



GLEN EIRA CITY COUNCIL

**GLEN EIRA
CITY COUNCIL**

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

LONG-TERM FINANCIAL PLAN 2022–2023 to 2031–2032

Ordinary Council Meeting

Tuesday 28 June 2022



Table of Contents	Page
Introduction	2
1 Legislative Requirements	4
2 Financial Plan Context.....	8
3 Financial Plan Statements	14
4 Financial Performance Indicators.....	25
5 Strategies and Plans.....	31

Introduction

The key objective which underlines the development of the Financial Plan is financial sustainability in the medium to long-term, while still achieving Council's strategic objectives as specified in the Council Plan. The key financial objectives, which underpin the Financial Plan are to:

- Manage finances appropriately within the constraints set by the Rate Cap.
- Renew and upgrade our ageing assets and community facilities.
- Maintain essential services at not less than current levels.
- Mitigate risks to our community and local economy arising from the impact of the pandemic of COVID-19 and to support the community's recovery.
- Set fee increases that are manageable and sustainable.
- Invest in continuous improvement, technology and other enablers to efficiency and enhanced customer outcomes.
- Keep day-to-day costs manageable and rates per assessment low, relative to our peers.

Impact of COVID-19

The COVID-19 pandemic has a significant impact on individuals, businesses and government since March 2020. Service closures, emergency response, and financial concessions to sustain community resilience have all had a substantial impact on Council's financial position. Notwithstanding that 'business as usual' is returning to Council operations, COVID-19 has impacted the 2021-22 financial result, and this will flow through to future years. It is expected that it will take a number of years for Council's income streams to return to pre-COVID levels.

This Long-Term Financial Plan (LTFP) is based on current knowledge of the potential impacts that COVID-19 has had on Council's finances. Some of the Victorian Auditor-General's sustainability indicators will highlight medium to high levels of risk around Council's operating deficit, liquidity position and borrowing capacity.

Long-Term Financial Plan

The LTFP covers the period from 2022-23 to 2031-32 and aims to maintain sound operational surpluses, increasing Council's renewal, upgrade and new investment in community assets, and ensuring that the liquidity position is acceptable to Council.

Pre-COVID-19, Council had made a concerted effort to generate operational surpluses and direct sufficient funding to capital expenditure. This approach ensured the City's infrastructure and community facilities are improving and that Council provides the facilities and services that the community needs at a price that the community is prepared to pay. To achieve this, Council must continue to carefully manage finances and use innovation and continuous improvement measures to ensure services are the most efficient and cost-effective that can be provided.

It is the decision of Council to determine the priority for spending on the operational services that Council provides as well as the investment in the capital works program.

The LTFP for 2022-23 to 2031-32 shows an average operating surplus of \$17m over the next 10 years. This is necessary to ensure cash reserves are contributing to fund the long-term capital works program.

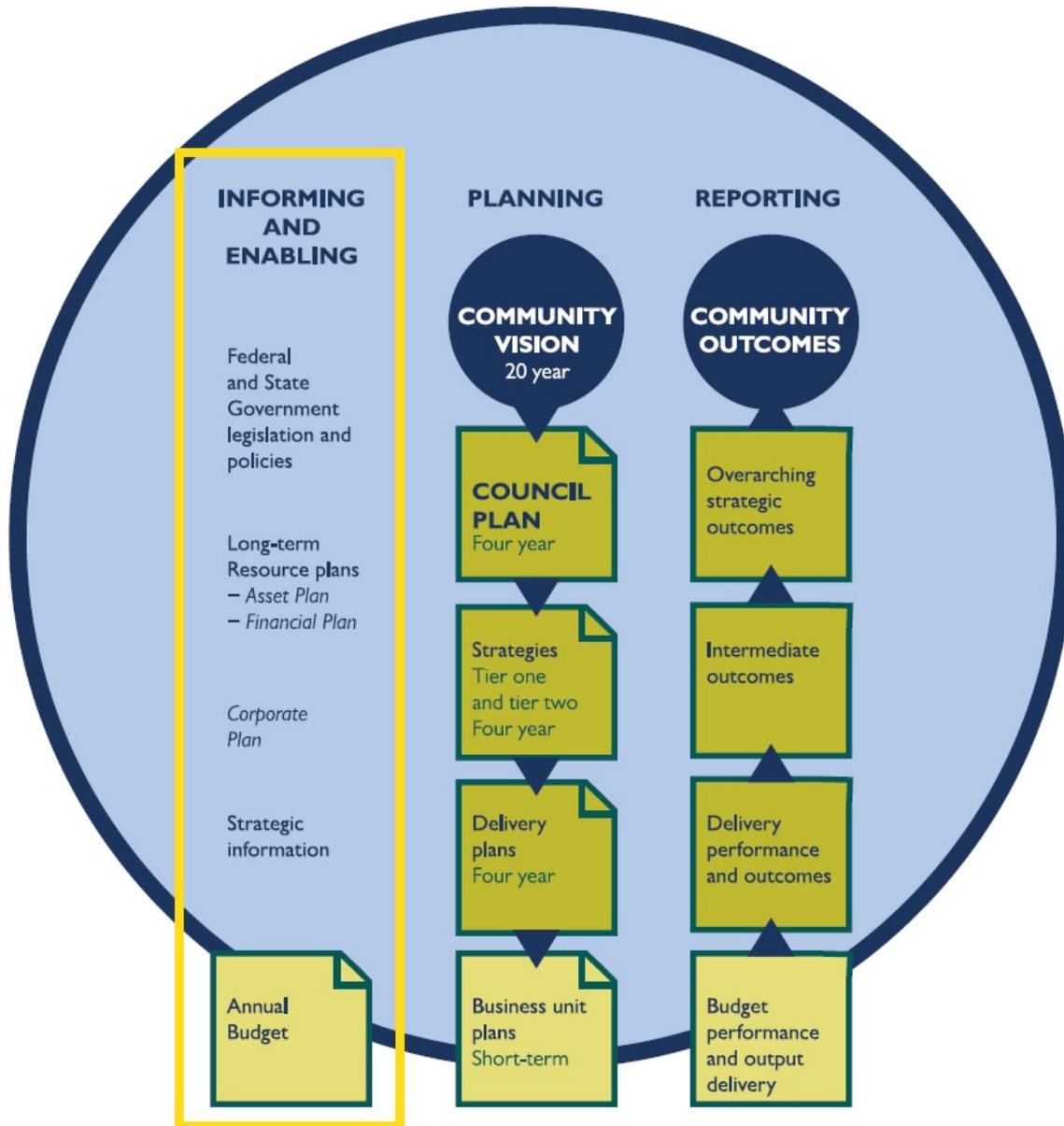
The LTFP has a challenging capital works program. Council has committed to undertaking a significant strategic work plan over the coming 10 years to complete a comprehensive update of the Glen Eira Planning Scheme, a strategic approach to place based planning and integrated transport. This important work will set the future 10-20-year strategic direction in the key areas of land-use, transport, economic development and urban design.

Council also needs to ensure that working capital is maintained such that sufficient cash reserves are available to meet normal cash flow requirements and meet potential emergencies.

1 Legislative Requirements

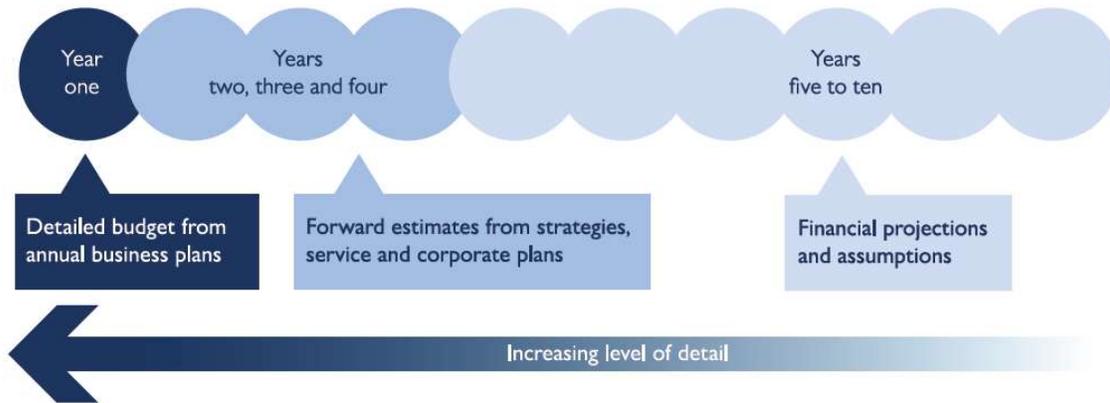
This section describes how the Financial Plan links to the Community Vision and the Council Plan within the Integrated Strategic Planning & Reporting framework. This framework guides the Council in identifying community needs and aspirations over the long term (Community Vision), medium term (Council Plan) and short term (Budget) and then holding itself accountable (Annual Report).

The following diagram provides an overview of the core legislated elements of an integrated strategic planning and reporting framework and outcomes.



This shows the links between the Community Vision, Council Plan and strategies, with the Financial Plan, Asset Plan and Budget informing and enabling these to deliver community outcomes. The financial plan is influenced by ongoing strategies and service planning and is then used to inform the four-year budget development and other financial processes.

LONG-TERM FINANCIAL PLAN = 10 YEARS



1.1 Strategic Planning Principles

The Financial Plan provides a 10 year financially sustainable projection regarding how the actions of the Council Plan may be funded to achieve the Community Vision. The Financial Plan is developed in the context of the following strategic planning principles:

- a) Council has an integrated approach to planning, monitoring and performance reporting.
- b) Council financial plan addresses the Community Vision by funding the aspirations of the Council Plan. The Council Plan aspirations and actions are formulated in the context of the Community Vision.
- c) The Financial Plan statements articulate the 10-year financial resources necessary to implement the goals and aspirations of the Council Plan to achieve the Community Vision.
- d) Council's strategic planning principles identify and address the risks to effective implementation of the Financial Plan. The financial risks are included at section 1.2.2 below.
- e) The Financial Plan provides for the strategic planning principles of monitoring the progress and reviews to identify and adapt to changing circumstances.

1.2 Financial Management Principles

The Financial Plan demonstrates the following financial management principles:

- 1.2.1 Revenue, expenses, assets, liabilities, investments and financial transactions are managed in accordance with Council's financial policies and strategic plans.
- 1.2.2 Management of the following financial risks:
 - the financial viability of the Council (refer to section 2.1 Financial Policy Statements).
 - the management of current and future liabilities of the Council. The estimated 10 year-liabilities are disclosed in section 3.2 Balance Sheet projections.
 - the beneficial enterprises of Council (where appropriate).
- 1.2.3 Financial policies and strategic plans are designed to provide financial stability and predictability to the community.

1.2.4 Council maintains accounts and records that explain its financial operations and financial position (refer section 3 Financial Statements).

1.3 Engagement Principles

Council adopted a comprehensive community engagement framework in March 2021. For this current Financial Plan, Council has implemented the following consultation process to ensure due consideration and feedback is received from relevant stakeholders:

- a) Council undertook participatory engagement using an online budget simulation tool. The community was invited to 'prioritise the budget' by increasing or decreasing the amount of funding Council allocates to its budget. There were two online surveys – one for the public and one for the Community Voice members. This survey asked users to choose services that were a priority.
- b) Council also ran a deliberative engagement process to interrogate the data from the participatory process to inform the Financial Plan. A broad expression of interest process was undertaken via the Have Your Say Glen Eira website which sought representation of the broader Glen Eira community.
- c) Draft Financial Plan principles, key components, and outcomes discussed and agreed with Councillors.
- d) Draft Financial Plan prepared by management.
- e) Draft Financial Plan available for community feedback after Council resolved to advertise the Financial Plan at the Council meeting on 26 April 2022.
- f) Community engagement is conducted using local news outlets, social media and information sessions.
- g) Council receives the community feedback for consideration of the Financial Plan at the Council meeting on 7 June 2022.
- h) Financial Plan, including any revisions, presented to the Council meeting for adoption on 28 June 2022.

1.4 Service Performance Principles

Council services are designed to be purposeful, targeted to community needs and value for money. The service performance principles are listed below:

- a) Services are provided in an equitable manner and are responsive to the diverse needs of the community. The Council Plan is designed to identify the key services and projects to be delivered to the community. The Financial Plan provides the mechanism to demonstrate how the service aspirations within the Council Plan may be funded.
- b) Services are accessible to the relevant users within the community.
- c) Council provides quality services that provide value for money to the community. The Local Government Planning and Reporting Framework (LGPRF) is designed to communicate council's performance regarding the provision of quality and efficient services.
- d) Council is developing a performance monitoring framework to continuously improve its service delivery standards.
- e) Council is developing a service delivery framework that considers and responds to community feedback and complaints regards service provision.

1.5 Asset Plan Integration

Integration to the Asset Plan is a key principle of the Council's strategic financial planning principles. The purpose of this integration is designed to ensure that future funding is allocated in a manner that supports service delivery in terms of the plans and the effective management of Council's assets into the future.

The Asset Plan identifies the operational and strategic practices which will ensure that Council manages assets across their life cycle in a financially sustainable manner. The Asset Plan, and associated asset management policies, provide council with a sound base to understand the risk associated with managing its assets for the community's benefit.

The Asset Plan is designed to inform the 10-year Financial Plan by identifying the amount of capital renewal, backlog and maintenance funding that is required over the life of each asset category. The level of funding will incorporate knowledge of asset condition, the risk assessment issues as well as the impact of reviewing and setting intervention and service levels for each asset class.

In addition to identifying the operational and strategic practices that ensure that Council manages assets across their life cycle in a financially sustainable manner, the Asset Plan quantifies the asset portfolio and the financial implications of those practices. Together the Financial Plan and Asset Plan seek to balance projected investment requirements against projected budgets.

2 Financial Plan Context

2.1 Financial Policy Statements

This section defines the policy statements, and associated measures, that demonstrates Council's financial sustainability to fund the aspirations of the Council Vision and the Council Plan.

Financial Policy Statements												
	Target	Forecast										
		2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32
Consistent financial surplus result. (Table figures are in \$000's)	> \$5m	12,000	1,806	9,952	13,070	13,875	16,134	18,076	34,261	20,888	22,873	25,029
Council holds sufficient working capital to meet obligations.	Average over 95%	104%	100%	88%	83%	89%	93%	96%	96%	84%	101%	129%
That Council applies loan funding to new capital and maintains total borrowings in line with rate income.	Indebtedness no higher than 40%	6%	25%	38%	34%	32%	29%	26%	23%	20%	18%	15%
Allocate funds towards renewal capital in order to replace assets as they reach the end of their service life.	Asset renewal and upgrade spend/ Depreciation averages above 100%	179%	141%	219%	101%	89%	96%	106%	129%	115%	91%	75%

2.2 Strategic Actions

Council has identified the following strategic actions that will support the aspirations of the Council Plan.

- Increase investment in renewal capital to maintain our infrastructure assets.
- Additional investment to address Council's Declaration of a Climate emergency.
- Debt funding to be applied to growth infrastructure where necessary.
- Investment in Open Space in accordance with the Open Space Strategy.
- Maintain essential services at not less than current levels.
- Invest in continuous improvement, technology and other enablers to efficiency and enhanced customer outcomes.

The strategic actions are included in the 10-year financial plan and, where appropriate, referenced in the commentary.

2.3 Assumptions to the financial plan statements

2.3.1 Rates and charges

Planning for future rate increases has been an important component of the Financial Plan process. The State Government has introduced the *Fair Go Rates System* which sets out the maximum amount councils may increase rates in a year. The Financial Plan assumes a rate increase of 1.75 per cent in 2022-23 and 2.0 per cent in future years.

The plan also assumes an additional 1,000 property assessments per annum. The average Rates per Assessment for 2022-23 is estimated at \$1,487.

Waste management charges are levied on the basis of cost recovery. This is consistent with the position of the majority of councils given that waste charges are outside the Minister's Rate Cap. The budget reflects both an increase in Waste and Recycling Charges as well as increased contractor expenses.

More information can be found in Council's Revenue and Rating Plan 2022-23 to 2025-26.

2.3.2 Statutory fees and fines

Statutory fees relate mainly to fees and fines levied in accordance with legislation and include animal registrations, health act registrations and parking fines. Increases are set at 2 per cent per annum.

2.3.3 User fees

User fees relate mainly to the recovery of service delivery costs through the charging of fees to users of Council's services. These include use of leisure, community facilities and the provision of human services such as Family Day Care and Community Care services. The Financial Plan assumes it will take a number of years for Council's income streams to return to pre-COVID levels. After this period, increases are set at 2 per cent per annum.

2.3.4 Grants

Operating grant funding received from State and Federal sources is set at 2 per cent per annum. One-off non-recurrent grant funding includes funding for:

- Carnegie Pool Redevelopment (subject to the Sports & Recreation Victoria 'Better Pools Program' of \$2m over 2023-24 and 2024-25).
- Elsternwick Community Hub – includes grant funding of \$15m in 2028-29. Total project costs \$47m from 2027-28 to 2029-30.
- Local Roads and Community Infrastructure Program Phase 3 – funding of \$847k in 2022-23.
- Eat Street – funding of \$325k in 2022-23 – (total grant \$1.3m).
- Murrumbeena Park Pavilion – funding of \$1m in 2022-23 – (total grant \$6m).
- Centenary Park – funding of \$250k in 2022-23 for the construction of upgraded playground and additional basketball/netball facilities.

2.3.5 Contributions

All multi-unit developers pay a uniform 5.7 per cent of the value of the land (or give Council 5.7 per cent of the area of the land). All money raised by the levy will go into more and better open space.

2.3.6 Other income

Other income includes lease and rental income, non-statutory licences and reimbursements.

2.3.7 Employee costs

Increases for employee costs mainly reflect the salary increase for all staff pursuant to expected Enterprise Bargaining Agreements. No provision or allowance has been made for any call from the Defined Benefits fund. Full time equivalent (FTE) staffing is capped at current levels for 2022-23.

Glen Eira has capable and diverse staff required to provide a range of quality services to the community. Recruitment, development and retention of our staff are critical for the organisation to be able to provide services to our community. The ages of staff vary, with Glen Eira Sports and Aquatic Centre (GESAC) attracting a younger age group of employees in the fitness and aquatic areas.

Our COVID-19 response has impacted services during 2021-22 and these changes are reflected in our 2021-22 forecasted labour costs, but the FTE has remained the same as the affected staff will remain employed by Council.

2.3.8 Materials and Services

Material costs include items required for the maintenance and repairs of Council buildings, parks, roads, drains and footpaths. Cost increases for these items are governed more by market forces based on availability rather than CPI. Other costs included under this category are waste collection and disposal, payments to family day care providers, supply of community meals and consumable items for a range of services. Council also utilises external expertise on a range of matters, including legal services and audit. These costs have been projected to increase at 2 per cent year on year.

2.3.9 Depreciation and amortisation

Depreciation estimates have been based on the projected capital spending. Depreciation has been further increased by the indexing of the replacement cost of Council's fixed assets.

2.3.10 Other expenses

Other expenses include administration costs such as Councillor allowances, lease expenditure, audit costs, subscriptions and other costs associated with the day to day running of Council.

2.4 Other Matters impacting the 10-year financial projections

- Election costs of \$640k every 4 years.
- No additional income from public/private sector partnerships has been factored into considerations for strategic projects such as structure plan projects.
- Reduced income from our leisure centres due to COVID-19. After the forced closures of our leisure centres and subsequent restrictions on attendance levels, there is still an ongoing impact on these revenue streams, and after further lockdowns in 2021-22 it is expected that it will take at least another year to return to our previous level of memberships and patronage.

2.5 Capital Works Program

Over the 10 years from 2022-23 to 2031-32 Council's total 10-year capital program is \$475m.

Strategic and Major Projects in the 10-year Capital Works Program include:

- Carnegie Pool Redevelopment – capital costs of \$53m with anticipated completion in 2024-25.
- Selwyn Street Cultural Precinct - \$5.1m (to be completed in 2024-25) to facilitate a new cultural precinct centred around Selwyn Street.
- Lord Reserve/Koornang Park Masterplan Precinct Implementation – \$2.6m from 2022-23 to 2026-27.
- To implement the Coatesville Primary School Pedestrian Friendly Neighbourhood as part of the Integrated Transport Strategy - \$4m (completion in 2028-29).
- Elsternwick Community Hub & Park - \$47m (to be completed in 2029-30). Create a new community hub and improved car parking in place of the existing car park between Staniland Grove and Orrong Road.



Carnegie Pool Redevelopment



Selwyn Street Cultural Precinct



Elsternwick Community Hub & Park

Council's capital program for the next 10 years is approximately \$50m per annum. Projects in the 10-year Capital Works Program include:

i. Community Facilities

Community facilities comprises buildings and building improvements, upgrade and renewal of community facilities; Municipal offices; sports facilities; and pavilions. Projects include:

- Carnegie Swim Centre Pool Redevelopment capital costs of \$53m from 2022-23 to 2024-25.
- Elsternwick Community Hub & Park – \$46.8m from 2027-28 onwards.
- Pavilion Design and Construction Program – \$13m over ten years.
- Future Spaces - Town Hall Refurbishment – \$2.2m over 2022-23 to 2023-24.

ii. Recreation & Open Space

Recreation and Open Space includes open space initiatives; parks; playing surfaces; and playground equipment. Projects include:

- Open Space Strategy Implementation of \$68m over ten years (2022-23 to 2031-32).
- Lord Reserve/Koornang Park Masterplan Precinct Implementation – \$2.6m from 2022-23 to 2026-27.
- Recreational upgrades of \$16m including sportsground lighting, warm season grasses, playground upgrades, cricket net upgrades, sportsground shelters and tennis strategy implementation.

iii. Climate and Sustainability Initiatives

Climate and sustainability initiatives includes the installation of photovoltaic systems to generate renewable energy, double glazing and insulation on council assets and other building sustainability improvements. Council continues to allocate 5 per cent of capital budgets for substantiality measures.

Included in this program is funding of \$3.8m over ten years for the Urban Forest Strategy implementation. The strategy outlines our vision to create a resilient and sustainable urban forest that supports our liveable city and contributes to the well-being of the community in a changing climate.

iv. Transformation & Technology

Transformation and technology include technological solutions to enable customers to better transact with Council and enhancements to existing operational systems.

Council is developing information technology and digital strategies. The strategies seek to lay out a roadmap for the uplift and implementation of critical parts of our organisation's technology framework, by:

- Improving the accessibility and visibility of customer facing systems and digital services
- Modernising back-office processes and systems
- Integrating systems across the framework
- Appropriately capturing and leveraging data
- Ensuring cybersecurity and controlling risks.

The strategies set out a plan for ten years and are incorporated into Council's Integrated Planning and Reporting Framework. Over the next ten years, Council has allocated \$14m in Transformation and Technology projects.

v. Community Safety

Transport and Planning projects of \$1m per annum includes safety projects at cross intersections, pedestrian crossings, safer speed limits, school safety, shopping centres, sustainable transport and disabled parking upgrades.

vi. Renewals

Included in the capital program is the renewal and upgrade of Council's major infrastructure assets with an average spend of \$25m per annum including:

- Infrastructure Renewals per annum – Roads \$5m, Drainage Improvement Program \$4.5m, Footpaths \$2m, Local Road Resurfacing \$1.8m, and Car Park Renewals \$750k.
- Building Renewal works – \$1.6m per annum for cyclical renewal works such as floor coverings, roof renewals and replacement of plant and equipment.
- Recreation and Parks – \$1.7m per annum for renewals of: park shelters, cricket wickets, goal posts, bin enclosures, park furniture and athletics/netball track re-surfacing.
- Glen Eira Leisure Services (GEL) – \$1.3m per annum for cyclical renewal works and replacement of plant and equipment.
- Library Book Collections – \$1m per annum for the purchase of books, DVDs, magazines, games, eBooks and eMagazines.
- Replacement of Fleet and Plant – \$1.8m per annum includes plant and equipment at Parks, Depot and Town Hall.
- Information Technology – \$1.1m per annum including: renewing base infrastructure such as storage, servers, networking and end-user tools (desktops; laptops; tablets; monitors).

vii. Strategic Projects

Structure Plan Implementation funding of \$13m has been allocated to fund structure plan works in Elsternwick, Carnegie and Bentleigh over the next 10 years. Funding for this is to implement major projects identified in the Structure Plans, including new buildings, new public plazas, etc. and includes the following:

- Selwyn Street Cultural Precinct – \$5.1m (2023-24 to 2024-25).
- Koornang Road Streetscape Upgrade & Pedestrianisation – \$1.65m (2026-27 to 2028-29).
- Streetscape and Activity Centre Minor Improvements Program – \$450k over ten years.
- Integrated Transport Strategy projects including new pedestrian improvements, wayfinding signage, parking improvements, etc. of \$4m.
- Cycling Action Plan implementation of \$2.9m to improve opportunities for cycling around Glen Eira. The plan identifies areas for improvement to help support cycling as a safe and viable transport option for the community. This includes improvements to recognise the role that the cycling network plays in linking people to public transport and walking routes. The plan includes actions around infrastructure, policy and enforcement and education/behaviour.
- Neerim Road Streetscape upgrade \$1.43m (2023-24 to 2026-27).

3 Financial Plan Statements

This section presents information regarding the Financial Statements for the 10 years from 2022-23 to 2031-32.

- Comprehensive Income Statement
- Balance Sheet
- Statement of Changes in Equity
- Statement of Cash Flows
- Statement of Capital Works
- Statement of Human Resources



3.1 Comprehensive Income Statement for the years ending 30 June 2022 - 2032

	2021-22 Forecast	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Income											
Rates Revenue	101,289	104,861	108,273	111,985	115,802	119,727	123,763	127,912	132,178	136,215	140,360
Supplementary Rates	1,004	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
Waste and Recycling Charges	22,902	23,851	24,328	24,814	25,311	25,817	26,333	26,860	27,397	27,945	28,504
Statutory Fees and Fines	7,415	9,141	9,324	9,510	9,701	9,895	10,093	10,294	10,500	10,710	10,924
User Fees	16,590	22,000	24,546	28,922	29,613	30,323	31,003	31,676	32,365	32,635	33,287
Interest Received	218	440	999	937	1,015	1,349	1,395	1,395	1,179	1,506	2,032
Contributions - Monetary	3,513	3,500	3,500	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000
Grants - Operating	23,130	17,667	21,294	21,719	22,154	22,597	23,049	23,510	23,980	24,460	24,949
Grants - Capital	12,115	2,914	1,502	1,512	522	532	543	15,554	565	576	588
Other Income	1,785	1,907	1,926	1,945	1,965	1,984	2,004	2,024	2,044	2,065	2,085
Total Income	189,960	187,282	196,690	209,345	214,082	220,224	226,183	247,225	238,208	244,112	250,730
Expenses											
Employee Costs	80,430	85,580	87,435	92,060	94,383	96,365	98,388	100,454	102,564	104,718	106,917
Materials and Consumables	4,520	4,734	4,736	4,739	4,741	4,743	4,746	4,748	4,750	4,753	4,755
Contractor Payments	42,823	44,155	42,641	45,427	45,964	46,763	47,634	49,282	49,428	50,087	51,123
Maintenance	6,747	7,368	7,516	7,766	7,921	8,080	8,241	8,406	8,574	8,646	8,819
Utilities	4,396	5,084	5,186	5,289	5,395	5,503	5,613	5,725	5,840	5,957	6,076
Insurance	1,547	1,606	1,638	1,670	1,704	1,738	1,773	1,808	1,844	1,881	1,919
Grants and Subsidies	1,271	1,473	1,502	1,533	1,563	1,594	1,626	1,659	1,692	1,726	1,760
Other Expenses	5,642	5,949	5,560	5,671	5,784	5,900	6,018	6,138	6,261	6,386	6,514
Borrowing Costs	208	218	1,027	1,764	1,661	1,555	1,446	1,333	1,218	1,098	976
Finance Costs - Leases	239	94	53	24	25	25	26	26	27	27	28
Depreciation	24,769	26,097	26,779	27,841	28,549	29,280	30,026	31,286	33,006	33,826	34,663
Amortisation - Intangible Assets	873	950	969	988	1,008	1,028	1,049	570	581	593	605
Amortisation - Right of Use Assets	1,059	959	489	294	300	306	312	319	325	332	338
Net Loss on Sale/Disposal of Property, Infrastructure, Plant and Equipment	3,436	1,209	1,209	1,209	1,209	1,209	1,209	1,209	1,209	1,209	1,209
Total Expenses	177,960	185,476	186,739	196,275	200,207	204,090	208,107	212,964	217,320	221,238	225,701
Surplus for the year	12,000	1,806	9,952	13,070	13,875	16,134	18,076	34,261	20,888	22,873	25,029

3.2 Balance Sheet for the years ending 30 June 2022 - 2032

	2021-22 Forecast	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Assets											
Current Assets											
Cash and Cash Equivalents	62,412	57,133	49,931	46,853	50,772	53,964	55,819	55,799	47,149	60,237	81,283
Trade and Other Receivables	9,225	9,225	9,225	9,725	10,225	10,225	11,225	12,225	13,225	14,225	15,225
Other Financial Assets	1,970	1,970	1,970	1,970	1,970	1,970	1,970	1,970	1,970	1,970	1,970
Total Current Assets	73,607	68,328	61,126	58,548	62,967	66,159	69,014	69,994	62,344	76,432	98,478
Non-Current Assets											
Investments in Joint Operations	146	146	146	146	146	146	146	146	146	146	146
Financial Assets	5	5	5	5	5	5	5	5	5	5	5
Intangible Assets	2,822	2,272	1,403	4,215	3,206	2,578	1,929	1,559	1,178	785	681
Right of Use Assets	2,346	1,386	897	603	2,803	2,496	2,184	1,865	1,540	1,208	870
Property, Infrastructure, Plant & Equipment	2,522,794	2,560,361	2,603,370	2,613,168	2,620,500	2,630,340	2,643,376	2,674,087	2,699,957	2,705,974	2,705,783
Total Non-Current Assets	2,528,113	2,564,171	2,605,821	2,618,136	2,626,660	2,635,565	2,647,640	2,677,663	2,702,826	2,708,119	2,707,485
Total Assets	2,601,720	2,632,499	2,666,947	2,676,684	2,689,628	2,701,724	2,716,654	2,747,657	2,765,170	2,784,550	2,805,963
Liabilities											
Current Liabilities											
Trade and Other Payables	18,949	18,949	18,949	19,449	19,949	19,949	19,949	19,949	19,949	19,949	19,949
Trust Funds and Deposits	30,195	30,195	30,195	30,195	30,195	30,195	30,195	30,195	30,195	30,195	30,195
Provisions	16,658	16,658	16,658	16,658	16,658	16,658	17,658	18,658	19,658	20,658	21,658
Lease Liabilities	1,013	492	317	311	311	311	311	311	311	311	311
Interest-Bearing Liabilities	4,015	2,012	3,517	3,620	3,726	3,835	3,947	4,063	4,182	4,305	4,431
Total Current Liabilities	70,830	68,305	69,636	70,233	70,839	70,948	72,061	73,176	74,296	75,419	76,545
Non-Current Liabilities											
Provisions	1,398	1,398	1,398	1,398	1,398	1,398	1,398	1,398	1,398	1,398	1,398
Interest-Bearing Liabilities	2,814	34,802	58,285	54,665	50,939	47,104	43,157	39,094	34,912	30,607	26,175
Lease Liabilities	1,439	947	631	319	2,508	2,196	1,885	1,574	1,262	951	639
Other Liabilities	4,176	4,176	4,176	4,176	4,176	4,176	4,176	4,176	4,176	4,176	4,176
Total Non-Current Liabilities	9,827	41,323	64,490	60,558	59,021	54,875	50,616	46,242	41,748	37,132	32,389
Total Liabilities	80,657	109,629	134,125	130,792	129,860	125,823	122,677	119,418	116,044	112,550	108,934
Net Assets	2,521,064	2,522,870	2,532,822	2,545,892	2,559,767	2,575,901	2,593,978	2,628,238	2,649,127	2,672,000	2,697,029
Equity											
Accumulated Surplus	984,308	989,226	1,001,678	1,014,648	1,028,423	1,044,457	1,062,433	1,096,594	1,117,382	1,140,156	1,165,085
Reserves	1,536,756	1,533,644	1,531,144	1,531,244	1,531,344	1,531,444	1,531,544	1,531,644	1,531,744	1,531,844	1,531,944
TOTAL EQUITY	2,521,064	2,522,870	2,532,822	2,545,892	2,559,767	2,575,901	2,593,978	2,628,238	2,649,127	2,672,000	2,697,029

3.3

Statement of Changes in Equity for the years ending 30 June 2022-26

	Total	Accumulated Surplus	Revaluation Reserve	Other Reserves
	\$'000	\$'000	\$'000	\$'000
2021-22 Budget				
Balance at beginning of the financial year	2,405,355	966,479	1,411,297	27,579
Comprehensive result	11,052	11,052	-	-
Movement in assets and liabilities	-	-	-	-
Movement in Reserves	-	6,550	-	(6,550)
Balance at end of financial year	2,416,407	984,081	1,411,297	21,029
2021-22 Forecast				
Balance at beginning of the financial year	2,509,064	966,051	1,516,753	26,260
Comprehensive result	12,000	12,000	-	-
Movement in assets and liabilities	-	-	-	-
Movement in Reserves	-	6,257	-	(6,257)
Balance at end of financial year	2,521,064	984,308	1,516,753	20,003
2022-23				
Balance at beginning of the financial year	2,521,064	984,308	1,516,753	20,003
Comprehensive result	1,806	1,806	-	-
Movement in assets and liabilities	-	-	-	-
Movement in Reserves	-	3,112	-	(3,112)
Balance at end of financial year	2,522,870	989,226	1,516,753	16,891
2023-24				
Balance at beginning of the financial year	2,522,870	989,226	1,516,753	16,891
Comprehensive result	9,952	9,952	-	-
Movement in assets and liabilities	-	-	-	-
Movement in Reserves	-	2,500	-	(2,500)
Balance at end of financial year	2,532,822	1,001,678	1,516,753	14,391
2024-25				
Balance at beginning of the financial year	2,532,822	1,001,678	1,516,753	14,391
Comprehensive result	13,070	13,070	-	-
Movement in assets and liabilities	-	-	-	-
Movement in Reserves	-	(100)	-	100
Balance at end of financial year	2,545,892	1,014,648	1,516,753	14,491
2025-26				
Balance at beginning of the financial year	2,545,892	1,014,648	1,516,753	14,491
Comprehensive result	13,875	13,875	-	-
Movement in assets and liabilities	-	-	-	-
Movement in Reserves	-	(100)	-	100
Balance at end of financial year	2,559,767	1,028,423	1,516,753	14,591

3.3 continued

Statement of Changes in Equity for the years ending 30 June 2027-32

	Total	Accumulated Surplus	Revaluation Reserve	Other Reserves
	\$'000	\$'000	\$'000	\$'000
2026-27				
Balance at beginning of the financial year	2,559,767	1,028,423	1,516,753	14,591
Comprehensive result	16,134	16,134	-	-
Movement in assets and liabilities	-	-	-	-
Movement in Reserves	-	(100)	-	100
Balance at end of financial year	2,575,901	1,044,457	1,516,753	14,691
2027-28				
Balance at beginning of the financial year	2,575,901	1,044,457	1,516,753	14,691
Comprehensive result	18,076	18,076	-	-
Movement in provisions	-	-	-	-
Movement in Reserves	-	(100)	-	100
Balance at end of financial year	2,593,978	1,062,433	1,516,753	14,791
2028-29				
Balance at beginning of the financial year	2,593,978	1,062,433	1,516,753	14,791
Comprehensive result	34,261	34,261	-	-
Movement in assets and liabilities	-	-	-	-
Movement in Reserves	-	(100)	-	100
Balance at end of financial year	2,628,238	1,096,594	1,516,753	14,891
2029-30				
Balance at beginning of the financial year	2,628,238	1,096,594	1,516,753	14,891
Comprehensive result	20,888	20,888	-	-
Movement in assets and liabilities	-	-	-	-
Movement in Reserves	-	(100)	-	100
Balance at end of financial year	2,649,127	1,117,382	1,516,753	14,991
2030-31				
Balance at beginning of the financial year	2,649,127	1,117,382	1,516,753	14,991
Comprehensive result	22,873	22,873	-	-
Movement in assets and liabilities	-	-	-	-
Movement in Reserves	-	(100)	-	100
Balance at end of financial year	2,672,000	1,140,156	1,516,753	15,091
2031-32				
Balance at beginning of the financial year	2,672,000	1,140,156	1,516,753	15,091
Comprehensive result	25,029	25,029	-	-
Movement in assets and liabilities	-	-	-	-
Movement in Reserves	-	(100)	-	100
Balance at end of financial year	2,697,029	1,165,085	1,516,753	15,191



3.4 Statement of Cash Flows for the years ending 30 June 2022 - 2032

	2021-22 Forecast	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32
	Inflow/ (Outflow)										
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Cash Flow from Operating Activities											
Rates Revenue	112,293	105,861	109,273	112,985	116,802	120,727	124,763	128,912	133,178	137,215	141,360
Waste and Recycling Charges	22,902	23,851	24,328	24,814	25,311	25,817	26,333	26,860	27,397	27,945	28,504
Statutory Fees and Fines	7,415	9,141	9,324	9,510	9,701	9,895	10,093	10,294	10,500	10,710	10,924
User Fees	16,590	22,000	24,546	28,922	29,613	30,323	31,003	31,676	32,365	32,635	33,287
Other Receipts	1,785	1,907	1,926	1,945	1,965	1,984	2,004	2,024	2,044	2,065	2,085
Interest Received	218	440	999	937	1,015	1,349	1,395	1,395	1,179	1,506	2,032
Contributions - Monetary	3,513	3,500	3,500	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000
Grants - Operating	23,130	17,667	21,294	21,719	22,154	22,597	23,049	23,510	23,980	24,460	24,949
Grants - Capital	12,115	2,914	1,502	1,512	522	532	543	15,554	565	576	588
Employee Costs	(80,430)	(85,580)	(87,435)	(92,060)	(94,383)	(96,365)	(98,388)	(100,454)	(102,564)	(104,718)	(106,917)
Materials and Services	(61,289)	(64,285)	(63,082)	(66,284)	(67,146)	(68,276)	(69,485)	(71,477)	(71,975)	(72,892)	(74,292)
Short-term, low value and variable lease payments	(14)	(134)	(137)	(140)	(142)	(145)	(148)	(151)	(154)	(157)	(160)
Other Payments	(5,642)	(5,949)	(5,560)	(5,671)	(5,784)	(5,900)	(6,018)	(6,138)	(6,261)	(6,386)	(6,514)
Net Cash provided by/(used in) Operating Activities	52,584	31,333	40,477	45,190	46,627	49,538	52,144	69,004	57,254	59,959	62,847
Cash Flow from Investing Activities											
Proceeds from Sale of Property, Infrastructure, Plant & Equipment	483	465	300	300	300	300	300	300	300	300	300
Payments for Property, Infrastructure, Plant & Equipment	(52,475)	(65,738)	(71,396)	(42,947)	(37,391)	(41,029)	(44,972)	(63,707)	(60,584)	(41,552)	(36,481)
Net Cash provided by/(used in) Investing Activities	(51,992)	(65,273)	(71,096)	(42,647)	(37,091)	(40,729)	(44,672)	(63,407)	(60,284)	(41,252)	(36,181)
Cash Flow from Financing Activities											
Proceeds from Borrowings	3,000	34,000	27,000	-	-	-	-	-	-	-	-
Repayment of Borrowings	(3,788)	(4,015)	(2,012)	(3,517)	(3,620)	(3,726)	(3,835)	(3,947)	(4,063)	(4,182)	(4,305)
Finance Costs	(208)	(218)	(1,027)	(1,764)	(1,661)	(1,555)	(1,446)	(1,333)	(1,218)	(1,098)	(976)
Interest paid - lease liability	(239)	(94)	(53)	(24)	(25)	(25)	(26)	(26)	(27)	(27)	(28)
Repayment of lease liabilities	(1,181)	(1,013)	(492)	(317)	(311)	(311)	(311)	(311)	(311)	(311)	(311)
Net Cash provided by/(used in) Financing Activities	(2,416)	28,660	23,417	(5,621)	(5,617)	(5,617)	(5,618)	(5,618)	(5,619)	(5,619)	(5,620)
Net Increase/(Decrease) in Cash held	(1,824)	(5,279)	(7,202)	(3,078)	3,920	3,192	1,855	(20)	(8,649)	13,087	21,047
Cash and Cash Equivalents at the Beginning of the Financial Year	64,236	62,412	57,133	49,931	46,853	50,772	53,964	55,819	55,799	47,149	60,237
Cash and Cash Equivalents at End of Year	62,412	57,133	49,931	46,853	50,772	53,964	55,819	55,799	47,149	60,237	81,283

3.5

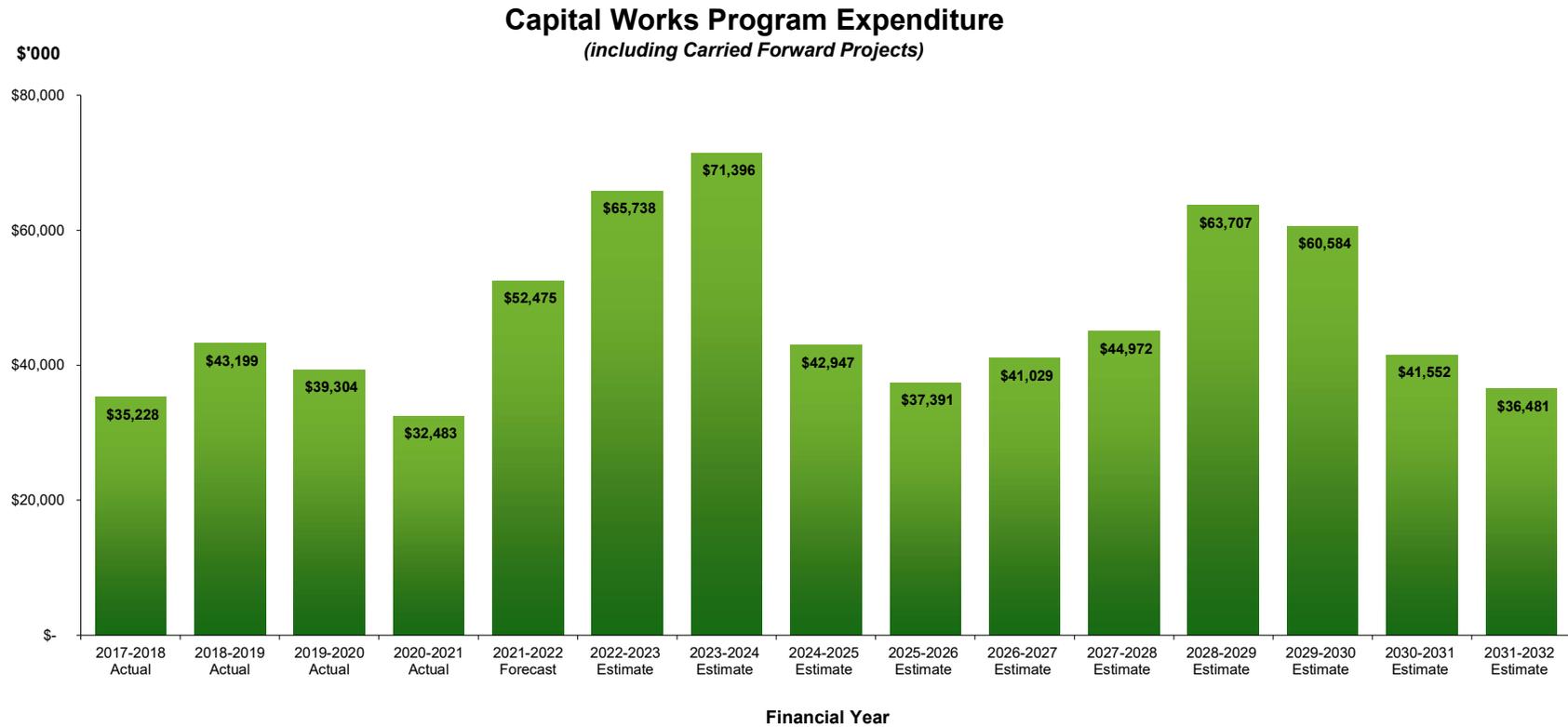
Statement of Capital Works for the years ending 30 June 2022- 2032

Capital Works Area	2021-22 Forecast \$'000	2022-23 \$'000	2023-24 \$'000	2024-25 \$'000	2025-26 \$'000	2026-27 \$'000	2027-28 \$'000	2028-29 \$'000	2029-30 \$'000	2030-31 \$'000	2031-32 \$'000
Carried forward expenditure from previous financial year	9,830	30,000	-	-	-	-	-	-	-	-	-
New Works											
Property											
Land	7,000	5,645	5,190	6,035	6,379	5,940	5,800	5,168	6,086	5,681	6,006
Buildings	34,029	3,605	37,993	3,891	4,994	5,203	8,203	26,663	27,872	6,415	3,292
Total Property	41,029	9,249	43,183	9,925	11,374	11,142	14,003	31,831	33,958	12,097	9,299
Plant and Equipment											
Plant, Machinery and Equipment	1,845	3,146	1,697	1,574	1,594	2,686	1,627	1,794	1,794	1,794	1,794
Computers and Telecommunications	2,193	3,479	3,260	2,546	1,868	1,650	1,773	1,746	1,619	1,643	1,668
Library Books and Materials	1,200	928	947	966	985	985	1,005	1,025	1,045	1,066	1,088
Other Plant & Equipment	286	219	1,398	1,107	1,087	1,039	1,670	1,068	1,087	1,106	1,113
Total Plant and Equipment	5,524	7,773	7,301	6,193	5,534	6,360	6,074	5,633	5,545	5,610	5,662
Infrastructure											
Roads	7,169	8,083	8,597	8,739	8,915	9,206	9,412	9,612	9,828	10,029	10,245
Footpaths	2,805	2,147	1,925	1,963	2,002	2,043	2,083	2,125	2,168	2,211	2,255
Drainage	3,500	3,441	4,020	4,121	4,224	4,330	4,438	4,549	4,662	4,779	4,898
Open Space and Recreation	8,398	4,275	5,475	6,119	4,437	5,526	5,621	6,297	3,545	5,929	3,203
Car Parks	1,209	520	680	697	714	732	751	769	789	808	829
Streetscape Works	3,012	250	215	5,190	190	1,690	2,590	2,890	90	90	90
Total Infrastructure	26,093	18,716	20,912	26,829	20,484	23,527	24,894	26,242	21,081	23,846	21,520
Total New Works	72,645	35,738	71,396	42,947	37,391	41,029	44,972	63,707	60,584	41,552	36,481
Carried forward projects to the next financial year	(30,000)	-	-	-	-	-	-	-	-	-	-
Total Capital Expenditure (including carry forwards)	52,475	65,738	71,396	42,947	37,391	41,029	44,972	63,707	60,584	41,552	36,481

3.5 continued

Statement of Capital Works for the years ending 30 June 2022- 2032											
Capital Works Area	2021-22 Forecast	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Total Capital Expenditure	52,475	65,738	71,396	42,947	37,391	41,029	44,972	63,707	60,584	41,552	36,481
Represented by:											
Asset Renewal Expenditure	25,500	19,039	18,578	18,060	17,575	19,131	20,328	19,829	18,936	20,173	19,954
Asset Upgrade Expenditure	18,907	17,867	40,201	9,991	7,956	9,116	11,644	20,656	19,066	10,453	5,876
Asset Expansion Expenditure	4,134	563	3,092	5,500	2,834	2,945	4,827	15,470	13,995	2,879	2,796
Asset New Expenditure	3,934	28,270	9,526	9,397	9,026	9,838	8,172	7,752	8,587	8,047	7,855
Total Capital Expenditure	52,475	65,738	71,396	42,947	37,391	41,029	44,972	63,707	60,584	41,552	36,481
Funding sources represented by:											
Grants	12,115	2,914	1,502	1,512	522	532	543	15,554	565	576	588
Council Cash	37,360	28,824	42,895	41,436	36,869	40,496	44,429	48,153	60,020	40,976	35,893
Borrowings	3,000	34,000	27,000	-	-	-	-	-	-	-	-
Total Capital Funding	52,475	65,738	71,396	42,947	37,391	41,029	44,972	63,707	60,584	41,552	36,481

The graph below highlights the movement in capital spend since 2017-18 and Council's forward outlook on capital expenditure to 2031-32.



3.6

Statement of Human Resources - Staff Numbers for the years ending 30 June 2022 - 2032

Description	2021-22 Budget FTE	2021-22 Forecast FTE	2022-23 FTE	2023-24 FTE	2024-25 FTE	2025-26 FTE	2026-27 FTE	2027-28 FTE	2028-29 FTE	2029-30 FTE	2030-31 FTE	2031-32 FTE
Community Wellbeing												
Permanent Full-time	99.00	107.00	114.00	113.00	113.00	113.00	113.00	113.00	113.00	113.00	113.00	113.00
Female	86.00	90.00	95.00	94.00	94.00	94.00	94.00	94.00	94.00	94.00	94.00	94.00
Male	13.00	17.00	19.00	19.00	19.00	19.00	19.00	19.00	19.00	19.00	19.00	19.00
Permanent Part-time	234.93	200.88	200.03	200.03	200.03	200.03	200.03	200.03	200.03	200.03	200.03	200.03
Female	207.98	176.87	176.13	176.13	176.13	176.13	176.13	176.13	176.13	176.13	176.13	176.13
Male	26.95	24.01	23.90	23.90	23.90	23.90	23.90	23.90	23.90	23.90	23.90	23.90
Total Community Wellbeing	333.93	307.88	314.03	313.03								
Community Assets & Leisure												
Permanent Full-time	146.00	146.00	140.00	140.00	140.00	140.00	140.00	140.00	140.00	140.00	140.00	140.00
Female	34.00	37.00	35.00	35.00	35.00	35.00	35.00	35.00	35.00	35.00	35.00	35.00
Male	112.00	109.00	105.00	105.00	105.00	105.00	105.00	105.00	105.00	105.00	105.00	105.00
Permanent Part-time	11.89	11.89	18.35	18.35	33.35	33.35	33.35	33.35	33.35	33.35	33.35	33.35
Female	7.01	8.38	12.94	12.94	20.94	20.94	20.94	20.94	20.94	20.94	20.94	20.94
Male	4.88	3.51	5.41	5.41	12.41	12.41	12.41	12.41	12.41	12.41	12.41	12.41
Total Community Assets & Leisure	157.89	157.89	158.35	158.35	173.35							
Planning, Place & Sustainability												
Permanent Full-time	96.00	96.00	94.00	94.00	94.00	94.00	94.00	94.00	94.00	94.00	94.00	94.00
Female	45.00	45.00	44.00	44.00	44.00	44.00	44.00	44.00	44.00	44.00	44.00	44.00
Male	51.00	51.00	50.00	50.00	50.00	50.00	50.00	50.00	50.00	50.00	50.00	50.00
Permanent Part-time	21.53	21.53	26.14	26.14	26.14	26.14	26.14	26.14	26.14	26.14	26.14	26.14
Female	16.83	15.10	18.33	18.33	18.33	18.33	18.33	18.33	18.33	18.33	18.33	18.33
Male	4.70	6.43	7.81	7.81	7.81	7.81	7.81	7.81	7.81	7.81	7.81	7.81
Total Planning, Place & Sustainability	117.53	117.53	120.14									
Corporate Services												
Permanent Full-time	78.00	78.00	81.00	81.00	81.00	81.00	81.00	81.00	81.00	81.00	81.00	81.00
Female	37.00	38.00	39.00	39.00	39.00	39.00	39.00	39.00	39.00	39.00	39.00	39.00
Male	41.00	40.00	42.00	42.00	42.00	42.00	42.00	42.00	42.00	42.00	42.00	42.00
Permanent Part-time	19.60	20.60	22.30	22.30	22.30	22.30	22.30	22.30	22.30	22.30	22.30	22.30
Female	16.76	17.32	18.75	18.75	18.75	18.75	18.75	18.75	18.75	18.75	18.75	18.75
Male	2.84	3.28	3.55	3.55	3.55	3.55	3.55	3.55	3.55	3.55	3.55	3.55
Total Corporate Services	97.60	98.60	103.30									
City Management												
Permanent Full-time	27.00	27.00	31.00	31.00	31.00	31.00	31.00	31.00	31.00	31.00	31.00	31.00
Female	17.00	18.00	21.00	21.00	21.00	21.00	21.00	21.00	21.00	21.00	21.00	21.00
Male	10.00	9.00	10.00	10.00	10.00	10.00	10.00	10.00	10.00	10.00	10.00	10.00
Permanent Part-time	6.10	6.10	9.43	9.43	9.43	9.43	9.43	9.43	9.43	9.43	9.43	9.43
Female	5.31	5.40	8.34	8.34	8.34	8.34	8.34	8.34	8.34	8.34	8.34	8.34
Male	0.79	0.70	1.09	1.09	1.09	1.09	1.09	1.09	1.09	1.09	1.09	1.09
Total City Management	33.10	33.10	40.43									
Total Permanent Staff	740.05	715.00	736.25	735.25	750.25							
Casuals and Other	95.18	95.18	86.66	86.66	101.66	101.66	101.66	101.66	101.66	101.66	101.66	101.66
Capitalised Labour	31.00	27.00	31.00	31.00	31.00	31.00	31.00	31.00	31.00	31.00	31.00	31.00
Total Staff	866.23	837.18	853.91	852.91	882.91							

Refer to Section 5.7 for details on Council's Gender Equality Plan and Section 5.8 on Council's Workforce Plan.

3.7

Statement of Human Resources - Staff Expenditure for the years ending 30 June 2022 - 2032

Description	2021-22 Budget	2021-22 Forecast	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Staff Expenditure												
Community Wellbeing												
Permanent Full-time	10,305	10,305	12,161	12,354	12,667	12,987	13,259	13,538	13,822	14,112	14,409	14,711
Female	8,687	8,266	9,673	9,801	10,050	10,304	10,520	10,741	10,967	11,197	11,432	11,672
Male	1,618	2,039	2,489	2,552	2,617	2,683	2,739	2,797	2,856	2,916	2,977	3,039
Permanent Part-time	22,873	17,901	17,511	17,957	18,414	18,878	19,274	19,679	20,092	20,514	20,945	21,385
Female	20,346	15,893	15,547	15,943	16,348	16,760	17,112	17,472	17,839	18,213	18,596	18,986
Male	2,527	2,008	1,964	2,014	2,065	2,117	2,162	2,207	2,253	2,301	2,349	2,398
Total Community Wellbeing	33,178	28,206	29,672	30,311	31,081	31,864	32,533	33,217	33,914	34,626	35,353	36,096
Community Assets & Leisure												
Permanent Full-time	14,110	13,807	13,141	13,476	13,818	14,166	14,464	14,767	15,077	15,394	15,717	16,047
Female	3,311	3,672	3,495	3,584	3,675	3,768	3,847	3,928	4,010	4,094	4,180	4,268
Male	10,799	10,135	9,646	9,892	10,143	10,399	10,617	10,840	11,068	11,300	11,538	11,780
Permanent Part-time	1,067	1,067	1,521	1,560	2,799	2,870	2,930	2,992	3,055	3,119	3,184	3,251
Female	645	759	1,082	1,110	1,838	1,884	1,924	1,964	2,005	2,047	2,090	2,134
Male	422	308	439	450	962	986	1,007	1,028	1,049	1,071	1,094	1,117
Total Community Assets & Leisure	15,178	14,874	14,661	15,035	16,617	17,036	17,394	17,759	18,132	18,513	18,901	19,298
Planning, Place & Sustainability												
Permanent Full-time	11,093	11,093	11,046	11,115	11,397	11,684	11,929	12,180	12,436	12,697	12,964	13,236
Female	5,176	5,073	5,051	5,080	5,210	5,341	5,453	5,567	5,684	5,804	5,926	6,050
Male	5,917	6,020	5,995	6,034	6,187	6,343	6,476	6,612	6,751	6,893	7,038	7,186
Permanent Part-time	2,053	2,053	2,688	2,757	2,827	2,898	2,959	3,021	3,084	3,149	3,215	3,283
Female	1,670	1,500	1,964	2,014	2,065	2,117	2,162	2,207	2,253	2,301	2,349	2,398
Male	383	553	724	742	761	781	797	814	831	848	866	884
Total Planning, Place & Sustainability	13,147	13,147	13,734	13,871	14,224	14,582	14,888	15,201	15,520	15,846	16,179	16,519
Corporate Services												
Permanent Full-time	9,123	9,123	10,261	10,523	10,790	11,062	11,294	11,532	11,774	12,021	12,273	12,531
Female	4,188	4,326	4,865	4,989	5,116	5,245	5,355	5,467	5,582	5,699	5,819	5,941
Male	4,935	4,797	5,396	5,534	5,674	5,817	5,939	6,064	6,191	6,321	6,454	6,590
Permanent Part-time	1,730	1,831	1,906	1,955	2,004	2,055	2,098	2,142	2,187	2,233	2,280	2,328
Female	1,473	1,522	1,584	1,624	1,666	1,708	1,743	1,780	1,817	1,856	1,895	1,934
Male	257	309	322	330	339	347	354	362	369	377	385	393
Total Corporate Services	10,853	10,954	12,167	12,478	12,795	13,117	13,393	13,674	13,961	14,254	14,553	14,859
City Management												
Permanent Full-time	3,813	3,813	4,284	4,394	4,505	4,619	4,716	4,815	4,916	5,019	5,125	5,232
Female	2,539	2,690	3,022	3,099	3,178	3,258	3,326	3,396	3,467	3,540	3,615	3,691
Male	1,274	1,123	1,262	1,294	1,327	1,360	1,389	1,418	1,448	1,478	1,509	1,541
Permanent Part-time	680	680	1,098	1,126	1,155	1,184	1,209	1,234	1,260	1,287	1,314	1,341
Female	582	593	958	982	1,007	1,033	1,054	1,077	1,099	1,122	1,146	1,170
Male	98	87	140	144	147	151	154	157	161	164	167	171
Total City Management	4,493	4,493	5,383	5,520	5,660	5,803	5,925	6,049	6,176	6,306	6,438	6,573
Total Permanent Staff Expenditure	76,848	71,674	75,618	77,215	80,377	82,402	84,133	85,899	87,703	89,545	91,425	93,345
Casuals and Other Expenditure	10,297	8,756	9,962	10,220	11,683	11,980	12,232	12,489	12,751	13,019	13,292	13,571
Capitalised Labour Costs	3,416	2,847	3,673	3,766	3,862	3,959	4,042	4,127	4,214	4,303	4,393	4,485
Total Expenditure	90,562	83,278	89,253	91,201	95,922	98,342	100,407	102,516	104,668	106,866	109,111	111,402

Statement of Human Resources for the years ending 30 June 2022 - 2032

Staff Expenditure	2021-22 Budget	2021-22 Forecast	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Employee Costs - Operating	87,146	80,430	85,580	87,435	92,060	94,383	96,365	98,388	100,454	102,564	104,718	106,917
Employee Costs - Capital	3,416	2,847	3,673	3,766	3,862	3,959	4,042	4,127	4,214	4,303	4,393	4,485
Total Staff Expenditure	90,562	83,278	89,253	91,201	95,922	98,342	100,407	102,516	104,668	106,866	109,111	111,402
Staff Numbers												
Staff Numbers	2021-22 Budget	2021-22 Forecast	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32
	Number	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE
Employees (Full-time Equivalent)	866.23	837.18	853.91	852.91	882.91	882.91	882.91	882.91	882.91	882.91	882.91	882.91

4 Financial Performance Indicators

4.1 Local Government Performance Reporting Framework Indicators (LGPRF)

The Local Government Performance Reporting Framework is a mandatory system of performance reporting for all Councils. The regulations include a set of 12 financial performance indicators, which aim to provide information on the effectiveness of financial management. The following tables highlight Council's current and projected performance across a range of these key financial performance indicators. These indicators provide a useful analysis of Council's financial position and performance and should be used in the context of the organisation's objectives.

Financial Performance Indicators for the years ending 30 June														
Indicator	Measure	Notes	2021-22 Forecast	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	Trend +/-
Operating Position														
Adjusted Underlying Result	Adjusted Underlying Surplus	1	-0.06%	-0.60%	4.33%	5.56%	6.25%	7.10%	7.77%	8.07%	8.55%	9.16%	9.77%	+
	Adjusted Underlying Revenue													
Liquidity														
Working Capital	Current Assets/ Current Liabilities	2	103.92%	100.03%	87.78%	83.36%	88.89%	93.25%	95.77%	95.65%	83.91%	101.34%	128.65%	o
Unrestricted Cash	Unrestricted Cash/ Current Liabilities		3.13%	39.44%	28.34%	23.72%	29.05%	33.50%	35.56%	34.99%	22.82%	39.83%	66.74%	+
Obligations														
Loans and Borrowings	Interest-bearing Loans and Borrowings Rate Revenue	3	5.45%	28.38%	46.26%	42.30%	38.47%	34.76%	31.18%	27.71%	24.35%	21.14%	18.02%	-
Loans and Borrowings	Interest and Principal Repayments Rate Revenue		3.19%	3.26%	2.27%	3.83%	3.72%	3.60%	3.49%	3.39%	3.29%	3.20%	3.11%	o
Indebtedness	Non-current Liabilities Own Source Revenue		6.50%	25.32%	37.85%	33.81%	32.01%	28.87%	25.88%	22.99%	20.20%	17.51%	14.84%	-
Asset Renewal	Asset Renewal+Upgrade Asset Depreciation	4	179.28%	141.42%	219.50%	100.75%	89.43%	96.47%	106.48%	129.40%	115.14%	90.54%	74.52%	o



Financial Performance Indicators for the years ending 30 June

Indicator	Measure	Notes	2021-22 Forecast	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	Trend +/-
Stability														
Rates Concentration	$\frac{\text{Rate Revenue}}{\text{Adjusted Underlying Revenue}}$	5	70.40%	70.36%	68.45%	66.30%	66.54%	66.70%	66.96%	67.24%	67.57%	67.82%	67.91%	o
Rates Effort	$\frac{\text{Rate Revenue}}{\text{Property Values (CIV)}}$		0.17%	0.17%	0.17%	0.16%	0.16%	0.16%	0.15%	0.15%	0.15%	0.15%	0.14%	+
Efficiency														
Expenditure Level	$\frac{\text{Total Expenditure}}{\text{No. of Assessments}}$		\$ 2,538	\$ 2,608	\$ 2,590	\$ 2,685	\$ 2,702	\$ 2,717	\$ 2,734	\$ 2,762	\$ 2,790	\$ 2,811	\$ 2,839	+
Revenue Level	$\frac{\text{Rates Revenue}}{\text{No. of Assessments}}$		\$ 1,459	\$ 1,489	\$ 1,515	\$ 1,546	\$ 1,576	\$ 1,607	\$ 1,639	\$ 1,672	\$ 1,709	\$ 1,743	\$ 1,778	+
Workforce Turnover	$\frac{\text{No. of Resignations \& Terminations}}{\text{Average Number of Staff}}$		19.88%	11.14%	11.24%	11.24%	11.23%	11.21%	11.20%	11.19%	11.18%	11.17%	11.15%	o

Key to Forecast Trend:

- + Forecasts improvement in Council's financial performance/financial position indicator
- o Forecasts that Council's financial performance/financial position indicator will be steady
- Forecasts deterioration in Council's financial performance/financial position indicator

Notes to Financial Performance Indicators (LGPRF)

1. Adjusted Underlying Result

An indicator of the sustainable operating result required to enable Council to continue to provide core services and meet its objectives. The changes in Council services required during the COVID-19 pandemic has reduced our surplus significantly in 2020-21 and 2021-22 however Council expects to retain a positive result from 2023-24.

2. Working Capital

The proportion of current liabilities represented by current assets. This measures the ability to pay existing liabilities in the next 12 months. A ratio of more than 100 per cent means there are more short-term assets than short-term liabilities.

Council needs to ensure working capital is maintained such that sufficient cash reserves are available to meet normal cash flow requirements. Over the next few years, Council will invest heavily in its capital works program by fully utilising cash reserves and taking advantage of the low interest rate environment to fast-track major projects using borrowings.

Council should hold sufficient cash to cover 'Restricted Assets' such as: Residential Aged Care Deposits, Contract Deposits and *Fire Services Property Levy*.

The trend of working capital is forecast to be below 100 per cent but not lower than 83 per cent over the 2022-32 period.

3. Loans and borrowings

Trend indicates Council's reliance on debt against its annual rate revenue. Total new borrowings of \$64 million will affect this indicator from 2021-22.

4. Asset Renewal

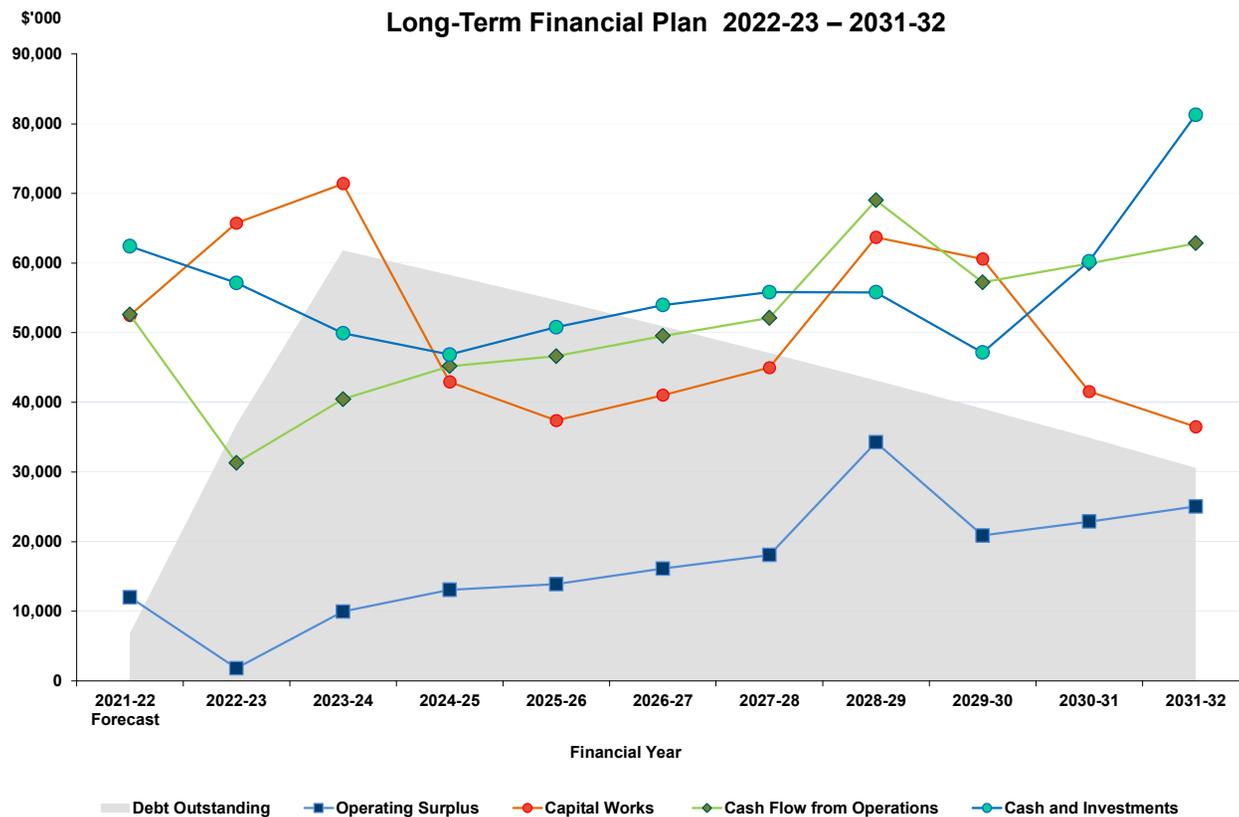
This percentage indicates the extent of Council's renewal and upgrade expenditure on new capital works projects against its depreciation charge.

5. Rates Concentration

Reflects extent of reliance on rate revenues to fund all of Council's on-going services. Trend indicates Council will still be consistently reliant on rate revenue compared to all other revenue sources.

3.8 Financial Resources

The following graph summarises the key financial results for the years ending 30 June 2022 to 2032. The graph below shows: the operating result improving; capital works averaging over \$50m; and loans will be used to partially fund major projects from 2021-22 with repayments over fifteen years. The level of projected cash incorporates capital expenditure and current rates projections. The financial statements include a more detailed analysis of the financial resources to be used over the ten-year period.



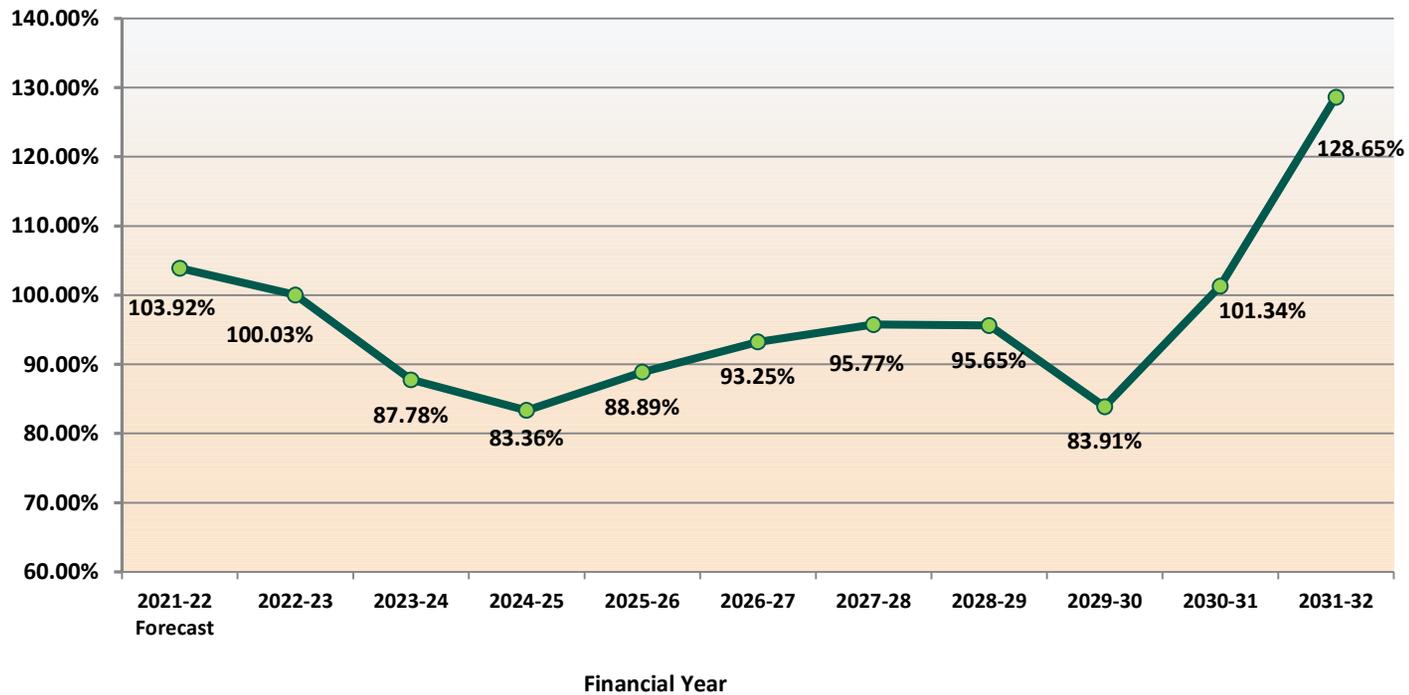
The following table summarises the key financial results for the years 2021-22 to 2031-32.

Key Financial Results												
	2021-22 Forecast	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	Trend +/-
Operating Surplus	12,000	1,806	9,952	13,070	13,875	16,134	18,076	34,261	20,888	22,873	25,029	+
Capital Works	52,475	65,738	71,396	42,947	37,391	41,029	44,972	63,707	60,584	41,552	36,481	o
Cash Flow from Operations	52,584	31,333	40,477	45,190	46,627	49,538	52,144	69,004	57,254	59,959	62,847	+
Cash and Investments	62,412	57,133	49,931	46,853	50,772	53,964	55,819	55,799	47,149	60,237	81,283	o
Debt Outstanding	6,829	36,814	61,802	58,285	54,665	50,939	47,104	43,157	39,094	34,912	30,607	-

Key to Forecast Trend:

- + Forecasts improvement in Council's financial performance/financial position indicator
- o Forecasts that Council's financial performance/financial position indicator will be steady
- Forecasts deterioration in Council's financial performance/financial position indicator

Percentage (%) **Liquidity Ratio (Working Capital)**



Our long-term aim is to return to a working capital ratio of over 100 per cent, however during the build of our major projects it has been considered acceptable for our liquidity to temporarily drop below this level.

5 Strategies and Plans

5.1 Borrowing Strategy

Current Debt Position

In the past, Council borrowed to finance the construction of GESAC. The loan will be re-paid in 2022-23.

Future Borrowing Requirements

As Council is considering a number of substantial intergenerational capital works projects and environmental initiatives, it is time for Council to consider further borrowings to finance strategic infrastructure initiatives.

Loan borrowing is a responsible financial management tool that can provide Council an appropriate mechanism to enable it to implement its Council Plan objectives. This is considered an appropriate funding source for long-term community assets. Borrowing is a useful instrument for spreading the costs of an asset over its useful life or time that the asset provides services to the ratepayers so that ratepayers who benefit from the assets, pay for their consumption over time, providing inter-generational benefits to the community. Loans can only be approved by Council resolution.

It is important to note that Borrowings provide Council with cash to create an asset (available cash) and a liability (obligation to repay) with the repayment of principal being a reduction in the liability and the interest treated as an expense.

Borrowings may also be required in the future to fund other liabilities. For example, Council may be subject to a call on future contributions to the Local Government Defined Benefits Fund which is dependent on market-forces.

The following financial sustainability principles must be adhered to with new borrowings:

- The purpose for borrowing is consistent with Council's strategic objectives as detailed in the Council Plan.
- Borrowings must be carefully considered in accordance with sound financial management principles and the ability of Council to meet the relevant prudential requirements.
- The nature of any borrowings (short or long-term) and the interest rate (fixed or variable) will consider the purpose of the borrowings and seek to minimise interest rate exposure.
- Borrowings must only be applied where it can be proven that repayments can be met in the Long-Term Financial Plan.
- Borrowings are not to be used to finance ongoing recurrent operational expenditure.
- Borrowings are appropriate for funding large capital works where the benefits are provided to future generations.
- Council will maintain its debt at levels which are sustainable in accordance with the thresholds of the Victorian Auditor-General's Sustainability Indicators. Council will aim for an indebtedness ratio of less 40% relating to the ability to repay debt from own-source revenue (which excludes grants and contributions).

As Council is undertaking a number of substantial intergenerational capital works projects, Council needs to forecast borrowings to finance strategic infrastructure initiatives. A breakdown of Council's borrowings in the LTFP are as follows:

i. Previous Borrowings (\$25m)

Council has borrowed to finance the development of GESAC. Council drew down \$25m of borrowings in the early part of 2011-12 for GESAC. In 2016, Council approved restructuring the loan facilities with a revised term of 7 years and a fixed interest rate. The loan will be repaid in 2022-23.

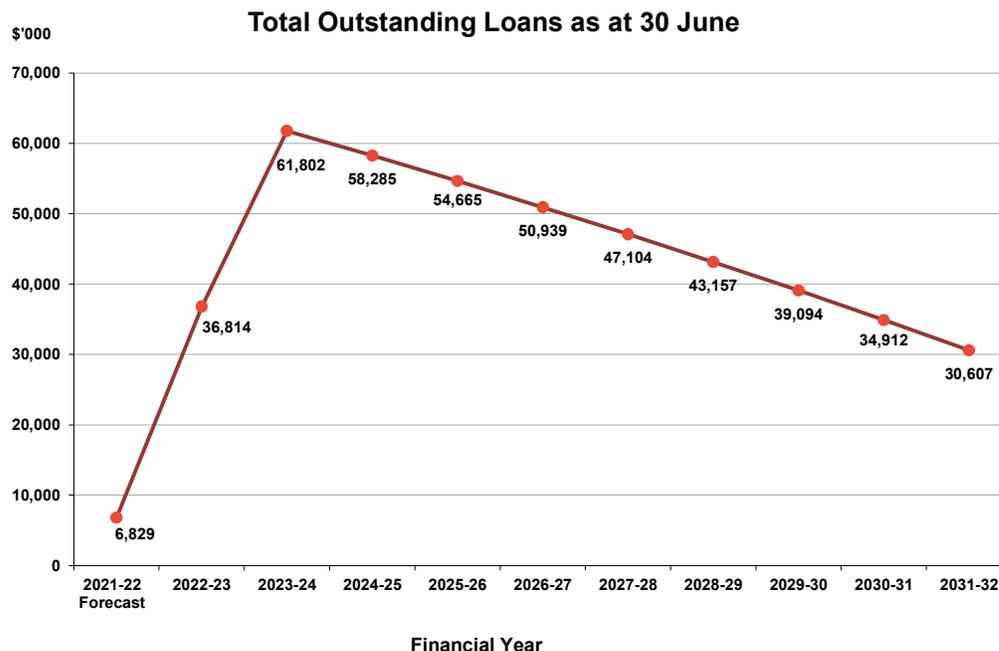
ii. New Loans - Community Loan Infrastructure Schemes (\$20m)

Council has received \$10m loan approval under the 2019 Community Infrastructure Loans Scheme for the Eat Street Community Space Project and the Bentleigh Library redevelopment. Council has also received loan approval of \$10m under the 2020 Community Sports Infrastructure Loans Scheme for the Carnegie Swim Centre project.

iii. New Loans (\$44m)

Officers have undertaken financial modelling to fund major and strategic projects. Council will need to borrow \$44m with a majority of drawdowns between 2021-22 and 2023-24.

Loan principal and interest repayments of approximately \$5.3m per annum have been included in the LTFP. Borrowings outstanding as at 30 June 2023 are projected to be \$36.8m.



The following table highlights Council's projected loan balance, including new loans and loan repayments for the 10 years of the Financial Plan:

Borrowings											
	Forecast										
	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Opening balance	7,617	6,829	36,814	61,802	58,285	54,665	50,939	47,104	43,157	39,094	34,912
Plus New loans	3,000	34,000	27,000	-	-	-	-	-	-	-	-
Less Principal repayment	(3,788)	(4,015)	(2,012)	(3,517)	(3,620)	(3,726)	(3,835)	(3,947)	(4,063)	(4,182)	(4,305)
Closing balance	6,829	36,814	61,802	58,285	54,665	50,939	47,104	43,157	39,094	34,912	30,607
Interest payment	208	218	1,027	1,764	1,661	1,555	1,446	1,333	1,218	1,098	976

The following table highlights Council's projected performance across a range of debt management performance indicators.

Borrowings Indicators												
	Target	Forecast										
		2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32
Total borrowings / Rate revenue	< 50%	5.45%	28.38%	46.26%	42.30%	38.47%	34.76%	31.18%	27.71%	24.35%	21.14%	18.02%
Interest and Repayments / Rate revenue	< 10%	3.19%	3.26%	2.27%	3.83%	3.72%	3.60%	3.49%	3.39%	3.29%	3.20%	3.11%
Indebtedness / Own source revenue	< 40%	6.50%	25.32%	37.85%	33.81%	32.01%	28.87%	25.88%	22.99%	20.20%	17.51%	14.84%

Council maintains its loan borrowing within prudent and management limits as demonstrated by the performance indicators.

5.2 Climate Emergency Strategy 2021-2025 and Action Plan

In May 2020, Council declared a climate emergency and joined the growing movement calling for urgent action to address climate change. Our Climate Emergency Strategy sets out how we will:

- respond to the climate emergency in our own operations;
- support the community to take action; and
- advocate to, and partner with governments to drive stronger action.

The Strategy builds on the work completed to date and supersedes our Environmental Sustainability Strategy 2016–2021. It helps deliver the Community Vision and because climate change has a direct or indirect impact on all Council operations, it is an overarching Strategy that sits directly under the Council Plan 2021–25 in Council's integrated planning framework. The implementation of the Strategy is supported by Our Action Plan with specific, timebound actions. While the Strategy is led by the Climate and Sustainability team, actions will be integrated into annual work plans right across Council to ensure climate action is truly integrated into our planning, delivery and reporting systems.

In the Strategy, Council is committing to deliver 68 actions to help deliver six goals:

- We embed climate change action in everything that we do
- Our community is active and mobilised on climate action
- Council-owned buildings and infrastructure are resilient and safe for our staff and community
- Our community is protected from the worst impacts of climate change
- Net zero Council emissions by 2025
- Net zero community emissions by 2030.

Our Action Plan will be updated annually to reflect changing needs and opportunities and respond to evaluation findings. A new Strategy and associated Action Plan will be developed in 2026.

5.3 Open Space Strategy

The Open Space Strategy guides the future planning, provision, design and management of public open space in Glen Eira for the next 15 years. This includes understanding and addressing the open space needs of the existing community and planning ahead to anticipate and meet the open space needs of the forecast population within the municipality.

Part of the scope for the Strategy is to provide an integrated framework that supports the justification for a fair and equitable open space contribution program. This is so Council can incorporate the program, with appropriate policy directions, into the Glen Eira Planning Scheme. The Strategy includes specific actions with broad opinions of costs allocated to them in order to justify the underlying contribution rate. This also provides direction for Council and the community on the range of open space projects to be undertaken in the municipality during the 15-year open space program.

Open space is the publicly owned land that is currently set aside or has the potential in the future to be set aside primarily for recreation, nature conservation and passive outdoor enjoyment. This includes parks, reserves, gardens, larger urban and civic spaces and forecourts.

5.4 Asset Plan and Asset Management Framework

As legislated by section 92 of *Local Government Act 2020*, Council is required to develop, adopt and keep in force the Asset Plan in accordance with its deliberative engagement practices. The Asset Plan includes information about maintenance, renewal, acquisition, expansion, upgrade, disposal and decommissioning in relation to each class of infrastructure asset under the control of the Council. Moreover, the Asset Plan aims to transparently set the direction and priorities that support the efficient and responsible management of Council's infrastructure assets on behalf of the community. The Asset Plan is supported by the Asset Management Framework, which is representative of a suite of documents which includes the Asset Management Policy, Asset Management Strategy and Asset Management Plans. The Asset Management Framework provides detail on the Council's asset management processes, procedures and systems which support the long-term sustainability of its major community assets. Recognising this, the major Assets groups that Council manages, in alignment with its Asset Management Framework include:

- Stormwater Drainage
- Roads and Right of Ways
- Pathways
- Buildings and Structures
- Recreation and Open Space

The plans provide the framework for meeting the desired levels of service from our community assets in the most cost-effective manner for the present and the future. The plans incorporate the main elements of planning, creating, operating, maintaining, replacing and renewing Council assets. Council's forecast capital expenditure requirements for the next 10 years are informed by the Asset Plan and the Asset Management Plans. Recognising this, the key processes to determine Council's long-term infrastructure funding requirements are as follows:

- Long-term capital planning process which integrates with the Council Plan, Financial Plan, Asset Plan and Budget processes.
- Identification of capital projects through the preparation of asset management plans.
- Prioritisation of capital projects via evaluation criteria, which aligns with the asset management plans.
- Business Case template for officers to document capital project submissions.

A key objective of the Asset Plan and Asset Management Framework is to maintain or renew Council's existing assets at desired condition levels. If sufficient funds are not allocated to asset renewal, then Council's capacity to deliver services to the community via investment in the aforementioned assets, will deteriorate

Over the years Council has been building a strong base of condition data information which provide guidance on the state of Council's assets and thus their impacts on the service provision to the community. The data highlights that the majority of Council's assets, on average, are in good condition. With a robust financial strategy in place, Council is in a good position to continue to maintain its existing community assets to the standard the community expects. This is a substantial turnaround from 1999 when Council became increasingly aware that many of its assets were run down and not financially sustainable.

Currently Council is collecting data, undertaking financial modelling in order to develop and adopt the Asset Plan with its community engagement policy by 30 June 2022.

5.5 Municipal Public Health and Wellbeing Plan 2021-25

The Municipal Public Health and Wellbeing Plan 2021-25 is a strategic plan that aims to build a healthy and sustainable community. It considers the needs of the whole community and will develop priorities and actions that respond to the Victorian Public Health and Wellbeing Plan 2019-23.

Council is taking an integrated approach to the Municipal Public Health and Wellbeing Plan 2021-25 by recognising the diversity of the community and incorporating the Disability Action Plan, Family Violence Prevention Plan, Positive Ageing Strategy and Youth Strategy. Through this holistic approach, the Municipal Public Health and Wellbeing Plan 2021-25 will specifically identify and address the needs of people from all backgrounds and at all stages of life.

Council's approach to community engagement is based on the Community Engagement Policy 2021, the Community Engagement Strategy 2018-21 and Connecting with Young People Strategy 2018-21. These documents are informed by the International Association of Public Participation engagement framework which provides guidance about the types of engagement that are suitable for the various levels of influence that a community can have over decision-making.

The timing of the development of both the Council Plan and Municipal Public Health and Wellbeing Plan has led to an integrated approach to the community engagement process that will inform these plans. Feedback and input from the community about how they can live happy, healthy and well in Glen Eira will provide valuable insights for both plans as well as streamlining engagement activities.

The objectives of the community engagement process for the Council Plan 2021-25 and Municipal Public Health and Wellbeing Plan 2021-25 are to:

- Collaborate with a range of people across the City of Glen Eira to understand the needs, aspirations and priorities of all people across our diverse community.
- Accurately represent community need, opinions and aspirations in the final plans and associated actions and report back to the community how their input was used to inform decision-making.

5.6 Risk Management Strategy

Glen Eira City Council is committed to ensuring strategic and operational risks are appropriately managed to protect Council and the community.

Council has a well-developed and mature risk management framework. Through a strategic risk review process, coupled with the incorporation of the top 10 risks in every Council business plan, Council has a thorough understanding of the risks and opportunities it needs to manage.

The challenge ahead is to create true business success by being able to demonstrate that all risks are considered in every decision made. The Risk Management Unit, in collaboration with Council's business unit managers, ensures existing and emerging risk issues are identified, discussed and mitigated. Assistance is offered through advice, support and training to all staff.

Council's Audit and Risk Committee considers a number of risk management reports prepared by management. The Committee reviews specific risk areas across Council and in some instances across specific projects and examines the controls in place to mitigate those risks.

The risk management function works in collaboration with Council's business unit managers to ensure risk is well understood and managed. Assistance is offered through advice, support and training to all staff. Management of risk at the business unit level was reported by the auditors to be excellent. Risk management has been embraced by staff and this responsibility has been included in position descriptions.

Every manager has a risk register to monitor the operational risks within their business units. Managers are provided with refresher training on how to review identified risks, add new risks and assess the effectiveness of the controls while providing detailed information about the way the risk is managed.

Council's key assurance activities have been mapped to its strategic risks. The assurance map considers the key risks to Council in achieving its objectives and performance expectations, the assurance activities that have been conducted and the operation of controls that apply to those risks.

5.7 Gender Equality Plan

Council's first Gender Equality Action Plan 2022-25 was endorsed at a Council meeting on 15 March 2022. This Action Plan demonstrates our organisational commitment to gender equality, to ensure we continue our journey to be an equitable workplace for people of all genders.

Council's vision for gender equality: Glen Eira aspires to lead the way on gender equality, by acting on inequalities, ensuring that all voices are heard and that opportunities are offered fairly and equitably to employees of all genders.

The Gender Equality Action Plan 2022–25 is informed by the data which has been gathered through a workplace gender audit which includes the People Matter Survey and developed based on two rounds of feedback from employees and from Council.

The three strategic directions are:

- Improve the gender composition of Council.
- Provide a safe and inclusive workplace.
- Reduce the gender pay gap.

Glen Eira's first Gender Equality Action Plan 2022–25 represents a collaborative effort across Council business units, with input from employees across all parts of the organisation, Councillors and experts from Women's Health in the South East (WHISE).

The Gender Equality Action Plan 2022–25 meets our obligations as set out under the Gender Equality Act 2020 (Vic).

5.8 Workforce Plan

Our Strategic Workforce Plan 2021–2025 has been developed to outline Glen Eira’s current and future workforce requirements and to identify opportunities and initiatives that are required to deliver our strategic and operational imperatives.

The Plan has been developed following amendments to the Local Government Act 2020 (s46) and forms an integral part of Glen Eira’s Integrated Planning and Reporting Framework (IPRF). The current version of the Plan forms the foundation for further refinement in the years to come as part of our ongoing planning cycle.

The Plan identifies specific workforce-related priorities to support and guide our workforce strategy in support of the implementation of the Glen Eira Council Plan and Glen Eira Together— Our Organisational Plan (Organisational Plan).

The Plan has been developed by key stakeholders from across the organisation and has been guided by the ‘gap model’ approach to workforce planning. Throughout the process, future workforce implications and solutions have been identified by Council, leading to the development of key workforce outcomes aligned with Strategic Direction 1 in our Organisational Plan:

Strategic direction 1: Our people, our workforce — We have the culture, workforce and leadership to enable future success:

- develop leadership excellence and capability;
- maximise our culture, engagement and organisational readiness;
- drive employee health and wellbeing; and
- develop and support professional growth, performance, and career opportunities.

The Glen Eira Strategic Workforce Plan Action Plan 2021 – 2025 identifies a number of strategic priorities, actions and measures and indicative time frames to address the gaps and opportunities identified in the following areas:

- Leadership
- Culture
- Skills, Training, Learning and Development
- Performance
- Organisation and Role Design
- Talent
- Diversity and Inclusion

As our work environment continues to change in response to the external environment and new challenges, our Strategic Workforce Plan and Action Plan will help us achieve a workplace with the right people, in the right place, with the right capabilities at the right time.

5.9 Organisational Plan

Our Organisational Plan reflects our shared priorities and commitments for the next four years. It is different from the Council Plan, which is externally focused and describes how Council will deliver the outcomes to the community.

By comparison the Organisational Plan is internally focused, outlining the priorities and initiatives we will focus on to ensure we have the right culture, people, processes, policies and systems to be successful. The Organisational Plan also helps explain to everyone who works at Glen Eira how their work contributes to our broader goals.

The Organisational Plan is a rolling four-year document and will evolve over time as our internal and external circumstances change. To ensure we have clear and tangible goals, the Organisational Plan will be supported by an annual action plan and regular reporting about our progress and achievements.

The priorities described in our Organisational Plan will also inform the development of business unit plans and individual performance development plans (PDPs).

The Organisational Plan has been informed by and is aligned to the aspirations outlined in the 2040 Community Vision and the Council Plan 2021–2025. It also incorporates initiatives contained in other strategies and plans that inform operational priorities and activities across Council.

The Organisational Plan has been developed following engagement with Council staff during July and August 2021 and the opportunity to provide feedback on the draft plan in October 2021.

5.10 Advocacy Policy

Council has developed an Advocacy Policy to provide direction and guidance in relation to its work in advocating for and on behalf of the community to raise awareness and seek support and funding from government and other stakeholders. The development of an Advocacy Policy was identified as a key action in the Council Plan 2021-2025 and the Annual Action Plan for 2021-2022.

The Advocacy Policy outlines the objectives, roles, responsibilities, and principles which will guide Council's advocacy efforts. The Advocacy Policy is supported by a list of Advocacy Priorities for 2022-23 which are Council's highest priorities for funding and support over the next twelve months. With state and federal elections occurring during 2022 it is critical that Council has an effective and impactful plan for advocacy to maximise the benefits for the Glen Eira Community.

The Advocacy Policy outlines Council's approach and provides guidance in terms of how advocacy initiatives will be supported. To provide transparency to community and guidance to officers, the Policy outlines the advocacy approach Council will take to promoting and highlighting advocacy priorities according to the categories described below.

Category	Approach
Category 1	Advocacy initiative that requires considerable resources to conduct a coordinated educational campaign to build support. This category links directly to Council's top strategic priorities.
Category 2	Advocacy initiative that requires a more targeted, behind the scenes approach such as letters to politicians, or meeting with certain stakeholder groups. Also links directly to Council's top strategic priorities.
Category 3	Advocacy initiatives that are miscellaneous and/or opportunistic in nature whilst still aligning to GECC's agreed strategic directions.
Category 4	Initiatives that may appeal to philanthropic interests that add value to the services, projects and facilities provided for the community. Any such initiatives must align with the Philanthropic Partnership Policy.
General	Advocacy Priorities that sit outside of the key four themes but are worthy of Council's advocacy efforts

The Policy provides guidance on the progression of major strategic advocacy initiatives. At the same time, it recognises that the approach must be agile and able to identify and swiftly execute advocacy opportunities as they arise as a key part of effective advocacy.

The following principles are set out in the Policy to guide the ongoing assessment of advocacy opportunities that emerge outside of the agreed annual plan:

- Alignment to Council's strategic priorities
- Alignment to Council's values
- Relevance to Council's adopted long term financial plan
- Transparency of funding arrangements
- Appropriate governance of funding partners
- Relevance to Council's asset management plans.