality are quite strong, so engagement with these services is quite effective and streamlined.

# 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 per cent of calls received are handled at this initial point of contact. 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***

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, Council monitors community enquiries for wait times and resolution. Resources have been provided to ensure an excellent level of customer support. Being the 'front line' of 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 to 5pm and Tuesdays until 7.15pm) with emergency after hour's service in place.
- There is disabled access to the front counter.
- National Relay Service friendly.
- 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, *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, the Senior Management Group and from customer service staff via appraisals; staff meetings; and reviews of service.

<b>Quality and cost standards</b>	<b>Target</b>	<b>Actual performance</b>
<i>Customer Satisfaction Survey.</i>	Within the top quartile of comparable councils.	Achieved (79 per cent).
Calls resolved at first point of contact.	Minimum of 82 per cent.	86.17 per cent.
Complaints specifically about the Customer Service Centre.	Maximum of five per year.	Three.
Average call waiting time.	15 seconds.	11 seconds.
Calls answered within 60 seconds.	95 per cent.	96.31
Calls answered within 20 seconds.	85 per cent.	91.07

# 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 20013–14 include:

- Providing an *Annual Report* to the Minister for Local Government by 30 September.
- Issuing a minimum of one media 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, *Residents' Handbook* 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	Actual performance
High quality <i>Annual Report</i> .	An award.	<i>Gold Australasian Reporting Award</i> .
Publications delivered to budget.	100 per cent.	100 per cent.

<i>Glen Eira News produced on time and to budget, 11 editions per year.</i>	100 per cent.	100 per cent.
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# 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 of customer satisfaction is based on external surveys. The survey result for 2014 has improved from the 2013 result.
- 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 Oak Tree House adjacent to Glen Eira 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.

<b>Quality and cost standards</b>	<b>Target</b>	<b>Actual performance</b>
Community satisfaction for service performance.	65 per cent or more.	72 per cent.
Responsiveness — project delivery schedule.	More than 85 per cent of advanced design projects assigned to the unit to be completed to final approval schedule.	96 per cent.
Costs — project budget.	More than 85 per cent of projects completed within final budget.	97 per cent.
Costs — service delivery.	Equal or less than external provider equivalent.	60 per cent of external equivalent.

# Corporate Counsel

## Service profile:

The Corporate Counsel function reports to the Chief Executive Officer and specifically includes the provision of legal/business advice; contracts, agreements and legal relations; contracts and tendering documentation; contracts policy and procedure; tender and contract processes; statutory interpretation; *Local Government Act* compliance; delegations and authorisations; maintenance of statutory registers; management of Council elections; national competition policy; management of Freedom of Information (FOI) requests; advice on information privacy issues; protected disclosure; risk policy and strategy; risk management; insurance portfolio management; management of claims and the conduct of legal proceedings.

## 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 that Council does not have uninsured losses and ensuring tendering policy and procedures are complied with by staff. Cost standards identified relate 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 (ie. no hardcopy material or fee involved).
- FOI, Privacy and Protected Disclosure Protection information is available on the Council website.
- Correspondence and the provision of documents is by email where appropriate and available.

### **Continuous improvement**

Eleven 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 upgraded in 2011–12 and staff training is ongoing. Consideration being given to a further upgrade in 2014–15.
- Council is in its fifth year renewal of contract with Willis Australia Limited for insurance broking and risk management services to ensure the right policy coverage and best service at optimal cost. The service shall be tendered in 2014–15.
- Contract and tendering processes are enhanced by the introduction of new contract management software in the second half of 2014.
- Contract and tendering documents are continually being reviewed and updated to meet legislative changes and business requirements.
- A contract management system has been implemented to streamline the tendering and contract management process and facilitate e-tendering.
- FOI processes and documentation have been further reviewed and improved. A manual has been prepared for internal use.

### **Regular consultation**

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

Quality and Cost Standards	Target	Performance
Tenders — ratio of tenders conducted to formal complaints lodged and upheld.	100:1	100:0
Contracts — number of contracts not complying with Section 186 of <i>Local Government Act</i> .	Nil.	Nil.
Privacy — number of complaints upheld.	Nil.	One.
Risk management — number of losses uninsured (unless documented decision to 'self-insure').	Nil.	Nil
Tendering — percentage of policies and procedures current and electronically available.	100 per cent.	100 per cent.

# Recreation Services

## Service profile:

Recreation Services 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.

## 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 service. Staff also attend after-hour appointments which include Reserve Advisory Committee meetings, consultations and site inspections.
- Disability access can be made through Glen Eira Town Hall and National Relay Services available for people with hearing loss.
- Recreation Services have extensive information freely available on Council's website and utilise online consultation programs to extend the reach and accessibility of information.
- Recreation Services regularly consult the community on a variety of projects and utilise a range of mediums including direct mail, in-park signage, online forum and email.
- Recreation Service contributes regular articles to *Glen Eira News* related to open space, sport, recreation, healthy living and bicycles.
- Recreation Services meet regularly with Reserve Advisory Committees who consist of volunteers who represent their club, group, association and members of the community.

### Continuous improvement

- Development and Council approval of the *Glen Eira Open Space Strategy* will guide the future planning, provision and design of public open space in the municipality. The *Strategy* understands and responds to the changing needs of the current and forecast community.
- Continue to upgrade and restore War Memorials in preparation for the centenary commemorations in 2015.
- Respond to changing demographics and the community's recreation needs by continuing to implement park master plans, the *Glen Eira Bicycle Strategy*, rolling playground and shade sail upgrade programs and sports field improvements.
- Bin enclosures installed at three locations, shade shelter at Murrumbeena Reserve, new seating at Glenhuntly Park and Caulfield Park. Redevelopment of the water feature at Harleston Park which provides a natural and engaging landscape.
- Developing concept plans and commencing public consultation on the Glen Huntly Reservoir development. The project presents a number of challenges that have required cross-departmental collaboration and input from a number of external bodies. When complete, the Reservoir will be a unique and landmark open space, one which can provide for a range of leisure opportunities for the whole community.
- Installation of the Caulfield Park pathway lighting along the Park Crescent boundary will improve the lighting link around this popular track. The works will enable park users to utilise the popular walking circuit at night time and early mornings.
- Continued a program of open space improvements which included six playground upgrades including a new playground at Virginia Park as well as equipment upgrades at Colin Street Park, Marlborough Reserve, Mackie Reserve, EE Gunn and Duncan Mackinnon Reserve.
- Continued the shade sail program with the installation of sails at Pell Street Playground and Wattle Grove Playground.

- Recreation Services project managed the installation of sub surface drainage and irrigation at Victory Park Oval 1 which will enable the ground to cope with increased wear and tear. This will greatly benefit local sporting clubs.
- Redevelopment of Caulfield Park Ovals 3 and 4 to accommodate more active sport usage and define boundaries. The works also included planting 40 new drought tolerant trees.
- New accessible walking trails at Glen Huntly, which connect around the oval and provide a link to the Racecourse, and at Bailey Reserve which completes the circular pathway around the southern sports fields.
- Recreation Services installed sports lighting on the Duncan Mackinnon Reserve Oval and Athletics Track.
- The development of a specific Recreation Asset Management Plan required an understanding of the status and condition of all assets managed in open space, determining appropriate levels of service and planning long-term for the maintenance and replacement of these assets. This will ensure that sufficient resources are allocated to the maintenance and replacement of open space assets in the future.
- Building works commenced on the Centenary Park Pavilion redevelopment. The project will provide a modern facility that will be able to meet the needs of current users and also usage by the wider community. Recreation Services have ensured that sporting activities are not adversely affected during the works.
- Recreation Services continued to balance dog on/off leash areas, organised sport and casual users across a range of parks in the municipality.
- Overall satisfaction with the City of Glen Eira parklands was 8.3 — providing a ranking of two out of 19 within the region.

#### **Regular consultation**

- Feedback from the Recreation Advisory Committee, 12 Reserve Advisory Committees which consists of 39 meetings annually with a range of park users.
- Ongoing consultation with internal Council departments, particularly with the development and implementation of the *Open Space Strategy* and *Bicycle Strategy*.
- Community consultation was undertaken on six key projects, these included the *Open Space Strategy*, Glen Huntly Reservoir redevelopment, Elsternwick Plaza Redevelopment, Archibald/Gisborne Proposed New Park, *Koornang Park Landscape Concept Plan* and the Caulfield Park Conservatory.
- Annual *Parkscape* community satisfaction survey.
- Attendance at key industry events including Park and Leisure Australia's *Annual Conference* and meeting with key stakeholders including Football Federation Victoria, AFL Victoria and Cricket Victoria.
- Feedback from councillors and senior management group.

<b>Quality and cost standards</b>	<b>Target</b>	<b>Actual performance</b>
Community satisfaction for service performance.	No less than 70 per cent.	This measurement was not recorded as listed, however overall satisfaction with the Council's parklands was 8.3 — providing a ranking of two out of 19 within the region.
Sportsground infrastructure and playing surface safety.	100 per cent.	100 per cent.
Standard of design and playground installation.	100 per cent. compliance with Australian standards.	100 per cent.
Annual audit (against Australian standard) of playground equipment and resurfacing.	100 per cent completion.	100 per cent completion.
Level of sports ground usage.	100 per cent capacity.	100 per cent 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.
- The litter bin collection contractor has provided good collection services, but has not consistently met requirements for bin cleaning. There was a particular cleaning failure in April 2014. Overall the litter bin contractors still met the complaints target for the year.
- The street cleaning contractor has performed a high level of service over the past year and again recorded the highest performance levels across all waste services.

## Responsive

Frequency of collections of litter bins is adjusted if needed based on reports from residents and/or Council assets managers (for example the Parks Manager). Streets are swept more regularly during leaf fall in autumn and in response to residents' requests during this time.

## Accessible

The residential street sweeping schedule is included in the *Residents' Handbook* delivered to all residential properties and is posted on the Council website. 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. A review of sweeping service has commenced to inform the upcoming tender in late 2014.

## 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	Actual performance 2012–2013
Street cleaning — average complaints on service.	Two per week.	1.77 per week.
Satisfaction with public places appearance.	70 per cent.	74 per cent.
Month's performance bonus achieved.	12	12
Percentage of possible bonus achieved.	25 per cent.	99 per cent.
Litter bin collection — average complaints on service.	One per week.	0.9 per week.
Month's performance bonus achieved.	12	Nine
Percentage of possible bonus achieved.	25 per cent.	30 per cent.

# 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. Council also offers on-call collections of hard rubbish, bundled branches and bulk cardboard.

## **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 contractors ensured best possible cost standards.
- The green waste and recycling services met their target for complaints, garbage missed their target.
- This year is the last year of a nine year contract. The three collection services decreased their service standard compared to last year and service was of an acceptable standard, although near the end of the year complaints regarding bin placement increased. Missed collections for green waste remained at very low levels and offered a 'very good' service.

## **Responsive**

Council continued to roll out service improvements to respond to community need in 2013–14 — online bookings increased, there was stronger demand for new green waste services and for the booked bulk cardboard recycling collection service. Eight hundred collections were made in 2012–13. E-waste recycling was integrated into hard rubbish collections and collected from kerbside as part of Council's hard rubbish service — more than 500 recycling bin in services were requested and provided to commercial properties.

New service improvements were prepared to start from 1 July 2014 including integration of dumped rubbish and hard rubbish collection activities to improve recycling and speed up removal of dumped rubbish, free green waste bins available for all households and a roll out of around 18,000 new green waste services, reduction in garbage charges.

Council officers continued to inspect and address localised concerns on a range of issues including bin placement and time of collection.

## **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.

In 2012–13 a major survey on recycling and waste services was conducted. Around 10,000 households responded and have informed service planning and education planning.

Quality and cost standards	Target	Actual performance 2012–2013
<b>Garbage</b>		
Cost per collection.	Tendered rate + CPI.	Achieved.
Community satisfaction survey.	More than 75 per cent.	81 per cent.
Collections reported as missed per week.	18	26.2
Service complaints per week.	Three	4.5

<b>Recyclables</b>		
Cost per collection.	Tendered rate + CPI.	Achieved.
Collections reported as missed per week.	9	12.6
Service complaints per week.	2	2.0

<b>Green waste</b>		
Cost per collection.	Tendered rate + CPI.	Achieved.
Collections reported as missed per week.	Four	5.1
Service complaints per week.	One	0.5

# 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 prioritised and then other users 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 is licensed by the Victorian Government Department of Education and Early Childhood Development. The service is also required to meet all requirements of the Australian Government, Department of Education in relation to financial compliance with Family Assistance Law. In October 2013 on advice from the Australian Competition and Consumer Commission (ACCC) the Federal Government announced changes to financial compliance requirements, resulting in revised practices in relation to the educator fee structure, invoicing, debt collection and receipt of parent payments. Changes to ensure compliance were implemented effective from July 2014 and educators and families were advised. The changes require additional administrative and debt collection obligations by Council and this is likely to impact on the cost of program delivery in the 2014–2015 financial year.

The *National Education and Care Services Regulations 2011*, the *Early Years Learning Framework* and the increased standards of education and care along with the new financial obligations by Council are reflected in the increased cost to council per educator. In December 2013, 96.4 per cent of parents agreed or strongly agreed that they were satisfied with the care their child received.

### **Responsive**

Educators registered with the Council are able to care for up to seven children in their own home. The service currently has 252 families registered with the scheme providing care to 329 children — 290 of those are less than six years. There are currently 35 registered educators across the municipality. There are approximately 39 vacancies and 46 children on the waitlist. The children on the wait list are mainly aged under 15 months 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 to 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. The Service is regularly promoted in the Council and local news media and on Council's website and on-hold telephone messages.

### **Continuous improvement**

There are currently 35 registered educators within the municipality, with most residing in Bentleigh, Bentleigh East and Carnegie.

All educators have completed a minimum accredited training requirement of Certificate 3 in Children's Services. Monthly professional development sessions are provided based on a needs analysis and feedback from educators. Sessions include: interactions with children; behaviour management; physical activity for children; curriculum design; nutrition; and disability awareness training.

Family Day Care is covered under the *Education and Care Services National Law* and is assessed and rated against the *National Quality Standards (NQS)*. The relevant regulatory authority in each state and territory undertakes the assessment and rating process. The *NQS* is a key aspect of the *National Quality Framework* and sets a national benchmark for early childhood education and care. In September 2012, the *Glen Eira Family Day Care Scheme* was assessed against all seven quality areas and was rated as Exceeding National Standards in all quality areas. The *Scheme* is scheduled to undergo another assessment and rating visit in 2015.

**Regular consultation**

There are regular and varied opportunities for consultation. The annual *Parent Satisfaction Survey* of parents showed a high degree of satisfaction by families (96.4 per cent). 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 regular 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	Actual performance
Annual <i>Parent Satisfaction Survey</i> .	90 per cent satisfied responses.	96.4 per cent.
Operating cost per place	\$2,805.00	\$ 2826.13