

GLEN EIRA CITY COUNCIL

ANNUAL REPORT 2021–2022



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

GLEN EIRA
CITY COUNCIL

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Financial Report

Financial Statements and Performance Statement
for the year ended 30 June 2022



ENJOYING THE MUSIC AT RIPPON LEA GARDENS.

The City of Glen Eira

Acknowledgement of Country

Glen Eira City Council acknowledges the Boonwurrung/Bunurong and Wurundjeri Woi Wurrung peoples of the Eastern Kulin Nation as Traditional Owners and Custodians, and we pay our respects to their Elders past, present and emerging.

We recognise Aboriginal and Torres Strait Islander peoples' histories and their continuing spiritual connection to the land and seas. Council values the living culture and practices of First Nations peoples and supports their right to self-determination.

Council extends its respect to all First Nations peoples.

Statement of purpose

'Our Glen Eira: A thriving and empowered community working together for an inclusive and sustainable future.' – *The Glen Eira 2040 Community Vision*

The Community Vision statement is accompanied by six guiding principles that include:

We work together

Council and Glen Eira residents will always work together in collaboration to ensure fair and equitable decision-making. We make and communicate transparent decisions for the future of the City that genuinely represent the views of citizens.

Planning for community resilience

Our Glen Eira must be adaptable to address future social, economic and environmental realities, in particular climate change. Council and Councillors must operate at all times under the core concepts of accountability and responsiveness, reliability and transparency for the whole community.

Inclusive and healthy community

All members of our Glen Eira community feel a strong sense of belonging and feel safe with equitable access to all public resources. As a diverse community we draw attention to: First Nations peoples, the elderly, people with disability, cultural groups, refugees, disadvantaged groups, LGBTIQ+, youth and other diverse populations and minorities. Our community health supports every effort to achieve optimal physical and mental wellbeing for every person.

Maximise and diversify our green and natural spaces

Preserve, regenerate and maximise green and natural spaces and develop connected green areas across Council boundaries (in both private and public spaces), in consultation with First Nations peoples.

We are proactive in meeting challenges and innovate using evidence-based methods

Proactive action: Continually and proactively working towards the betterment of the community and the Glen Eira environment.

Evidence-based: Trialling innovative programs using evidence-based methods.

Overall: Finding innovative, effective and creative solutions for the long-term sustainability and wellbeing of the community

Promote and develop our creative potential, celebrating our diverse identities through art and other cultural expression

Commitment to facilities and spaces being available and accessible to all ages and abilities to express themselves creatively and freely. Celebrating the artistic and cultural diversity in our community including the evolving cultural values and established traditions of our First Nations peoples.

We work with and for the community:

- To provide quality facilities, services, safeguards and supports
- Towards goals that are beyond the capacity of individuals, but achievable when working together
- According to overall values, needs and priorities
- In a caring, accountable and professional way
- To provide value-for-money for present and future generations

Our functions include:

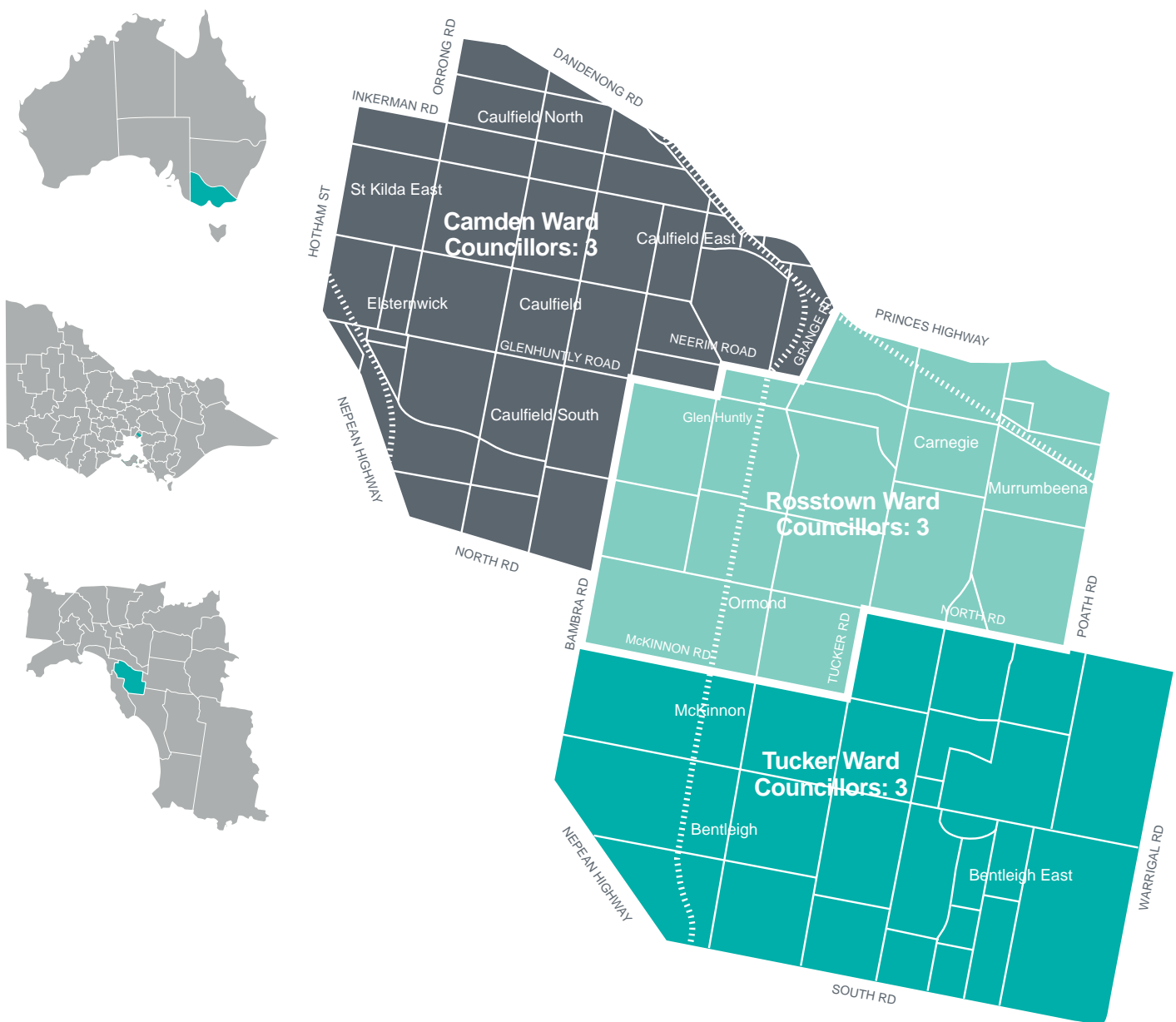
- Advocating and promoting proposals in the best interests of the community. See our [Priority Advocacy Projects 2022–2023](#).
- Planning and providing community services and facilities. See our [Council Plan](#).
- Providing and maintaining community infrastructure in the municipal district. See our [Council Plan](#).
- Conducting strategic and land use planning. See our [Council Plan](#).
- Raising revenue to allow us to perform our functions. See our [rates and charges](#).
- Performing our duties, functions and powers under the *Local Government Act 2020* and other Acts.
- Other functions related to the peace, order and good government of the municipal district.

A City and its people

The City of Glen Eira is in Melbourne's south-east, around 10 kilometres from the central business district.

It was created in 1994 when the former City of Caulfield merged with several suburbs from the former City of Moorabbin.

Glen Eira is 39 square kilometres in area. It includes the suburbs of Bentleigh, Bentleigh East, Carnegie, Caulfield, Caulfield East, Caulfield North, Caulfield South, Elsternwick, Gardenvale, Glen Huntly, McKinnon, Murrumbeena, Ormond and part of Brighton East and St Kilda East.



History and heritage

The City of Glen Eira is located on the traditional lands of the Yaluk-ut Weelam clan of the Boonwurrung peoples.* The Boonwurrung, also known as Bunurong, are one of the five language groups that make up the larger confederation of the Kulin Nation. This confederation is connected through shared moieties — Bunjil, who travels as an eagle, protecting the land and Waa and who travels as a crow, protecting the waterways. Yaluk-ut Weelam means ‘people of the river’.

The history of the Boonwurrung people dates back thousands of years. The traditional life of the Yaluk-ut Weelam centred around the six seasons of the year. Each season celebrated the richness and diversity of nature. The natural environment of the area, particularly its swamps, provided the Boonwurrung with valuable staple food resources, such as plants, birds and eels. There were many swamps around Glen Eira, including Paddy’s and Leman’s Swamps that were important camping places for the Yaluk-ut Weelam. The landscape of the municipality has altered vastly since European colonisation and these swamps were developed into public parks — Caulfield Park and Koornang Park/Lord Reserve, Carnegie respectively.

Glen Eira City Council is working towards a unified, respectful and thriving community that embraces Australia’s First Nations peoples for their experiences of the past, their resilience in the present and their aspirations for the future. Council extends its respect to all First Nations peoples.

After European colonisation, Glen Eira became two municipal areas called Caulfield and Moorabbin. The name Caulfield has identified the area around Caulfield Racecourse Reserve since 1853, but we are unsure of its origins. It may be linked with Baron Caulfield of Ireland or colonial pioneer John Caulfield. The Moorabbin Road District was established in 1862. Its boundaries ran south-east from the outskirts of Brighton along both sides of Nepean Road, as far as Mordialloc Creek. In 1870, Caulfield was described as ‘a pastoral and agricultural district of 5,280 acres with a population of 900’. The area was dotted with orchards, market gardens and dairy farms.

Glen Eira is named after two local landmarks — Glen Eira Road and Glen Eira Mansion. Glen Eira Road is a major City thoroughfare. It dates back to the mid-1800s when the then colonial government put Crown allotments up for sale. Pioneer pastoralist Henry Ricketson built the 18-room Glen Eira Mansion on Kooyong Road, remodelling the townhouse he bought in 1865. The house was later the site of the Caulfield Military Hospital before it was demolished in 1964. A number of other mansions built in Glen Eira during this time, such as Rippon Lea and Labassa, were preserved by the National Trust and are open to the public.

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



New Electric [Tram] Cars, Elsternwick. 1913. (Detail) Image courtesy State Library of Victoria.



People shopping in Centre Road, Bentleigh. Wolfgang Sievers, 1967. (Detail) Image courtesy Pictures Collection, State Library of Victoria.



Peggy Frederice and Family, Nepean Highway, 1962.
Photograph by Maggie Diaz. Acc No: H2014.137/67a. Maggie Diaz collection of film negatives. Source: State Library Victoria.

Glen Eira's people

Glen Eira's population of 155,123* is made up of 57,974** households, from more than 160 different cultural backgrounds. It's also the centre of Melbourne's Jewish community.

* Source: Australian Bureau of Statistics, estimated resident population for Glen Eira Local Government Area 2021 at 30 June 2022.

**Source: Australian Bureau of Statistics, Census of Population and Housing 2021 as at 30 June 2022.

Glen Eira's diverse population*

- 40.2 per cent of our residents were born overseas.
- Other than English, the most common languages spoken at home are Mandarin (5.7 per cent), Greek (4.0 per cent), Russian (3.0 per cent), Hebrew (2.0 per cent) and Hindi (1.3 per cent).
- 31.8 per cent of residents identify as Christian, with the most practised Christian religions being Catholicism, Anglicanism and Eastern Orthodoxy.
- 37.1 per cent of residents nominated no religion in the 2021 Census.
- 16.4 per cent of residents identify their religion as Judaism.
- 7,161 residents (4.8 per cent) have a disability requiring daily assistance with life tasks.
- 21.4 per cent of the population is aged 60 years and over.

* Source: Australian Bureau of Statistics, Census of Population and Housing 2021 as at 30 June 2022.

Glen Eira's <i>Census</i> population 2021*	City of Glen Eira		Greater Melbourne
	Number	%	%
Males	72,223	48.5	49.2
Females	76,690	51.5	50.8
Aboriginal and Torres Strait Islander peoples	413	0.3	0.7
Australian citizens	122,668	82.4	81.1
Eligible voters (citizens aged 18+)	94,674	63.6	62.2

*Source: Australian Bureau of Statistics, Census of Population and Housing 2021 as at 30 June 2022.

Glen Eira's age groups*	City of Glen Eira		Greater Melbourne
	Number	%	%
Babies and preschoolers (0–4)	7,772	5.2	5.9
Primary schoolers (5–11)	12,566	8.4	8.7
Secondary schoolers (12–17)	10,949	7.4	6.9
Tertiary education and independence (18–24)	12,590	8.5	8.9
Young workforce (25–34)	22,436	15.1	16.0
Parents and homebuilders (35–49)	32,295	21.7	21.5
Older workers and pre-retirees (50–59)	18,476	12.4	11.9
Empty-nesters and retirees (60–69)	14,400	9.7	9.5
Seniors (70–84)	13,457	9.0	8.6
Elderly (85 and over)	3,979	2.7	2.0

*Source: Australian Bureau of Statistics, Census of Population and Housing 2021 as at 30 June 2022.

Glen Eira's workforce*

Local job numbers in Glen Eira in 2021–22 was estimated at 46,155* an increase of 2,903 (6.7 per cent) on 2020–21 numbers.

The average number of employed residents in Glen Eira in 2021–22 was estimated at 85,669, up 4,249 (5.2 per cent) from 2020–21.

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

Glen Eira's households*

With a diverse range of housing, we are home to a range of age groups and life stages. In 2021, there were 57,974 households in Glen Eira. One-person homes make up 28 per cent of our households, compared to 25 per cent across greater Melbourne.

We have a smaller proportion of families with children than Melbourne. One and two-parent families make up 40.3 per cent of our households, compared to Melbourne's 43.3 per cent.

The most common household types in Glen Eira were couple families with children (31.7 per cent) followed by lone-person households (27.3 per cent).

We average 2.4 people per household.

*Source: Australian Bureau of Statistics, Census of Population and Housing 2021 as at 30 June 2022.



“Community engagement is an integral part of our planning and decision-making processes. It is vital that we understand community priorities and listen to as many community members as we can when proposing changes or making decisions. We are committed to engaging with our community through best-practice engagement methods to achieve the best possible outcomes.”

GLEN EIRA CITY COUNCIL MAYOR COUNCILLOR JIM MAGEE AND CHIEF EXECUTIVE OFFICER REBECCA MCKENZIE AT THE OPENING OF THE TORCH'S *CONFINED 12* EXHIBITION IN GLEN EIRA CITY COUNCIL GALLERY.

Our organisation

Mayor and CEO overview

Welcome to Council's online *Annual Report 2021–2022*. The *Annual Report* is an opportunity for us to account for and reflect on our performance, achievements and challenges. We also report on how we managed ongoing challenges and provided stewardship over the use of public monies and resources to achieve the outcomes set by the community in their vision for Glen Eira.

Achievement against our Council Plan

In 2021–22, we achieved 53 out of the 69 commitments outlined in the *2021–22 Action Plan* of the *Glen Eira Council Plan 2021–2025*. Of the 16 items not delivered, seven were outside of Council's control due to the impacts of COVID-19. Some of our major achievements included endorsing the *Community Engagement Strategy 2022–2026*, developing the *Climate Conversations program*, implementing the *Glen Eira Community Wellbeing Plan 2021–2025*, developing our *Advocacy Policy*, securing more than \$17 million in Federal election funding commitments, and establishing a Business and Economy Advisory Committee.

See [Council Plan Results](#).

COVID-19 and our response

The global coronavirus (COVID-19) pandemic continued to impact our operations throughout 2021 and into 2022.

Although many services were impacted, we continued to support the community through the lockdown periods and through the provision of online services. Our annual budget reflects the challenges, expenses and shortfalls we experienced. We anticipate we will continue to feel the effects of the COVID-19 pandemic for many years to come.

See [Council's response to COVID-19](#).

Community engagement

Ongoing restrictions due to COVID-19 and community hesitancy to attend in-person events meant that we increased our reliance on digital methods of engagement throughout the year. We consulted with the community on 27 projects including advisory groups and committees, community surveys, questionnaires, feedback submissions and virtual public forums.

Community engagement is an integral part of our planning and decision-making processes. It is vital that we understand community priorities and listen to as many community members as we can when proposing changes or making decisions. We are committed to engaging with our community through best-practice engagement methods to achieve the best possible outcomes.

See [Our engagement with our community](#)

Development and managing growth

The number of planning decisions appealed to the Victorian Civil and Administrative Tribunal (VCAT) remains consistent. We have gone from 32 appeals reviewed in 2020–21 to 27 appeals reviewed in 2021–22.

We consulted with the community on our draft *Housing Strategy*. The draft *Strategy* outlines how we intend to meet the diverse housing needs of our existing and future communities for the next 15 years and beyond. The final *Housing Strategy* will be considered for adoption in late 2022.

Following our decision to reset the direction for the *Bentleigh* and *Carnegie Structure Plans* last year, significant progress was made to update both plans along with the *Elsternwick Structure Plan*. The *Carnegie Structure Plan* will be presented to Council in August 2022, Elsternwick in November 2022 and Bentleigh in March 2023.

We adopted *Built Form Frameworks* for three neighbourhood activity centres – Caulfield South, Caulfield Park and Bentleigh East. The State Government has authorised the exhibition of the Caulfield South and Caulfield Park frameworks. This, along with detailed planning controls will assist us in securing permanent height and setback controls in the *Glen Eira Planning Scheme* for the two centres.

We exhibited the Public Open Space (Amendment C218), which proposes to increase the open space contributions rate from 5.7 per cent to 8.3 per cent. We received a favourable panel report recommending the amendment be adopted as exhibited. We also received a favourable panel report on the Planning Scheme Update (Amendment C220). Amendment C220 proposes to implement the State Government's Smart Planning reforms and recommendations from the *Glen Eira Planning Scheme Review 2018* into the *Glen Eira Planning Scheme*. These recommendations include updating all existing local policies informed by the *Urban Forest Strategy* and *Our Climate Emergency Response Strategy*. The panel recommended the amendment be adopted as exhibited subject to minor changes.

We continue to add to the list of heritage properties and precincts across Glen Eira. Through the Post-War and Hidden Gems Heritage Review (Amendment C214), 25 properties and four precincts were added to the heritage overlay. Furthermore, the approval of the Carnegie and Bentleigh Heritage Review (Amendment C190) saw an additional 199 residential and 219 commercial properties receive heritage protection.

We developed a four-year cycling program and made an ongoing annual budget commitment to implement cycling improvements in accordance with the *Integrated Transport Strategy 2018* and the *Cycling Action Plan 2019*. A design for the missing links in the Rosstown Trail was progressed to assist in the staged delivery of cycling improvements over the coming years.

Advocacy

An important part of our role is advocating to other levels of government for what is important to our community. The *Glen Eira Council Plan 2021–2025* sets out a strong commitment for Council to advocate for funding and policy reform to support the priorities of our community. Council adopted a new *Advocacy Policy* on 5 April 2022, along with a suite of advocacy priorities for the federal election.

The *Advocacy Policy* identified key projects and initiatives that focus on:

- supporting our community to rebuild, reconnect and restart the economy;
- ensuring we are taking urgent and practical actions to mitigate the impact of climate change on our community;
- building better transport connections to make it easier to move in and around Glen Eira; and
- building a safer, healthier and more resilient community.

In response to our advocacy during the federal election campaign we successfully secured over \$17 million in funding commitments from the new Labor Government, including:

- \$15 million for the redevelopment of the Carnegie Memorial Swimming Pool;
- \$416,000 for LED lighting at Murrumbeena Park; and
- \$1.53 million for a Cycling Pavilion at Packer Park.

Across the financial year Council received funding of \$32 million, comprising \$10 million for capital works projects and \$22 million for services.

For more information see our [Advocacy priorities](#).

Sustainability

As part of our commitments to achieve zero net corporate emissions by 2025, zero net community emissions by 2030 and protect our community from the worst impacts of climate change, we progressed a range of initiatives. This included developing the *Climate Conversations* program, where community members were trained to facilitate conversations with their friends, family and wider community to motivate them to take action on climate change; requiring all new Council infrastructure projects to incorporate Environmentally Sustainable Design (ESD) principles in their design and delivery; and adopting the *Glen Eira Integrated Water Management Plan | Dhumbali W'urneet Gadhaba*, which outlines Council's approach to water management and the specific actions we will take to manage water in our environment (For more information, see Key projects and activities.)

We added a weekly green bin collection, supporting Glen Eira residents to increase the amount of waste being recycled or composted to 64 percent. In 2021–22, the total amount of waste sent to landfill decreased by 27 per cent compared to 2020–21. To continue managing waste and resources more sustainably, we commenced the development of a *Circular Economy Plan*. This *Plan* will outline how we will lead by example and create opportunities for a circular way of living, keeping materials in use for longer, reducing waste and regenerating our natural systems.

We also continued to focus on opportunities to decrease our carbon emissions by participating in the Victorian Energy Collaboration (VECO), the largest emissions reduction project ever undertaken by Australian local governments. Under this program, Glen Eira and 47 other councils are now powered by 100 per cent renewable electricity, including street lights, libraries, leisure centres and electric vehicles.

Community support

As part of our *Community Grants Program*, we provided \$370,929 (91 grants) to 86 local not-for-profit community groups and organisations to encourage community strengthening and inclusion.

We supported 56 clubs as they resumed community sport in line with the Victorian Government COVID-19 directives and provided more than 61,000 hours of support to more than 2,400 elderly, frail or disabled residents in their homes. We also provided 490 social support activities to residents. Glen Eira Leisure, which includes GESAC, Caulfield Recreation Centre and Carnegie Swim Centre, hosted more than 530,000 visitors.

Support to local business

We established our first Business and Economy Advisory Committee and held the first meeting in March 2022. The Committee comprises of local business representatives who will provide us with advice in relation to business and economic planning.

Over the course of the year, regular webinars and e-newsletters were promoted and circulated to local businesses.

These webinars and e-newsletters provided links for business advice and support from Council and the State Government. We continued to promote smaller activity centres by featuring them in our publications.

We received funding (\$250,000) through the State Government's Local Council Outdoor Dining and Entertainment Funding Package to install 20 parklets in our activity centres until March 2023. Further funding (\$500,000) from the State Government enabled us to convert the Godfrey Street, Bentleigh car park into the Bentleigh Urban Living Space. These initiatives help bring residents and visitors back to local shopping centres.

We also secured funding (\$180,000) through the State Government's Concierge Program to recruit two COVID-19 Business Support Officers to assist businesses implement COVID-19 safe plans and manage restrictions imposed by the State Government.

For more information see COVID-19 response and recovery overview.

Community facilities and assets

We invested \$54.54 million in community infrastructure and facilities. The capital works program comprised 50 per cent renewal and upgrade of existing assets, six per cent expansion and 44 per cent on new assets

Finance and risk management

Our 2021–22 operating position was \$14.23 million, which is \$3.18 million higher than our 2021–2022 Budget. A factor that contributed to this was the early receipt of grant funding of \$3.27 million.

For more information see [Financial sustainability](#)

Governance

Glen Eira's nine elected Councillors held office until 29 March 2022 when Neil Pilling resigned. The Victorian Electoral Commission conducted a recount to appoint Sue Pennicuik into the Rosstown Ward vacancy on 28 April 2022. The new *Glen Eira Council Plan 2021–2025* – our overarching strategic plan outlining the outcomes we seek to achieve over the next four years – was endorsed at a Special Council Meeting on 26 October 2021. We also finalised Council's first strategic workforce plan – *Glen Eira City Council Strategic Workforce Plan 2021–2025* in December 2021. The *Plan* was developed in line with amendments to the *Local Government Act 2020* and identifies specific workforce-related activities to support and guide our workforce strategy in support of the implementation of the *Glen Eira Council Plan 2021–2025* and *Glen Eira Together — Our Organisational Plan*.

Online services

With COVID-19 impacting face-to-face services, we continued to enhance our online service offerings.

We worked with Snap Send Solve to deliver a suite of improvements and enhanced our online customer forms to make it easier for the community to transact with us and lodge requests.

The *GEL Anywhere* platform enabled community members to access Glen Eira Leisure programming, providing access for users to train from home and access pre-recorded material such as *GEL Bites*.

The *Glen Eira@Home* arts and culture program was introduced to support our community during the COVID-19 restrictions. We offered live-streaming of all 'in-person' events such as the 2021 *Storytelling Festival*, *Carols in the Park*, *International Women's Day* and *National Reconciliation Week*, allowing the community to enjoy the arts from their homes. Over the 2021 September school holidays, a range of fun and free stay-at-home activities were introduced with 60 online programs scheduled during this period. Many programs and events were available on-

demand for access at any time, along with a number of 'live' viewing online programs and events.

The annual online programming included DIY art and craft sessions, dance workshops, art and history in-conversations and talks and musical performances from local Glen Eira musicians and performers. Many programs had a strong focus on combining the arts with positive mental health and included a range of wellness programs, art and music healing discussions and mindful meditation.

Our staff members

As well as being a service provider, we are also one of Glen Eira's largest employers. We continued to invest in development, leadership and wellbeing programs for our staff. A total of 92 individual staff members and nine teams were recognised at our annual awards ceremony for the work they contributed to the organisation above and beyond the normal expectations of their role.

Voluntary staff turnover was 17.93 per cent, which includes turnover in our casual workforce. Staff turnover excluding casuals was 16.97 per cent. We have an overall employee engagement score of 64 per cent, which is in the mid quartile of the Local Government benchmark.

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

Two major structural changes impacted the workforce this year. The first was the introduction of a new business unit – Communications, Engagement and Advocacy which centralised and consolidated Council's communications, engagement and advocacy functions. This supported a key action under the *Council Plan 2021–2025*, aimed at improving the effectiveness of Council's communications, community engagement and advocacy activities.

The other major structural change resulted in a number of changes to the organisational structure and reporting lines to ensure the structure remains fit for purpose and sufficiently agile to meet the challenges of the evolving work program outlined in the *Council Plan 2021–2025*. The changes commencing in July 2022 include:

- revision of the departments that make up the Corporate Services Directorate to include Corporate Performance and People and Culture;
- repositioning of the Climate and Sustainability and the Projects and Infrastructure units to form the Sustainability and Infrastructure Department; and
- formation of a new Customer and Community Experience Directorate to include Transformation, Customer Experience and Councillor Business and Communications Engagement and Advocacy.

Key challenges

On 16 March 2020, the State Government declared a State of Emergency in Victoria due to the serious risk to public health posed by COVID-19. The Minister for Health continued to extend this declaration into 2021, continually shutting down some of our key services and facilities. We continued to limit staff face-to-face contact and postpone non-essential services, major works and events. We also reopened and closed key facilities, including the Service Centre at Town Hall, Glen Eira Leisure, Glen Eira Libraries and the Youth Centre.

The two-week government-mandated shutdown in the construction industry in September 2021 resulted in labour and material shortages. These shortages have impacted on the delivery of a number of projects, such as the Bentleigh Library and Youth Hub and the Murrumbeena Community Hub. The Bentleigh Library and Youth Hub is expected to be completed in early September 2022. The pop-up library in McKinnon has been extended to ensure the community has access to a library service. The Murrumbeena Community Hub is expected to be completed by September 2022.

Earlier this year, a member of the community submitted a Victorian Heritage Register nomination for the Carnegie Memorial Swimming Pool. The Heritage Council conducted a hearing on 17 May 2022 and a decision will be made within 90 days of the hearing. If the decision is favourable, a tender will be advertised for a suitable builder with a view to awarding the contract to begin construction by late 2022.

Future outlook

Council has committed to spending \$26.9 million in acquiring new open space by 2025. We are focused on proactively acquiring, developing and unlocking public open spaces and places for our residents. We will advocate to all levels of government to contribute towards developing open spaces.

After two phases of community consultation on the draft *Housing Strategy*, we will review all community feedback and have the final *Housing Strategy* ready for Council to adopt in late 2022. The *Strategy* will provide us with long-term strategic direction to meet the varied housing needs of our current and future residents.

We made an ongoing annual budget commitment to implement cycling improvements in accordance with the *Integrated Transport Strategy 2018* and the *Cycling Action Plan 2019*. The vision is for a 50:50 mode share of car and non-car trips by 2031. Our focus will be on improving cycling infrastructure around the municipality, enabling cycling to become a safe and attractive form of transport for people of all ages and abilities.

Conclusion

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



Cr Jim Magee
MAYOR



Rebecca McKenzie
CHIEF EXECUTIVE OFFICER



WHEN LOCKDOWNS EASED, STREET ENTERTAINMENT AND 20 NEW OUTDOOR DINING AREAS WELCOMED LOCALS BACK TO SHOPPING STRIPS.

COVID-19 response and recovery

As COVID-19 restrictions eased during the second half of 2021–22, we started transitioning back to in-person services and a hybrid working environment. Over the year, we responded to community needs with assistance packages, business grants, financial relief, advice and support.

Our response

As the closest level of government to the community, we play a critical role in emergency management. We continued our COVID-19 response in 2021–22, maintaining working groups such as the COVID-19 Pandemic Committee and the Pandemic Response and Recovery Team.

We provided expertise and guidance to staff and residents on restrictions, testing, quarantine and vaccination requirements, ensuring information was widely available in printed form and in numerous community languages. We also worked closely with our local public health units to ensure vulnerable and isolated residents were supported and we created a mobile vaccination clinic to service our local community.

Our services

In line with State Government directives and for the health of our community, we had to continually postpone non-essential services and events. We also closed key facilities, including the Service Centre at Town Hall, Glen Eira Leisure, Glen Eira Libraries and the Youth Centre.

We were able to open facilities in public open spaces, such as playgrounds and fitness equipment and Bailey Reserve Skate Park, however, there were occasions where we had to stop bookings for sportsgrounds, pavilions and sports facilities. Our winter sporting teams abandoned many of their matches and competitions in the middle of their season as the State locked down in 2021.

We used innovative processes to run essential services, such as immunisation, in-home support, waste, customer service and maternal and child health. These included moving services online where possible, conducting telephone appointments and using Microsoft Teams for onsite meetings. We gradually transitioned back to in-person services as restrictions eased in 2022.

Our staff

With the constant closure and reopening of our key services, we moved to providing many of our services online. This affected our casual staff and 330 staff members were not required and were not rostered during the lockdown periods. Staff that could work from home, continued to work from home during lockdown restrictions between July 2021 and October 2021. As restrictions eased, we welcomed the opportunity to recommence our face-to-face services.

We maintained and updated infection control procedures, which kept our staff and community safe. When staff were able to return to the workplace, they did so under the State Government directive, which included wearing masks and adhering to density guidelines. All staff were required to undertake COVID-19 training that covers safety measures such as vaccination requirements, hygiene and cleaning measures and how to respond to a COVID-19 suspected or confirmed case.

The State Government introduced mandatory COVID-19 vaccination orders and all staff were required to provide evidence they had received approved COVID-19 vaccinations. These orders are still applicable for specified workers and facilities.

Our community

We continued to support the community as we commenced the recovery from the COVID-19 pandemic. Some of the key initiatives we undertook this year included:

- introducing our Hardship Rates Relief Support Package which allows ratepayers to apply for a rate relief credit of \$150 on Council rates and a pro-rata adjustment for the Fire Services Property Levy;
- waivers for new registration and renewal fees that supported 1,413 food and health and wellbeing businesses;
- installing 20 outdoor dining parklets to cater for more patrons;
- converting the Godfrey Street, Bentleigh car park into the Bentleigh Urban Living Space to entice residents and visitors back to local shopping centres;
- delivering the Digital Pathways Program to assist business owners in developing their digital literacy;
- recruiting two COVID-19 Business Support Officers to assist businesses to implement COVID safe plans;
- relaxing parking infringements resulting in lost revenue of more than \$1.7 million;
- running free weekly online fitness sessions at Glen Eira Leisure;
- running free online *StoryTime* session at Glen Eira Libraries;
- providing a dedicated local COVID-19 Hotline to support residents, businesses and community groups looking for information, advice and support during the COVID-19 crisis. A total of 240 community members accessed our Hotline to receive support and advice; and
- delivering a COVID-19 Emergency Food Relief Program to over 100 residents in mandatory isolation who had no other means of support.

Looking ahead

The COVID-19 pandemic has had a significant impact on our community and workforce over the past two years. We will continue to consult with the community on initiatives to help community groups, businesses and sporting clubs to remain viable and resilient.

As an organisation we will continue to focus on bringing our staff back together to strengthen collaboration, creativity and social connections. We will also make progress on major projects that were placed on hold during the pandemic.

Our Councillors

Our City is made up of three wards, with three Councillors elected for each ward. The Councillors elect a Mayor and Deputy Mayor once a year.

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

Cr Neil Pilling resigned from Council on 29 March 2022. On 27 April 2022, the Victorian Electoral Commission held a countback to fill the extraordinary vacancy. Sue Pennicuik was the successful candidate. Cr Pennicuik was sworn in as a Councillor for Glen Eira's Rosstown Ward on 3 May 2022.



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

LEFT TO RIGHT: CR SIMONE ZMOOD, CR DAVID ZYNGIER, CR ANNE-MARIE CADE, CR SUE PENNICUIK, CR JIM MAGEE, CR LI ZHANG, CR MARGARET ESAKOFF, CR TONY ATHANASOPOULOS AND CR SAM PARASOL.

Our Councillors

CAMDEN WARD



Cr Sam Parasol OAM JP

Cr Parasol was elected to Council in 2020.

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

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

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

One of Cr Parasol's passions is sport, where he served as an administrator and competitor and has represented Australia 15 times in international games. You can often find Cr Parasol playing or watching sports with family and friends.

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

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

Mobile: 0466 372 822

Email: sparasol@gleneira.vic.gov.au



Cr Simone Zmood

Cr Zmood was elected to Council in 2020.

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

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

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

Mobile: 0466 469 776

Email: szmood@gleneira.vic.gov.au

CAMDEN WARD

CONTINUED



Cr David Zyngier

Cr Zyngier was elected to Council in 2020.

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

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

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

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

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

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

Mobile: 0427 319 018

Email: dzyngier@gleneira.vic.gov.au

CAMDEN WARD



ROSSTOWN WARD



Cr Margaret Esakoff

Cr Esakoff was elected Mayor for the 2020–21 Council year.

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

Cr Esakoff has experience in business administration — having run a small business with her husband — and has worked in the publishing, advertising and radio/television industries.

She is serving her sixth term on Council, serving as Mayor in 2005, 2007, 2011, 2020 and 2021 and has served as Deputy Mayor in 2008 and 2010. She now devotes her time to Council, in addition to her voluntary work.

Cr Esakoff is committed to improving your quality of life. She believes in strong community involvement and takes a keen interest in all community issues.

Mobile: 0407 831 893

Email: mesakoff@gleneira.vic.gov.au



Cr Tony Athanasopoulos

Cr Athanasopoulos joined Council in 2016 and was Mayor in 2018. He was born of two migrant parents from Greece and Italy. They worked hard to give their three boys the life they envied and taught them the importance of service.

Cr Athanasopoulos works in Carnegie, running a family business with his wife Katherine. He has a son and daughter.

Cr Athanasopoulos imagines a world where people inspire and nurture each other to achieve excellence. He wants to use this vision to enhance our City and ensure we keep providing the best facilities and services.

Cr Athanasopoulos has a Certificate III in Hairdressing (Head Masters Academy) and a Certificate IV in Hairdressing and Training and Assessment (TMG College).

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Email: tathanasopoulos@gleneira.vic.gov.au

ROSSTOWN WARD

CONTINUED



Cr Sue Pennicuik

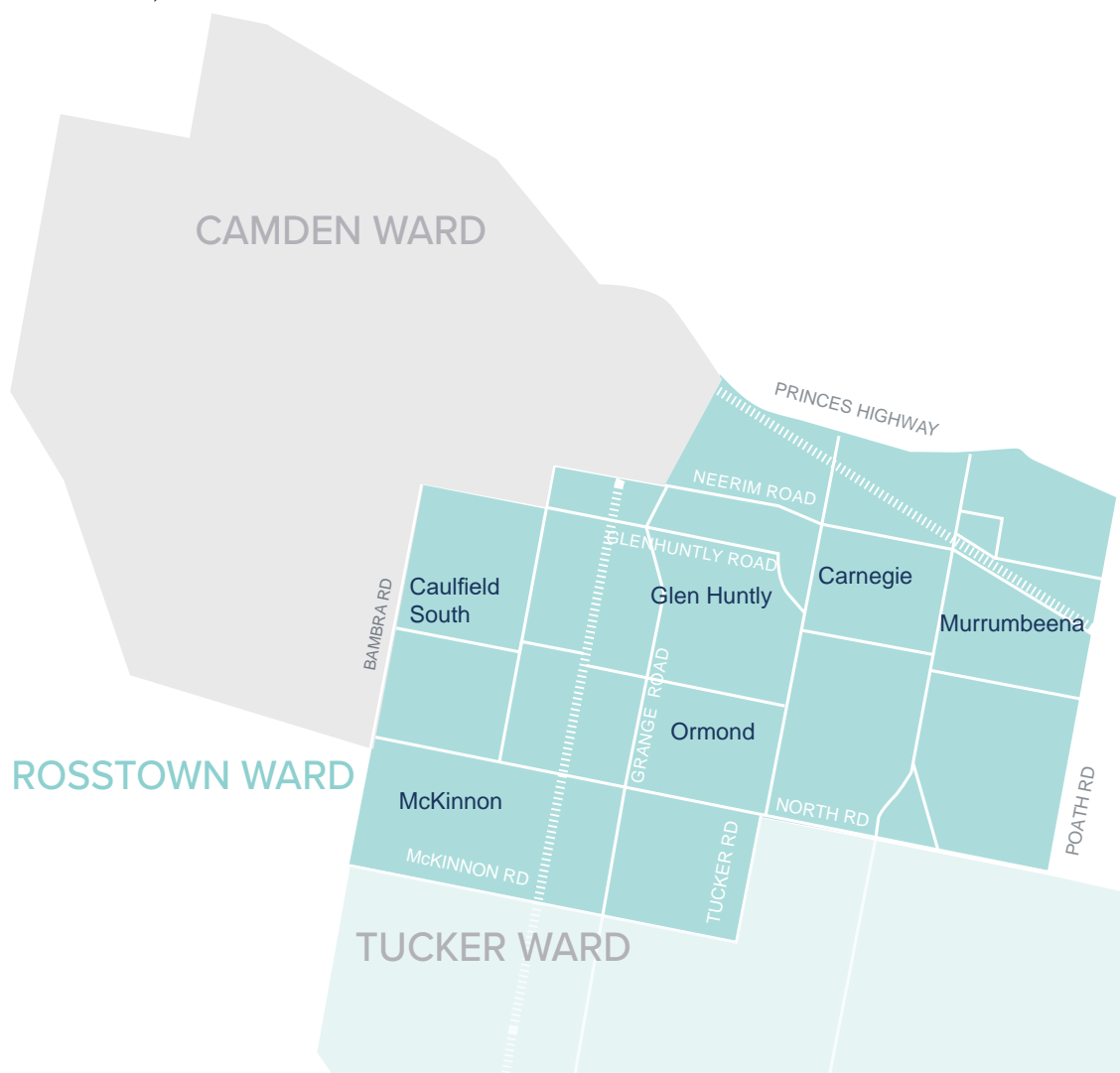
Cr Pennicuik represented the Australian Greens in the Southern Metropolitan Region for 12 years and held various portfolios, including Arts, Education, Employment, Justice, Consumer Affairs, Sport, Tourism, LGBTIQA+ and Animal Welfare. She is committed to social justice and equality, the environment and for greater investment in public education, housing and the arts.

Before entering parliament, Cr Pennicuik worked in a variety of fields, including education and training, retail, hospitality, fitness and occupational health and safety. Her qualifications include a Bachelor of Arts, Bachelor of Applied Science, Diploma of Education, and Masters in Environmental Science.

Cr Pennicuik's priorities for Council include working with the community to improve our environmental performance and waste management; preserve our neighbourhoods and heritage; create more public open space; increase our tree canopy and biodiversity; and continuing to provide quality services for people of all ages, needs and abilities.

Mobile: 0403 789 771

Email: SPennicuik@gleneira.vic.gov.au



TUCKER WARD



Cr Anne-Marie Cade

Cr Cade is a lawyer who has lived in Glen Eira for more than 19 years. She has three children between the ages of 19 and 28.

Cr Cade ran her own law firm for more than 12 years and now works as a family law mediator and coach. She is a Nationally Accredited Mediator and a Family Dispute Resolution Practitioner.

Cr Cade has a strong sense of community, having lived and worked in the area. She wants to make a valuable contribution by addressing residents' concerns at Council level.

Cr Cade has a Master of Laws in Applied Law (College of Law) majoring in Family Dispute Resolution Practice.

Mobile: 0466 372 809

Email: acade@gleneira.vic.gov.au



Cr Jim Magee

Cr Magee was elected Mayor for the 2021–22 Council year.

Cr Magee emigrated from Belfast, Northern Ireland in 1970.

He has lived in Tucker Ward for more than 31 years. He is married to Claire and has two sons, Daniel and Joe.

Cr Magee is serving his 14th year on Council and was Mayor in 2015 and Deputy Mayor in 2017 and 2020.

Cr Magee believes serving as a Councillor has been one of the most rewarding periods of his life and is forever grateful for the opportunity.

Mobile: 0427 338 327

Email: jmagee@gleneira.vic.gov.au

TUCKER WARD

CONTINUED



Cr Li Zhang

Cr Zhang was elected Deputy Mayor for the 2021–22 Council year.

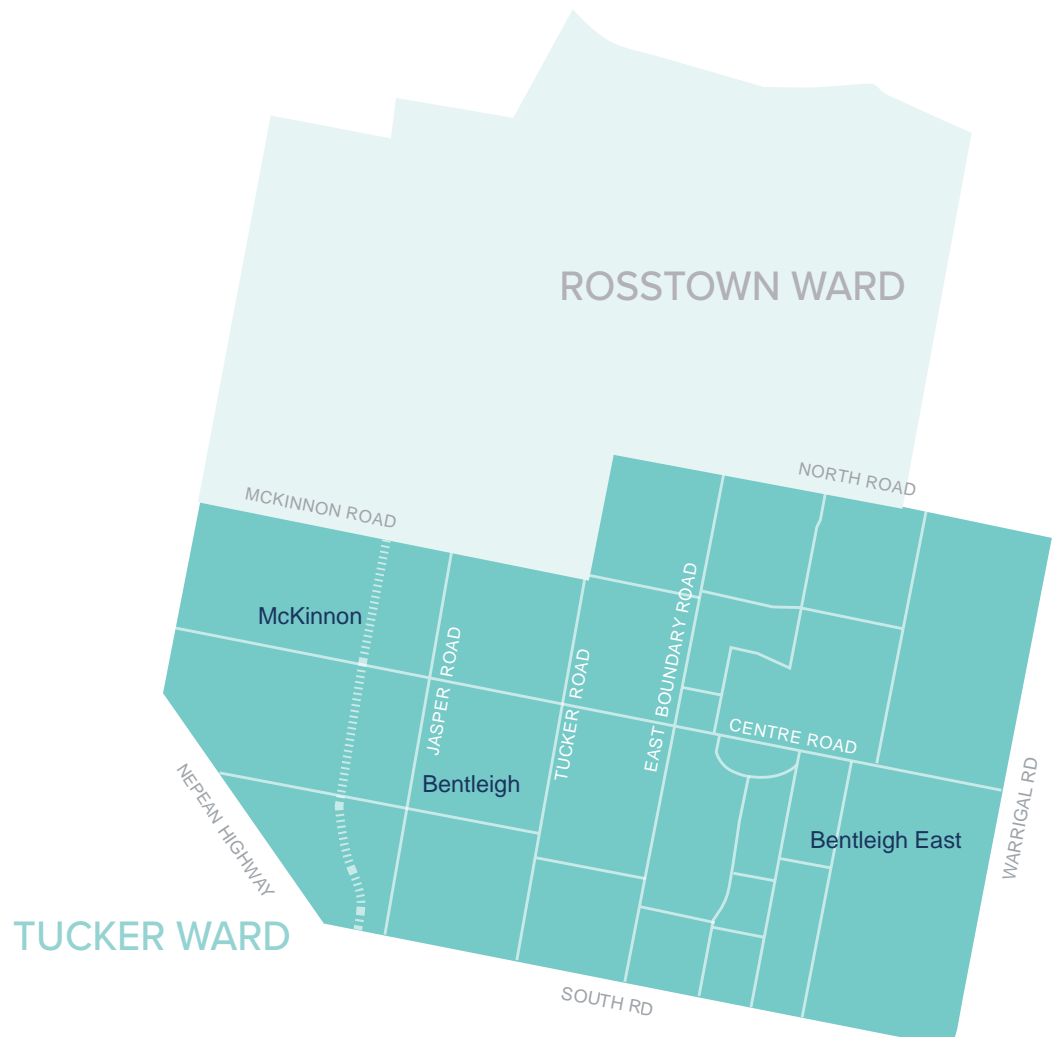
Cr Zhang was elected to Council in 2020. She is passionate about Glen Eira and is committed to helping make it Victoria's best place to live, work and visit. Cr Zhang has strong community connections from volunteering at schools, supporting multicultural artists, mentoring young people and looking after local senior citizens groups.

Cr Zhang works in the fashion and apparel industry. She has a Master of Business Administration from the University of Melbourne and 20 years of business experience.

Cr Zhang has one teenage child. She is a trilingual speaker of Mandarin, Japanese and English. She enjoys hiking, cycling, cooking and reading

Mobile: 0499 357 262

Email: lzhang@gleneira.vic.gov.au



The Executive

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

The Team is accountable to the CEO for effective and efficient management of their portfolios and the collective delivery of Council's internal transformation program, the *Glen Eira Council Plan 2021–2025* and *Glen Eira Together — Our Organisational Plan*.



CHIEF EXECUTIVE OFFICER
Rebecca McKenzie

Commenced position in February 2016

Rebecca is an accomplished leader with a successful executive career across three countries and three sectors. Before joining Council, her roles included CEO at Mitchell Shire Council and Director of Corporate Services at Yarra Ranges Council.

During an eight-year stint overseas, Rebecca held director-level roles in human resource management at Swindon Borough Council in the United Kingdom and the National University of Ireland in Dublin. In her early career, she worked in various roles with the Queensland Government.

Rebecca has a Bachelor of Arts (Griffith University), Graduate Certificate in Business Administration (Griffith University), Master of Science (Sheffield Hallam University UK) and is a graduate of the Australian Institute of Company Directors. She is also Chair of the Board of Zoos Victoria.



DIRECTOR COMMUNITY WELLBEING

Mark Saunders

Commenced position in December 2020

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

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



CHIEF TRANSFORMATION OFFICER

Kellie Vise

Commenced position in September 2020

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

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

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



DIRECTOR INFRASTRUCTURE AND OPEN SPACE

Niall McDonagh

Commenced position in October 2020

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

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

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



DIRECTOR PLANNING, PLACE AND SUSTAINABILITY

Ron Torres

Commenced position in December 2014

Ron joined Council in 1996. He has more than 20 years' experience in urban planning for inner-city and middle-ring municipalities. His career includes a range of management roles.

Ron has experience in statutory and strategic urban planning, Victorian Civil and Administrative Tribunal (VCAT) and planning panels. He has also successfully delivered programs in strategic transport, waste management and environmental sustainability, animal management, activity centres and structure plans. Each of these are aimed to safeguard and develop community services and wellbeing.

Ron is the Executive lead in the following Council committees: Strategic Transport Advisory Committee, Sustainability Advisory Committee, and the Glen Eira Business and Economy Advisory Committee.

Ron has a Bachelor of Planning and Design (The University of Melbourne).

The Executive continued



DIRECTOR CORPORATE SERVICES

Peter Swabey

Commenced position in July 2016

Peter has more than 30 years' experience in senior executive leadership roles, including general management, financial and company secretarial responsibilities in Local Government, banking and finance, and legal services industries. He has vast experience in financial and general management, including treasury, payroll and internal and external financial reporting requirements. Peter was our Chief Financial Officer from 2004 to 2016.

Peter has a Bachelor of Business (Accounting) (Monash University) and is a Certified Practising Accountant.



EXECUTIVE MANAGER PEOPLE AND CULTURE

Mary-Anne Palatsides

Commenced position in August 2016

Concluded position in April 2022

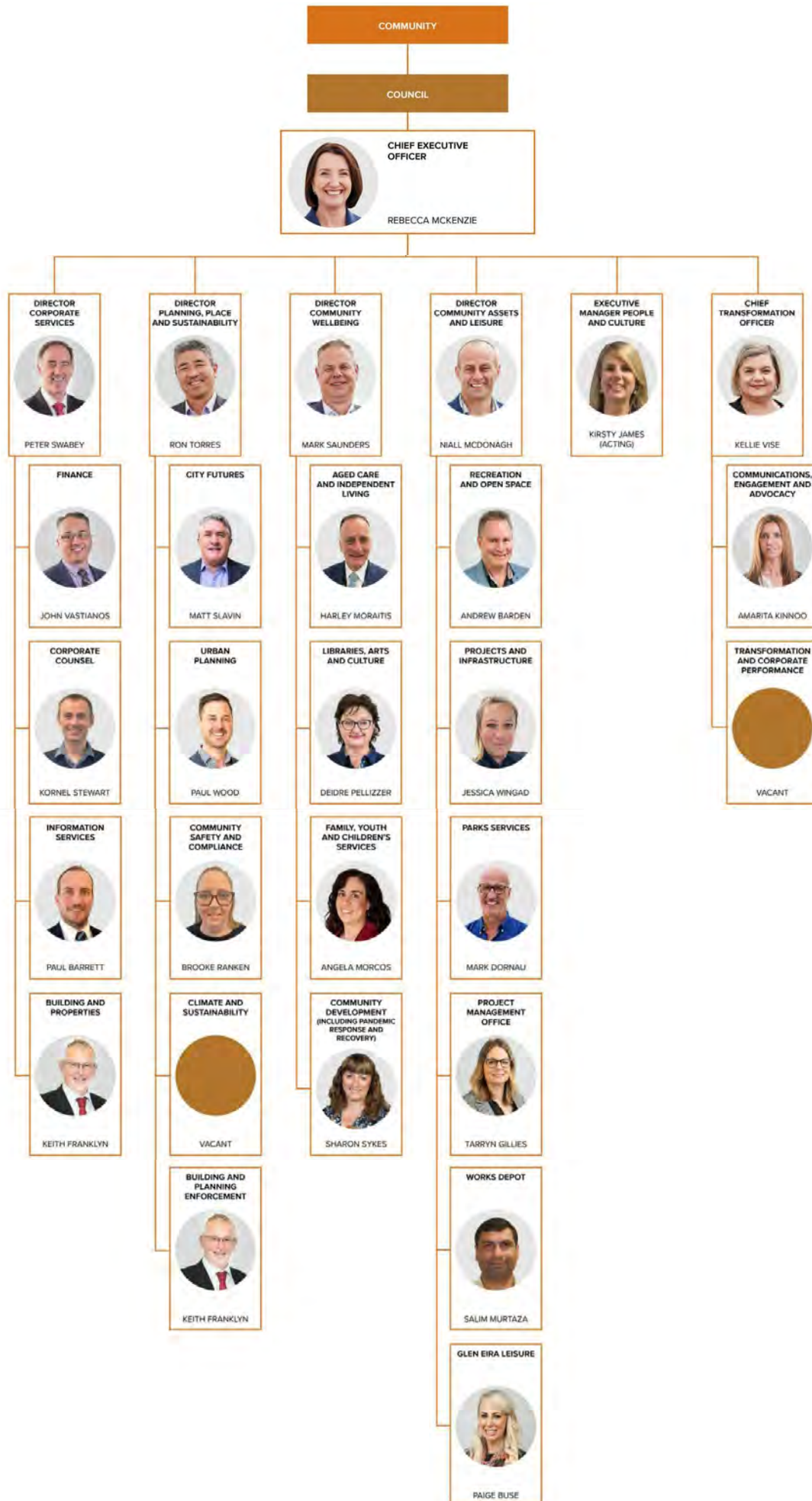
Mary-Anne has more than 20 years' experience in human resource management roles within Local Government. In her roles at the City of Melbourne, Knox City Council and now Glen Eira City Council, Mary-Anne has provided leadership in strategic and operational human resource management and organisational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

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

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

Organisational structure

As at 30 June 2022

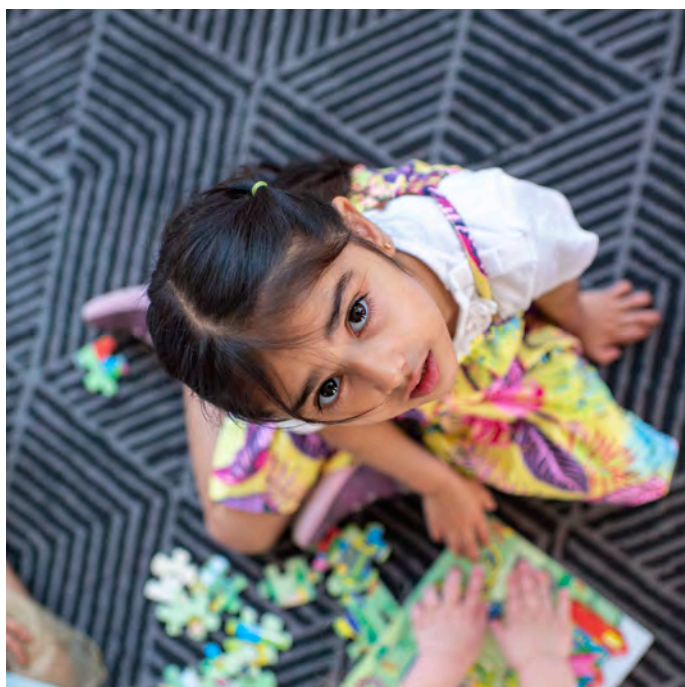




GLEN EIRA TOWN HALL,
CAULFIELD.

THE YEAR AT A GLANCE

Key projects and activities snapshots



Planning for the future

The adoption of our *Integrated Planning and Reporting Framework* ensures we have alignment of all our planning activities. Our plans and strategies guide how we will address housing issues and climate change, and support community health and wellbeing into the future.

The *Glen Eira Council Plan 2021–2025* is our overarching strategic plan outlining the outcomes we seek to achieve over the next four years. It shapes how we will plan for the future, deliver highly valued services and infrastructure and work collaboratively with and for the community.

The *Glen Eira Community Wellbeing Plan 2021–2025* aims to address the impact of climate change on health and wellbeing, increase healthy eating and active living, reduce tobacco-related harm, and address violence prevention.

Our draft *Housing Strategy* aims to manage the needs of our growing and changing population, through more housing and a greater variety of housing types. We will consider the final *Housing Strategy* for adoption in late 2022.

Our *Smart City Roadmap* guides us in using digital technologies for liveability, sustainability, proactivity and collaboration.



Engaging with the community

Community engagement at Glen Eira aims to be meaningful, inclusive and effective. Our *Community Engagement Policy and Strategy* is our promise to undertake best-practice engagement.

We used different types of engagement throughout the year to ensure we heard from diverse groups, such as children and young people or groups at risk of not being represented. Community engagement for our *Housing Strategy* included drop-in sessions, online surveys, webinars, phone calls and written submissions.

Community engagement helped set our *Budget 2022–2023* priorities via:

- the Glen Eira Deliberative Citizens' Panel;
- an interactive budget simulation tool; and
- recommendations from a group representing residents and stakeholders.

In developing our 10-year *Asset Plan*, we conducted three stages of community engagements, including an online survey, in-person deliberative panel sessions and an online review of our draft *Asset Plan 2022*.

THE YEAR AT A GLANCE

Key projects and activities snapshots



Open space

We committed \$26.9 million for new and improved open space in identified areas over the next four years. Some of our key deliverables this year include:

- the opening of Aileen Avenue Park, Caulfield South;
- the purchase of 64 and 66 Mackie Road, Bentleigh East, to extend the Mackie Road Reserve
- improvements made to the Djerring Trail linear space;
- acquiring three properties at 15, 17 and 19 Porter Road, Bentleigh to create a new park; and
- acquiring 751 Centre Road, Bentleigh East for a future urban open space.



Urban Forest Strategy

Our *Urban Forest Strategy* outlines our direction for protecting, managing, and planting trees on public and private land. The *Strategy* aims to increase the municipal tree canopy cover from 12.5 per cent to 22 per cent by 2040.

To meet the target set out in the *Strategy*, we planted 1,008 trees and created over 2,500 square metres of garden beds in 2021–22. This included 170 new canopy trees across Lord Reserve and Koornang Park.

THE YEAR AT A GLANCE

Key projects and activities snapshots



Climate Emergency response

Our *Climate Emergency Response Strategy 2021–2025* sets out how we will respond to the climate emergency and work with governments and the community to drive strong action.

In our response to the climate emergency, all Council-owned buildings and infrastructure are now powered with 100 per cent renewable energy through the Victorian Energy Collaboration. We are constructing all-electric buildings at Carnegie Memorial Swimming Pool and Murrumbeena Community Hub.

We approved the *Glen Eira Integrated Water Management Plan | Dhumbali W'urneet Gadhaba*, which directs us on how to manage water in our environment. We also continue to support Glen Eira residents to be more sustainable through initiatives like our *Climate Conversations* program.

THE YEAR AT A GLANCE

Council statistics



27
COMMUNITY ENGAGEMENTS CONDUCTED

We are committed to governing the City of Glen Eira in a democratic, open and responsible manner. Meaningful engagement is critical to good decision-making, allows for two-way feedback and positive outcomes. The endorsement of our *Community Engagement Strategy 2022–2026* outlines our commitment to actively engaging the community through best-practice consultation. During the year, we reduced the number of community engagements in response to the COVID-19 pandemic before slowly resuming safe ways to engage with our community.

The [Community Engagement Strategy](#) is available on our website.

We undertook 27 community engagement activities in 2021–22. We had 5,519 responses to consultations and *Community Voice* surveys and polls.

2021–22 27 engagements



62% (33,950 TONNES)
TOTAL WASTE RECYCLED

We collect recyclables through fortnightly collections of our combined food waste/green waste bin and our recycling bin for glass, plastics, metal and paper. We also provide residents with three hard rubbish, branch and cardboard collections per year for larger amounts of waste. Glen Eira recycles nearly half of its waste, and our food waste recycling service allows residents to recycle food waste that would have otherwise gone to landfill.

2021–22	62%	33,950 tonnes
2020–21	49%	27,493 tonnes
2019–20	49%	27,079 tonnes
2018–19	46%	23,810 tonnes

THE YEAR AT A GLANCE

Council statistics continued



1,155

PLANNING APPLICATIONS DECIDED

Our planning aims to balance population growth with enhancing the unique character and heritage of our City. We are responsible for applying planning laws through the permit process, which aims to ensure that development in Glen Eira:

- is suitable, safe and environmentally sensitive;
- preserves significant heritage areas;
- complies with planning laws; and
- contributes to the character of an area without impacting nearby residents.

In 2021–22, we received 1,192 planning applications and decided on 1,155 applications. We continued to deliver the most efficient planning permit function in Metropolitan Melbourne, with 89.35 per cent of ordinary planning applications determined within 60 days and 99.4 per cent of VicSmart planning applications determined within 10 days.

2021–22 **1,155 applications**



13,328

PEOPLE CAME TO OUR COMMUNITY EVENTS

Bringing our diverse community together is one of our top priorities. We held a range of cultural events, festivals and exhibitions throughout the year including; live local musicians at two *Rolling Shows* events; *National Reconciliation Week*; *Glen Eira Christmas Carols in the Gardens* at Rippon Lea Estate; *International Women's Day*; interactive immersive events such as *The CUBE* in Carnegie Community Space; and our major curated exhibitions in Council's Gallery.

COVID-19 restrictions and lockdowns led to many major cultural events being postponed. In response, online events were programmed, including *Live Sunday Sessions* featuring performances by local Glen Eira talent, as well as conversations with artists, curators and local historians. *National Reconciliation Week* and our largest annual event, the *Glen Eira Storytelling Festival* were also presented online. 3,508 people attended our online community events in 2021–22.

As restrictions eased, many events returned to face-to-face. We resumed regular events such as carers' exercise classes and Fun and Friendship afternoons, while the *Community Awards 2022* returned to Glen Eira Town Hall. We also held events to recognise occasions such as *Refugee Week* and *World Elder Abuse Day*.

2021–22	13,328
2020–21	16,437*
2019–20	39,527*
2018–19	62,963

*Live events not permitted under COVID-19 restrictions

THE YEAR AT A GLANCE

Council statistics continued



4,740

PARTICIPANTS IN YOUTH SERVICES PROGRAMS
AND EVENTS

Glen Eira Youth Services offers a range of events, programs and support services for young people aged 10 to 25. These assist in maintaining young people's health and wellbeing and help them connect with each other and their community.

Our range of school programs includes: *Pride in schools* — an initiative that helps support the establishment of school LGBTIQA+ support groups; *Moving Up* — a program for students transitioning from grade 6 to year 7; *School Engagement Program* — a new program giving students the opportunity to discuss community issues with students from other schools in Glen Eira.

Our range of community programs includes: *Youth Climate and Sustainability Action Group* — 12 volunteers who aim to advocate and educate for a more sustainable community; *Youth Events and Leadership Team* — 10 volunteers who organise and lead the production of major Glen Eira youth events; *Living Life and Skills* — a series of workshops offering information and training around employment and key life skills; Drop-In sessions — a weekly casual participation program that encourages social connection; *Your Story* — a series of workshops to help young people build skills and share their stories.

We ran 105 targeted community programs in 2021–22 and connected with 2,103 young people.

With face-to-face youth services closed during the State of Emergency, we continued to support our vulnerable young people with online community programs and virtual support sessions through: online parent information nights, such as *Moving Up* — supporting their child's transition to high school, and the *Cyber Safety Project*. The service continued to provide events engaging young people, such as the *Youth Art Exhibition: Unity in Community*, for which we received more than 220 entries.

We supported a total of 5,275 young people across the year.

The Youth Advisory Committee continued to advise Council when developing initiatives, strategies and plans impacting young people.

2021–22 4,740

2020–21 3,954*

2019–20 9,490**

2018–19 10,161

* Includes attendance to our online events.

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

THE YEAR AT A GLANCE

Council statistics continued



16,390*

ATTENDANCES AT LIBRARY EVENTS

Glen Eira Libraries offer welcoming, innovative and engaging services and programs that provide opportunities for literacy, learning and creativity for everyone in our community. As at June 2022, we had 53,822 library members.

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

During 2021–22, we continued to adapt effectively to changing situations around COVID-19 lockdowns. We are proud of the positive community response to our efforts. Our expanded home library service continued to supply books to our most vulnerable and isolated community members. We also continued our contactless click and collect service when possible, for members who prefer print over digital.

Access to services was available online 24/7 in response to reduced branch opening hours and closures. Members benefitted from a larger range of e-books, e-magazines and other electronic resources. Our *Library@Home* program of on-demand content also continued with high levels of engagement attracting over 4,000 views.

We ran more than 90 online events in 2021–22, which were attended by 4,793 people. Events included 'in-conversation' talks with local and international experts and authors, art classes, wellbeing sessions, gardening tips, and science, craft and cooking workshops.

As restrictions eased in early 2022, many events returned to face-to-face. We held 226 in-person events in 2021–22, including jewellery, craft and writing workshops, origami and mosaic classes, *BabyTime* and *StoryTime* sessions and a *National Simultaneous Storytime* event. In 2021-22, 11,597 people attended our in-person events

2021–22 16,390*

2020–21 8,651*

2019–20 1,464

2018–19 72,259

* Includes attendances to our online events

THE YEAR AT A GLANCE

Council statistics continued



6,625
IMMUNISATIONS

Immunisation protects children and the community from harmful and contagious diseases. We provide free vaccinations to the Glen Eira community as part of the National Immunisation Schedule.

Our main focus is immunising children aged six weeks to four years and adolescents aged 12 to 16. We also provide catch-up immunisations for people under 19 who have moved to Australia from overseas. In 2021, we introduced an online appointment booking system for community immunisation sessions. Our immunisation coverage for children aged five and under is an average of 94.06 per cent. The state average is 94.03 per cent. This is a slight decrease of less than one per cent since 2020–21.

Our teams delivered the first round of the *School Immunisation Program* in March this year where we administered 1,212 vaccines in secondary schools, an increase of 166 on the previous year.

2021–22	6,625
2020–21	7,069*
2019–20	11,005
2018–19	10,590**

* COVID-19 lockdown limited our immunisations.

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



26,187
MEALS DELIVERED AND PROVIDED*

Our delivered meals service provides the benefit of regular cooked meals to eligible older residents. The service caters to their specific dietary needs including vegetarian, modified and diabetic meals. The meals are delivered chilled for reheating and are comprised of soup, a main meal and dessert. The meals are delivered by our team of volunteers and administered by the staff at our Leila Road Centre.

The service provides food security and informal health monitoring, which was critical during COVID-19. The service also provided emergency food and grocery relief for all residents of Glen Eira affected by COVID-19 who were unable to get to the supermarket due to isolation.

A total of 316 people used this service during 2021–22, consuming a total of 24,987 meals.

The service also provides lunch to participants of our *Social Support Program*. The *Program* provides opportunities for friendship through activities such as exercise, outings, table games, music therapy and Tai Chi. Sharing a meal with others is also an integral part of the *Program*. During 2021–22, more than 60 people used this service and we provided 1,200 meals to participants.

Several alternative pre-prepared meal providers have emerged in recent years, giving clients more options. Nevertheless, our committed team of volunteers delivered an average of 2,080 meals each month.

2021–22	26,187	2020–21	33,026
2019–20	29,623	2018–19	37,900

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

THE YEAR AT A GLANCE

Council statistics continued



61,568

HOURS OF IN-HOME AND
SOCIAL SUPPORT PROVIDED

Our in-home and social support program assists older residents to remain safe and independent in their own home, while providing opportunities to stay connected with their community, family and friends. The services include:

In-home support service – provides essential cleaning and assistance with household tasks to help residents maintain a healthy home. The service helps with tasks that residents cannot do on their own, such as meal preparation and unaccompanied shopping, due to illness, frailty or a disability. In-home support also offers personal care services, such as showering, dressing and grooming. The service made 1,400 in-home support visits in 2021–22.

Home maintenance and home modification services – help our older residents to maintain their independence, and promote their safety, accessibility, health and wellbeing within their home environment. Maintenance includes door and window lock repairs, light globe changes, gutter cleaning, and smoke detector installation. Modifications include adding rails in showers, changing steps and lowering furniture as assessed by the Occupational Therapist. The services made 2,433 home maintenance visits and 375 home modifications in 2021–22.

Community transport service – assists older residents with limited access or difficulty using public transport. The service includes home pick-up and transport to community locations such as shopping centres, libraries, GESAC and senior citizen centres. The community transport service provided transport for 140 residents, totalling 3,105 trips in 2021–22.

Social support groups for older residents wanting to participate in group activities such as exercise, gardening, outings, and table games. Group activities help residents to maintain their independence, while offering great physical, social and emotional benefits. The *Explorers Program* allows independent or socially isolated residents to get out and about around Melbourne for scenic drives, concerts, picnics and art gallery visits. There were 490 social support activities in 2021–22.

2021–22 61,568

2020–21 61,190

2019–20 91,385

2018–19 117,271

THE YEAR AT A GLANCE

Council statistics continued



1,008
TREES PLANTED

Being green and leafy is an important part of Glen Eira's character. We have increased the number of street trees from 30,000 to more than 48,000 over the past 20 years. In 2021–22 we planted 1,008 new and replacement trees across our parks and streets and regularly monitored the health of these trees to ensure they are thriving and do not pose any risk to public safety or property.

2021–22	1,008
2020–21	1,854
2019–20	950*
2018–19	2,077

*Limited plantings due to COVID-19 restrictions.

Key projects and activities



Planning for the future

Guided by our *Integrated Planning and Reporting Framework* we developed a range of plans and strategies to guide how we will address housing issues and climate change, and support community health and wellbeing into the future.

The *Glen Eira Council Plan 2021–2025* includes five strategic directions for the next four years:

- Well-informed and transparent decisions and highly valued services
- Access to well-designed and maintained open spaces and places
- A liveable and well-planned City
- A green and sustainable community
- A healthy, inclusive and resilient community

The *Glen Eira Community Wellbeing Plan 2021–2025* outlines how we will work to improve health and wellbeing across all ages, genders, backgrounds and abilities. It also aims to address the impact of climate change on community health and wellbeing. Its other priorities are to increase healthy eating and active living, reduce tobacco-related harm, and address the issue of violence prevention.

To meet the needs of our growing and changing population, Glen Eira needs more housing and a greater variety of housing types.

Our draft *Housing Strategy* addresses these needs by:

- managing housing growth to 2036 and beyond;
- considering existing and future neighbourhood character;
- identifying the scale and location of change; and
- ensuring there is enough land for housing.

We will consider the final *Housing Strategy* for adoption in late 2022.

Our *Smart City Roadmap* guides us in using digital technologies for liveability, sustainability, proactivity and collaboration.

Smart city initiatives already underway in Glen Eira include:

- four new electric vehicles for staff use as part of Council's fleet;
- an online tool to help the community plan safe pedestrian routes; and
- digital engagement tools such as virtual group fitness programs, virtual reality, and digital walking tours.

Key projects and activities



Engaging with the community

Community engagement at Glen Eira aims to be meaningful, inclusive and effective.

Engaging with residents, groups, businesses, and organisations is vital in building relationships, enhancing community capacity, and ensuring we make well-informed decisions. Our *Community Engagement Policy and Strategy* is our promise to the community to undertake best-practice engagement.

We use different types of engagement to elicit feedback from diverse groups, such as children and young people or groups at risk of not being represented. Community engagement for our *Housing Strategy* included in-person drop-in sessions, online surveys, webinars, and inviting phone calls and written submissions.

A range of community engagement activities helped set

our *Budget 2022–2023* priorities. These included a Glen Eira Deliberative Citizens' Panel, an interactive budget simulation tool, and long-term financial recommendations from a group representing residents and stakeholders.

We advocate for projects that are important to the community and make our City more sustainable, liveable and inclusive. With federal and state elections in 2022, we will be proactively seeking funding and policy commitments to support our priorities.

During the federal election campaign, we successfully advocated to secure \$15 million towards the Carnegie Memorial Swimming Pool redevelopment.

Other key advocacy priorities included actions to address the climate emergency and funding for safe, accessible and sustainable transport options.

Key projects and activities



Open space

The *Glen Eira Council Plan 2021–2025* includes a \$26.9 million commitment to provide new and improved open space in identified areas over the next four years. Some of our achievements towards this target included:

Aileen Avenue Park

Construction of Aileen Avenue Park was completed in February 2022. It provides an open grass area, play equipment, nature play, seating and shelter.

The new park is located at 6 Aileen Avenue in Caulfield South. It is a relaxing space, just one street away from the hustle and bustle of Hawthorn, Kooyong and Glenhuntly Roads.

The Djerring Trail linear space

The Djerring Trail linear space has been a huge success, providing off-road, green and engaging connections between Caulfield and Hughesdale Stations. Garden beds, seating areas, and solar LED light poles and bollards have been installed along the shared commuter path, offering significant enhancements for pedestrians and cyclists.

Porter Road, Bentleigh

We recently acquired three properties at 15, 17 and 19 Porter Road, Bentleigh to create a new local park. This is part of our work to actively seek public open space investment opportunities.

We also consulted with the community on four redevelopment opportunities in 2021–22.

Mackie Road Reserve

We purchased 64 and 66 Mackie Road in 2020, to increase open space in Bentleigh East. These purchases will create significant improvements and opportunities through extension of the neighbouring Mackie Road Reserve.

We sought community feedback to develop a draft Mackie Road Reserve Masterplan, which will guide future investment. The Masterplan also seeks further input on Mackie Road Reserve redevelopment to meet future community needs.

Packer Park Playground upgrade

Packer Park is one of Glen Eira's most popular and well-serviced sport and recreation facilities. The playground upgrade project is an opportunity to provide a more inclusive, sensory and interactive play experience.

We held two phases of community engagement and considered all feedback on the concept design. On 17 May 2022, Council endorsed the revised play space concept design.

Boyd Park Playground upgrade

An upgrade of Boyd Park was identified as an action in the Outer Circle Railway Management Plan, endorsed by Council in March 2019.

Key projects and activities



Open space continued

We consulted with the community on the concept design which incorporates an expansion on the existing equipment, the inclusion of all abilities access elements, nature play and intergenerational play equipment.

Centenary Park Playground upgrade

We are expanding the play experience, accessibility and appeal of the Centenary Park playground in East Bentleigh.

We have secured funding from the State Government with a commitment of up to \$250,000 to assist with this project.

The new playspace will include imaginative play elements and equipment, a bouldering/climbing wall, a stand-alone basketball hoop and netball ring. Social seating will be provided at the end of the cricket nets to provide further recreation activities for the community.

Key projects and activities



Urban Forest Strategy

Our *Urban Forest Strategy* outlines our commitment to protecting, managing, and planting trees on public and private land. The *Strategy* aims to increase the municipal tree canopy cover from 12.5 per cent to 22 per cent by 2040.

Adopted in July 2021, our strategic vision is “The City of Glen Eira’s urban forest will be green, resilient and healthy, creating a liveable and sustainable City for current and future generations where trees and vegetation are a core element.”

This vision guides the following five action areas:

- maintain and protect Glen Eira’s public and private land urban forest;
- grow the future urban forest through designed solutions for trees and innovative green infrastructure on public and private land;
- adapt to climate change and reduce urban heat impacts through embedding leading practice urban forest management into Council’s decision-making, investment and processes;
- engage and collaborate across sectors with the community, developers and other agencies; and
- monitor and evaluate the progress of the urban forest, including progress towards targets.

These areas informed key actions to guide timelines and strategy implementation.

We have made the following investments to better protect and strengthen our natural assets:

- \$1,330,000 for planting and replacing street and park trees;
- \$1,730,000 for tree inspections; and
- \$1,130,000 for tree risk and management.

In 2021–22 we planted 170 new canopy trees across Lord Reserve and Koornang Park. We selected a mix of small, medium and large trees to provide the best outcomes for canopy, amenity and biodiversity. The planting of these trees will increase the tree canopy at both locations by 45 per cent when the trees reach maturity.

We commenced drafting plans to further expand open space canopy cover, having scoped sites such as Moorleigh Community Village, Packer Park and Rosanna Reserve.

We also completed two new streetscapes in Elsternwick that involved the creation of tree planting pits. These have resulted in over 50 new trees added to locations that were devoid of tree canopy.

We planted 1,008 trees and created over 2,500 square metres of garden beds in 2021–22.

Key projects and activities



Climate Emergency Response

Our Climate Emergency Response Strategy 2021–2025 sets out how we will respond to the climate emergency, and work with governments and the community to drive strong action.

Endorsed in June 2021, the *Strategy* commits to 70 actions that will 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.
- We strive for net zero Council emissions by 2025.
- Net zero community emissions by 2030.

All Council-owned buildings and infrastructure are now powered with 100 per cent renewable energy through the Victorian Energy Collaboration.

As part of our roadmap to electrify our buildings, we are constructing all-electric buildings at Carnegie Memorial Swimming Pool and Murrumbeena Community Hub.

We approved the *Glen Eira Integrated Water Management Plan | Dhumbali W'urneet Gadhaba*. The *Plan* directs how we manage water in our environment and what actions we commit to, given the probability that flooding and drought will become more severe and frequent.

We also continue to support Glen Eira residents to adopt more sustainable practices. *Our Climate Conversations* program trains local volunteers to facilitate conversations about climate change. This also educates the community on cutting their carbon footprint and taking other climate actions.

Council's priorities

Integrated Planning and Reporting Framework

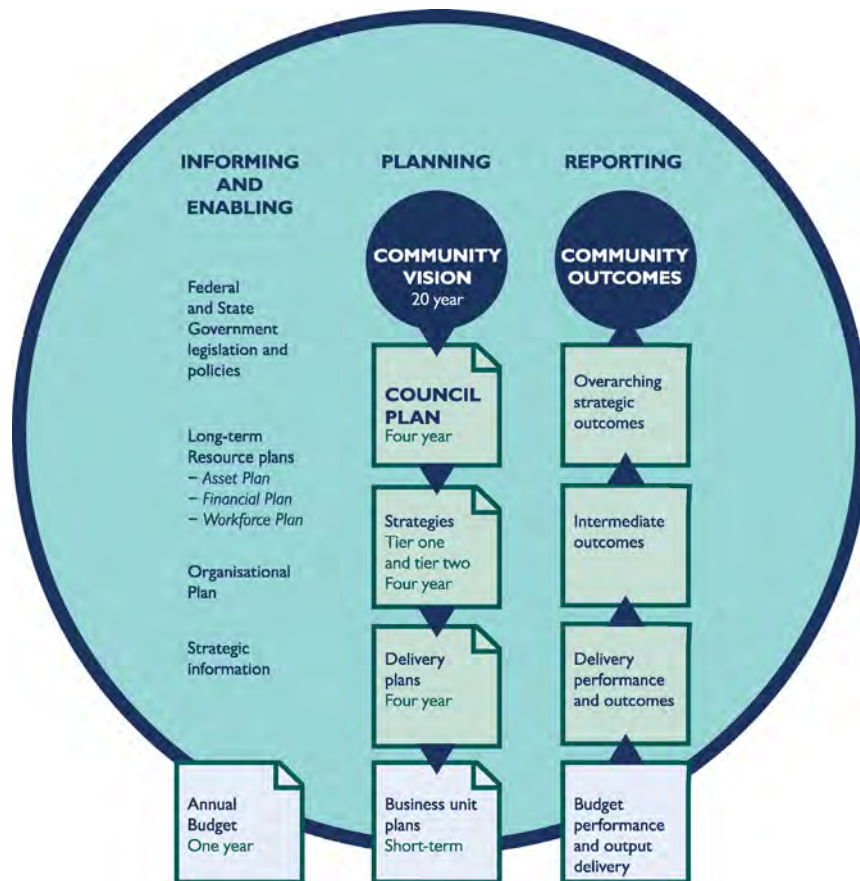
Under the *Local Government Act 2020*, all councils must operate under a set of principles that support improved decision-making and more integrated and transparent planning and reporting.

Integrated planning and reporting are important because the strategies and plans we develop all contribute towards achieving the community's aspirations, outlined in the *Glen Eira 2040 Community Vision*.

Integrated planning links the initiatives and services we offer to the longer-term goals set out in the *Community Vision*, and four-year *Glen Eira Council Plan*. It also recognises that Council is subject to external influences and obligations from our regulators and partners.

Council's *Integrated Planning and Reporting Framework (IPRF)* aims to ensure we take a more transparent and cohesive approach to our strategic planning and reporting to our community. It allows Council and the community to have better visibility across the various aspects of our strategic planning and reporting. It builds greater confidence that the things we do today contribute to achieving our long-term goals. It also ensures we have visibility of the financial and people resources required to deliver on our actions outlined within the various plans.

The *IPRF* establishes a hierarchy for Council's strategies and plans. *Informing* and *Enabling* components, including legislation, long-term resource plans and strategic information, set the context for our plans. Our plans form a hierarchy starting with the *Community Vision*, to which the *Council Plan* responds by setting our strategic direction. Our *Tier One Strategies* describe how we expect to deliver the strategic objectives we set in the *Council Plan*. *Tier One Strategies* are supported by *Tier Two Strategies* that detail how we will attain the intermediate outcomes that contribute to the strategic objectives of our *Tier One Strategies* and our *Council Plan*.



Council's strategies and plans 2021–22

The aspiration of our community is for a thriving and empowered community working together for an inclusive and sustainable future. We develop strategies and plans through our engagement with community members and Council committees to assist us in reaching these goals.

Throughout 2021–22, Council adopted the following strategies and plans. Council also reviewed and endorsed new action plans of previously adopted strategies.

Overarching strategies

Glen Eira Council Plan 2021–2025

Informing and enabling

Budget 2022–2023

Financial Plan 2022–2023 to 2031–2032

Revenue and Rating Plan 2022–2023 to 2024–2026

Domestic Animal Management Plan 2022–2026

Gender Equality Action Plan 2022–2025

Priority Advocacy Projects for 2022–2023

Smart Cities Roadmap

Glen Eira Road Management Plan 2021

Smoke-Free Zones Local Law

Tier one strategies

Community Wellbeing Plan 2021–2025

Community Wellbeing Action Plan 2021–2022

Glen Eira Council Plan – Annual Action Plan 2022–2023

Glen Eira Community Engagement Strategy 2022–2026

Tier two strategies

Community Safety Plan 2022–2025

Integrated Water Management Plan | Dhumbali W'urnmeet Gadhaba

For more information visit the [Policies, strategies and plans](#) page on our website.

Glen Eira Council Plan results 2021–22

The *Glen Eira Council Plan 2021–2025* sets a vision for our City and identifies our strategic directions in response to our community's aspirations.

Council adopted the current *Council Plan 2021–2025* on 26 October 2021. We formulated the *Plan* in partnership with the community. It guides individuals, businesses, local groups and other levels of government on our strategic priorities. We developed our priorities by consulting with stakeholders and the community, through analysing demographic data and by referring to key government and social policies.

This report updates the community on our progress in implementing the *Council Plan* and delivering the major initiatives* identified in our *Budget 2021–2022*.

*Due to the transition to *Local Government Act 2020* planning and reporting requirements, our *Budget 2021–2022* was adopted in June 2021, prior to the adoption of the *Council Plan 2021–2025* in October 2021. The major initiatives from the *Budget 2021–2022*, therefore do not align to the current *Council Plan* and *Council Plan Annual Action Plan*. In future years, the *Council Plan Annual Action Plan* will be developed in parallel with the annual budget to be adopted by end June each year.



GROOVE AND GRAZE,
KOORNANG PARK, CARNEGIE.

STRATEGIC DIRECTION ONE

WELL INFORMED AND TRANSPARENT DECISIONS AND HIGHLY VALUED SERVICES

STRATEGIC OUTCOME:

We build trust through engaging with our community, delivering quality services and making evidence-based decisions.

We will strengthen our communication and engagement practices to build community trust and consolidate our financial and corporate planning process to ensure our approach is integrated and supports our future goals.

In 2021–22, we:

- continued to improve the user experience of our website and online transactions. This included completing improvements to the Classified Tree Register and improving the Quarterly Service Performance Report dashboard. We improved accessibility and updated content to improve accuracy. We also published all Council policies on our website for community access and to improve transparency. We made ongoing efforts to improve our online forms, particularly for complex transactions, and to automate processes to improve turnaround times for service delivery;
- conducted a range of community engagement activities that helped set out *Budget 2022–2023* priorities. These included a Glen Eira Deliberative Citizens' Panel, an interactive budget simulation tool, and long-term financial recommendations from a group representing residents and stakeholders.
- delivered a range of actions under the *Customer Experience Strategy*. This included improving our customer request management system to streamline how we manage requests and improve turnaround times; improving our 'Contact Us' page on our website to simplify and streamline requests made through that channel and we also refined the process of requests submitted through Snap Send Solve, improving response times through system integrations.



STRATEGIC INDICATORS

Strategic Indicator	Performance Measure	Result
Opportunities for the community to be engaged in Council's planning, projects and key decision-making processes	All engagement activities comply with the <i>Community Engagement Policy</i>	All community engagement activities have been delivered in alignment with the <i>Community Engagement Policy</i> .
	Community satisfaction with our engagement approach is maintained or increased	Community satisfaction with consultation and engagement increased from 58 per cent in 2021 to 60 per cent in 2022. The metropolitan average result was 58 per cent.
Council proactively advocates for community priorities	Strategic advocacy priorities are promoted through a dedicated advocacy framework	The new <i>Advocacy Policy</i> was adopted in March 2022. We also endorsed a set of advocacy priorities for 2022–23 which will inform advocacy efforts during the 2022 federal and state government elections.
	Stakeholder awareness of our advocacy priorities is increased	We engaged with all candidates and sitting members in the federal election campaign, outlining our adopted advocacy priorities. This included sending letters, providing information, holding individual meetings and hosting tours of key priority projects.
	Council's advocacy delivers measurable results	Our advocacy efforts resulted in election promises in the Higgins electorate of \$17 million of funding from the Labor candidate, Dr Michelle Ananda-Rajah and \$10 million each from Liberal candidate, Dr Katie Allen and Greens candidate, Sonya Semmens.
Council decisions and activities communicated in a timely, clear and proactive manner	Communication activities comply with adopted service standards	Communication activities were undertaken in alignment with service standards. To improve visibility of the outcomes of Council Meetings, videos of the Mayor summarising the decisions made at Council Meetings are available on our social media channels. These are published within a week of the scheduled Council Meeting.
	Increased community satisfaction with Council's communication	Community satisfaction with Council's communication increased from 64 per cent in 2021 to 66 per cent in 2022. The metropolitan average result was 62 per cent.
Customer-focused and responsive services that provide value-for-money	Overall community satisfaction measures are maintained or increased	Community satisfaction for Council's overall performance increased from 68 per cent in 2021 to 69 per cent in 2022. The metropolitan average result was 65 per cent.
	Service reviews conducted across key Council services include value-for-money assessments	The service review schedule is periodically reviewed and updated to ensure value-for-money, alignment and suitability with organisational priorities and resources. A comprehensive review of the rates and valuations services commenced during the year, including a customer experience quality assessment.


STRATEGIC INDICATORS

Strategic Indicator	Performance Measure	Result
Annual budgeting and long-term financial planning activities are informed by deliberative community engagement	Deliberative engagement process undertaken for strategic financial planning activities	Online engagement was completed in November 2021, and deliberative panel sessions held on 28 November and 5 December 2021. An outcomes paper was presented to Councillors in December and this information assisted with decisions during the budget process.
	Community participation in the deliberative process informs the annual budgeting process	<p>A range of community engagement activities helped set our <i>Budget 2022–2023</i> priorities. These included a Glen Eira Deliberative Citizens' Panel, an interactive budget simulation tool, and long-term financial recommendations from a group representing residents and stakeholders.</p> <p>The proposed <i>Budget 2022–2023</i>, <i>Long-Term Financial Plan 2022–2023 to 2031–2032</i> and the <i>Revenue and Rating Plan 2022–2023 to 2025–2026</i>, were also advertised for community feedback.</p> <p>Two public information sessions were held and the Budget was also presented to the Youth Advisory Committee.</p>
	Evaluation of deliberative process is completed	Four community submissions to the <i>Budget</i> , <i>Long-Term Financial Plan</i> and <i>Revenue and Rating Plan</i> were received and responses were sent to the submitters. The submissions were considered at the Ordinary Council Meeting on 7 June 2022. The <i>Budget 2022–2023</i> , <i>Long-Term Financial Plan</i> and <i>Revenue and Rating Plan</i> were adopted on 28 June 2022.
Well-informed decision-making and ethical governance which builds trust	Community satisfaction with decisions made by Council in their interests is maintained or increased	Community satisfaction with decisions made by Council in their best interests increased from 59 per cent in 2021 to 62 per cent in 2022. The metropolitan average result was 59 per cent.
	Full compliance with the Public Transparency Policy requirements under the <i>Local Government Act 2020</i>	All policies under the <i>Local Government Act 2020</i> , covering matters such as community engagement, CEO employment and public transparency have been adopted. In accordance with Council's <i>Public Transparency Policy</i> , all policies are now available on our website.
	No reported findings of unethical practice by integrity agencies	As at 30 June 2022, integrity agencies reported no findings of unethical practices.



MAJOR INITIATIVES

Council Plan Commitment	Major Initiative	Progress updates as at 30 June 2022	Status
We will put in place robust and transparent planning to ensure our organisation is sustainable now and into the future	We will ensure that Council's governance processes and frameworks remain consistent with contemporary practice and <i>Local Government Act</i> requirements	<p>All requirements under the <i>Local Government Act 2020</i> were met. We reviewed a number of policies and frameworks including the <i>Risk Policy</i>, <i>Fraud Policy</i> and <i>Governance Rules</i>.</p> <p>We reviewed all Council Policies and made them publicly available on our website.</p>	
We will ensure our community engagement is accessible and transparent	We will progress actions and commitments outlined in our <i>Community Engagement Policy and Strategy</i> to embed community engagement in our planning processes	<p>We are developing a process to 'close the loop' with the community. This is initially being trialled with the complex engagement on the proposed <i>Housing Strategy</i> project.</p> <p>Regular engagement occurred during the year with our diverse community members via the Reconciliation Action Plan Committee, the Youth Advisory Committee and the Community Engagement Committee.</p> <p>We progressed opportunities to better connect with children and younger members of the municipality.</p>	



ANNUAL COMMITMENTS 2021–22

Strategic Priority	Action	Progress updates as at 30 June 2022	Status
We will ensure our community engagement is accessible and transparent	1.1.1 Work with our Community Engagement Advisory Committee to develop a <i>Community Engagement Strategy</i>	The <i>Community Engagement Strategy 2022–2026</i> was endorsed at the Ordinary Council Meeting on 5 April 2022.	
	1.1.2 Maintain or increase satisfaction with Council's communication and community engagement	Community satisfaction with consultation and engagement increased from 58 per cent in 2021 to 60 per cent in 2022.	



ANNUAL COMMITMENTS 2021–22

Strategic Priority	Action	Progress updates as at 30 June 2022	Status
We will proactively communicate with the community about changes that impact them and genuinely listen to their feedback	1.2.1 Invest in customer-focused improvements to our online communication platforms including our websites and social media channels	We continued to improve the user experience of our website and online transactions. This included completing improvements to the Classified Tree Register and reviewing the dashboards for the Quarterly Service Performance Report. We improved accessibility and updated the content based on the review undertaken.	
	1.2.2 Develop a dedicated Project Updates webpage providing the community with regular updates about our capital works program	A Council Projects webpage is available on our website to keep the community informed on our current projects. We also inform and engage with the community about projects on our Latest News page and the Have Your Say website. We continue to improve our website to make it more user-friendly and review content provided by departments across Council.	
	1.2.3 Community engagement tools and technology platforms are reviewed and improved	We completed an assessment of the current suite of engagement and survey tools in June 2022. We experienced delays in delivering improvements due to resourcing limitations, and the need to consult more widely to ensure the selected solution is fit for our purposes. We expect to complete this by December 2022.	
	1.2.4 Review our community and customer newsletters to simplify language and improve accessibility	All Council newsletters that are distributed to the community were reviewed and updated to simplify language and improve accessibility.	
	1.2.5 Develop an <i>Advocacy Framework</i> to support advocacy priorities	The new <i>Advocacy Policy</i> was adopted in March 2022. Council also endorsed a set of advocacy priorities for 2022–23 which informed advocacy efforts during the federal and upcoming state government elections.	
We will consider a broad base of evidence before making decisions	1.3.1 Commence implementation of the <i>Integrated Strategic Planning Framework</i> and deliver the first year of actions	We commenced implementation of the <i>Integrated Strategic Planning Framework</i> . Activities completed include: - the establishment of governance arrangements; - developing capacity and understanding within the organisation of the Framework; and - ensuring all new strategies proceed through the established endorsed process. Work is currently underway to ensure all current strategies appear on the Council website for transparency for the community. We are looking at ways we can make the page engaging and informative.	

ANNUAL COMMITMENTS 2021–22

Strategic Priority	Action	Progress updates as at 30 June 2022	Status
We will consider a broad base of evidence before making decisions	1.3.2 Develop a data governance framework to support improved use and availability of Council's data assets	The development of a data governance framework was not progressed as the endorsement of the supporting <i>Technology and Digital Strategy</i> was not completed before the end of the financial year. The data governance framework and supporting activities will proceed in the 2022–23 financial year following the endorsement of the <i>Strategy</i> . Capital funding has been allocated to begin the process.	
We will provide value-for-money, responsive and innovative services	1.4.1 Conduct service reviews on Council services and implement identified improvements	<p>The service review schedule is periodically reviewed and updated to ensure alignment and suitability with organisational priorities and resources.</p> <p>In the last year, we focused on reviewing our rates and valuations function and identified a number of recommendations will deliver greater efficiency within our teams, while improving our customer's experience and service we provide.</p>	
	1.4.2 Deliver the first year of actions under the <i>Customer Experience Strategy</i>	<p>Our first year actions delivered under the <i>Customer Experience Strategy</i>, included:</p> <ul style="list-style-type: none"> - the internal publication of our <i>Customer Charter</i>, developed in collaboration with staff and our customers, which outlines the service levels we commit to; - evaluation of customer experience via our Customer Service Centre, including surveying customers post-interaction to identify areas for improvement; - delivery of an updated customer experience training module as part of employee induction; - refinement of the process of requests submitted through Snap Send Solve, improving response times through system integrations; and - improvements to our Contact Us page on our website to simplify and streamline requests made through that channel. 	
	1.4.3 Deliver a <i>Smart Cities Framework and Implementation Plan</i> to guide how we use technology and data to plan and deliver services	<p>This action was partially delivered.</p> <p>We engaged with the community on the development of our <i>Smart Cities Framework</i> in February 2022.</p> <p>The <i>Smart City Roadmap</i> was endorsed by Council in March 2022 and work is now underway to develop the Implementation Plan.</p> <p>Some of the key community priorities we are working on include improved resource management, city mobility, safety and health services, and continuing to work with a transparent and hands-on Council.</p>	

ANNUAL COMMITMENTS 2021–22

Strategic Priority	Action	Progress updates as at 30 June 2022	Status
We will put in place robust and transparent planning to ensure our organisation is sustainable now and into the future	1.5.1 Deliver the first year of deliberative engagement to inform the annual budget, Capital Works Program and long-term financial planning processes	<p>Online engagement was completed in November 2021, and deliberative panel sessions were held on 28 November and 5 December 2021. An outcomes paper was presented to Councillors in December and this information assisted with decisions during the budget process.</p> <p>On 26 April 2022, Council resolved to advertise the proposed <i>Budget 2022–2023, Long-Term Financial Plan 2022–2023 to 2031–2032</i> and the <i>Revenue and Rating Plan 2022–2023 to 2025–26</i> for community feedback. We held two public information sessions and presented the Budget to the Youth Advisory Committee. The proposed Budget was advertised on Council's media platforms and was open for feedback from 28 April until 27 May 2022.</p> <p>Four submissions to the <i>Budget, Long-Term Financial Plan</i> and <i>Revenue and Rating Plan</i> were received and responses were sent to the submitters. The submissions were considered at the Ordinary Council Meeting on 7 June 2022. <i>The Budget 2022–2023, Long-Term Financial Plan</i> and <i>Revenue and Rating Plan</i> were adopted on 28 June 2022.</p>	
	1.5.2 Review and publish Council policies to ensure full compliance with the <i>Public Transparency Policy</i> requirements under the <i>Local Government Act 2020</i>	<p>A review of policies was completed. All policies required under the <i>Local Government Act 2020</i>, covering matters such as community engagement, CEO employment and public transparency have been adopted.</p> <p>In accordance with Council's <i>Public Transparency Policy</i>, all policies are now publicly available on our website.</p>	



Achieved



Not achieved



Not achieved due to factors outside of Council's control



ARTIST'S IMPRESSIONS OF THE NEW
CARNEGIE MEMORIAL SWIMMING POOL.

STRATEGIC DIRECTION TWO

ACCESS TO WELL DESIGNED AND MAINTAINED OPEN SPACES AND PLACES

STRATEGIC OUTCOME:

We will focus on proactively acquiring, developing and unlocking public open spaces and places for our residents to support an active, safe and connected community and contribute to a more sustainable and vibrant City.

In 2021–22, we:

- acquired three properties in Bentlyigh — 15, 17 and 19 Porter Road — to create a new local park. We will undertake community engagement later in the year to create concept designs for this much needed space. We have also negotiated with the State Government on the acquisition of selected properties adjacent to the rail corridor in Carnegie;
- engaged with the community to inform the future design of playgrounds in Packer Park and Centenary Park. We have considered all community feedback from the various community engagements on the concept designs for both parks. Through the feedback and comments received, Council has endorsed both the revised play space concept design for Packer Park and the playground design for Centenary Park;
- progressed our *Great Walking Streets Project*, which aims to identify and remove footpath hazards on our most used streets, to further encourage outdoor exercise and improve physical and mental health. As part of this project, we removed tripping hazards and improved the overall condition of six footpaths across Glen Eira.

STRATEGIC INDICATORS

Strategic Indicator	Performance Measure	Result
Increased open space provision in accordance with the priorities outlined in the <i>Open Space Strategy</i>	Increased hectares of available public space and/or increase in access to open space owned by others	<p>Land acquisitions for future new open space included:</p> <ul style="list-style-type: none"> - 15, 17 and 19 Porter Road, Bentleigh (1,846 square metres); and - 751 Centre Road, Bentleigh East (600 square metres). <p>Council negotiated with the State Government, the progressive acquisition of selected properties adjacent to the rail corridor in Carnegie.</p> <p>The new Aileen Avenue Park, Caulfield South (1,500 square metres) was officially opened on 30 March 2022 by Hon. Lily D'Ambrosio MP and Glen Eira Mayor Cr Jim Magee, joined by Nina Taylor MP and Councillors.</p>
Improved access, quality and safety of our active open space facilities, including our sporting and recreation reserves	Increased utilisation rates of public spaces and facilities	COVID-19 restrictions impacted overall casual booking numbers, however there was a strong demand as people sought to host events and gatherings outdoors. Our sporting clubs continued to grow despite the impacts of COVID-19.
	Community satisfaction with recreation facilities is maintained or increased	Community satisfaction with recreational facilities decreased from 78 per cent in 2021 to 76 per cent in 2022. The metropolitan average result was 73 per cent.
More flexible open spaces and places which cater for passive enjoyment and improve participation in active recreation	Flexible designs enable passive and active components in recreation projects	<p>Community engagement was undertaken and designs have been endorsed for:</p> <ul style="list-style-type: none"> - Centenary Park play and active recreation space - Boyd Park play space - Packer Park play space - Mackie Road Reserve Masterplan which increases casual activity areas.
	Delivery of active recreation facilities and programs in line with targets set in the <i>Active Recreation Action Plan</i>	<p>An outdoor fitness station was installed at Duncan Mackinnon Reserve, Murrumbeena.</p> <p>The renewal of the Princes Park playspace, Caulfield South commenced.</p> <p>Work began on the multi-purpose courts and active area at Koornang Park, Carnegie and Caulfield Park, Caulfield North.</p>
	Utilisation of multi-function spaces is increased	<p>During community engagement on open space related projects, the community expressed a strong demand for additional multi-purpose and active recreation facilities.</p> <p>The <i>AusPlay 2022 Report</i> noted that as a result of COVID-19, people over 15 years old are increasingly relying on, and using, outdoor fitness equipment and recreation facilities.</p> <p>Participation significantly increased in solo activities where it was easier to socially distance.</p>



STRATEGIC INDICATORS

Strategic Indicator	Performance Measure	Result
Improved look and feel of our activity centres, including cleanliness, footpath condition, graffiti, waste management, trees, parking, safety and lighting	Community satisfaction with the condition of local streets and footpaths is maintained or increased	Community satisfaction with the condition of local streets and footpaths remained consistent, with a score of 66 per cent. The metropolitan average result was 63 per cent.
	Community perceptions of safety in activity centres are maintained or increased	<p>The community's 'feeling of safety when walking in their local area alone during the day' dropped from 96 per cent in 2021 to 95 per cent in 2022.</p> <p>The community's 'feeling of safety when walking in their local area alone after dark' was consistent with last year's result of 67 per cent.</p>
Improved look and feel of our activity centres, including cleanliness, footpath condition, graffiti, waste management, trees, parking, safety and lighting	Footpath condition ratings meet or exceed intervention levels	<p>We carry out footpath condition rating of our footpath network every four years.</p> <p>During this process we capture defects such as cracks, displacements or unevenness. This rating assists in determining the priority of paths requiring either maintenance or renewal works.</p> <p>The footpath condition rating met intervention levels as per the 2021 Footpath Condition Survey, indicating that the overall condition of the footpath network has improved over the years.</p> <p>We will continue to review our footpath program and make improvements to the network over the next 12 months.</p>
	Delivery of projects and programs that improve the amenity of our activity centres	<p>Our <i>Parklet Program</i> delivered 20 parklets that enhanced the amenity and the vibrancy of our shopping strips.</p> <p>A section of the Godfrey Street car park behind the Centre Road shopping strip was converted into the Bentleigh Urban Living Space; an innovative concept that seeks to bring our diverse community together.</p> <p>A new artwork was installed on the Elsternwick Rail Bridge.</p>
	Increased availability of empathetic parking in all major activity centres and neighbourhood centres	<p>Empathetic parking spaces were provided at 17 public off-street car parks within Glen Eira during 2021–22. Spaces were provided at parks and reserves including:</p> <ul style="list-style-type: none"> - Booran Reserve, Glen Huntly; - Caulfield Park, Caulfield North; - McKinnon Reserve, McKinnon; - Mackie Road Reserve, Bentleigh East; - King George Reserve, Bentleigh East; and - Joyce Park, Ormond. <p>Other locations where parking spaces were provided include Bentleigh, Bentleigh East, Carnegie, Caulfield North, Elsternwick, McKinnon and Ormond.</p>





STRATEGIC INDICATORS

Strategic Indicator	Performance Measure	Result
Improved look and feel of our activity centres, including cleanliness, footpath condition, graffiti, waste management, trees, parking, safety and lighting	Increased quantity of trees in activity centres in line with targets set under the <i>Urban Forest Strategy</i>	<p>Work commenced on improving the look and feel of our activity centres and tree planting opportunities in activity centres across Murrumbeena and Carnegie were identified.</p> <p>Tree planting in the activity centres will commence in 2022–23.</p>
New and refurbished multi-purpose spaces and facilities that maximise usage by a diverse range of community members and groups	Delivery targets for agreed capital works projects are achieved	<p>Total capital expenditure at the end of June 2022 was \$54 million against an annual forecast of \$82 million. This was a positive result given a range of construction industry challenges due to COVID-19.</p> <p>Project costs escalated due to inflated prices of timber, concrete and steel. Material and resource supply shortages also contributed to cost escalations and longer lead times.</p> <p>Taking these constraints into account, we will build a prioritised, financially sustainable capital works program for the next 10 years that aligns with the strategic directions of Council and the needs of the community.</p>
	Achieve target utilisation rates for new and refurbished facilities reflective of the Glen Eira population demographics	<p>Capital works projects delivered in 2021–22 included:</p> <p>The construction of multi-purpose sport facilities at Koornang Park, Carnegie and Caulfield Park, Caulfield North. These facilities extend opportunities for sports club training and for use by the broader community for a range of activities.</p> <p>The construction of a new outdoor fitness facility at Duncan Mackinnon Reserve, Murrumbeena.</p>
Greater access to public spaces and places, managed by others, for example the Caulfield Racecourse Reserve, Level Crossing Removal Authority, education facilities and neighbouring councils	Increased advocacy, partnerships and agreements with other organisations for access by Glen Eira residents	<p>Council adopted an <i>Advocacy Policy</i> and advocacy priorities for the federal election in March 2022. Work to strengthen partnerships and agreements also commenced. The advocacy program was highly successful in the 2022 federal election campaign with Council securing over \$17 million in funding promises, including \$15 million for the redevelopment of the Carnegie Memorial Swimming Pool, which was the highest advocacy priority.</p>


MAJOR INITIATIVES

Council Plan Commitment	Major Initiative	Progress updates as at 30 June 2022	Status
We will increase the quantity and quality of public open space for our residents	2.1.1 Actively pursue opportunities to invest in public open space towards our \$26.9 million target over four years	<p>We invested nearly \$12 million during 2021–22 in new open space, which has included the recently acquired three properties in Bentleigh — 15, 17 and 19 Porter Road — to create a new local park.</p> <p>Community engagement will be undertaken in 2022 to create concept designs for this much needed open space located within an identified open space gap area.</p> <p>We negotiated the progressive acquisition of selected properties adjacent to the rail corridor in Carnegie with the State Government.</p> <p>The new Aileen Avenue Park officially opened on 30 March 2022 by Hon. Lily D'Ambrosio MP and Glen Eira Mayor Cr Jim Magee, joined by Nina Taylor MP and Councillors.</p>	
We will develop, improve and maintain the amenity of our public places and precincts	2.2.4 Commence construction of the <i>Bentleigh Eat Street Precinct</i> project	<p>Stage 1 of construction on the <i>Bentleigh Eat Street Precinct</i> progressed during 2021–22 and is set to continue throughout August 2022. The steel structure for the second shelter was installed and the staircases including handrails completed. The remaining works in Stage 1 include installation of the second shelter, seating, tables and the opening of the Daley Street car park which is anticipated to be open in April 2023.</p> <p>The project is facing challenges with shortage in material and labour due to COVID-19. Stage 2 was scheduled to start at the end of July 2022.</p>	

ANNUAL COMMITMENTS 2021–22

Strategic Priority	Action	Progress updates as at 30 June 2022	Status
We will develop, improve and maintain the amenity of our public places and precincts	2.2.1 Consult with the community in developing a masterplan for Mackie Road Reserve, Bentleigh East	Community engagement was undertaken in September 2021 to obtain feedback from the community to inform the development of a draft <i>Mackie Road Reserve Masterplan</i> . Following the community engagement, Council endorsed the final <i>Mackie Road Reserve Masterplan</i> on 28 June 2022.	
	2.2.2 Complete the redevelopment of Lord Reserve Pavilion in Carnegie	The external brickwork façade and window glazing at the Lord Reserve Pavilion was completed and internal works continue to progress. Due to high demand for labour and materials across the construction industry, some internal works have been impacted by delays. The delays are closely monitored and we estimate that the completion date will be beginning of October 2022.	
	2.2.3 Commence the Carnegie Memorial Swimming Pool redevelopment	This project has been on hold while the Heritage Council Victoria considers an application for protection. A Heritage Council hearing was conducted on 17 May 2022 and a decision is expected by 17 August 2022. Assuming a favourable hearing decision, a tender will follow with a view to awarding the contract by the end of the year. An expression of interest to attract suitable builders was advertised, with an evaluation to produce a shortlist for tender candidates underway.	
	2.2.5 Complete the design of the <i>Selwyn Street Cultural Precinct</i> project in Elsternwick	The action was partially delivered. The concept design was completed in March 2022. Community engagement on the concept design took place from 3 May to 12 June 2022. Feedback is being reviewed and a report will be presented to Council on 30 August 2022. The detailed design phase is scheduled for September to December 2022.	





ANNUAL COMMITMENTS 2021–22

Strategic Priority	Action	Progress updates as at 30 June 2022	Status
We will develop, improve and maintain the amenity of our public places and precincts	2.2.6 Deliver the annual program of works on our footpaths and road assets	<p>The Footpath Program 2021–22 was completed, with \$1.873 million of works delivered. The local road resurfacing program for 2021–22 was also completed.</p> <p>All road reconstruction projects within the 2021–22 program commenced, with a small number of commitments carried forward to the 2022–23 financial year.</p> <p>This includes the Powderham Road, Caulfield North reconstruction which was delayed due to supply and material shortages and will be completed in the first half of 2022–23.</p> <p>Council completed the condition assessment for all roads and footpaths, which is completed on a four-year cycle to develop the works program for 2022–23.</p> <p>Council adopted the <i>Road Management Plan</i> on 26 October 2021 and the 10- year <i>Asset Plan</i> was adopted on 28 June 2022.</p>	
	2.2.7 Commence delivery of the <i>Great Walking Streets</i> project	<p>Council successfully secured \$500,000 from the Federal Government and contributed \$200,000 towards projects to improve the condition of our footpaths on high pedestrian streets.</p> <p>The <i>Great Walking Streets Project</i> aims to identify and remove footpath hazards to further encourage outdoor exercise and improve both physical and mental health.</p> <p>Works to remove tripping hazards and improve the overall condition of footpaths were completed on the <i>Great Walking Streets</i> below:</p> <ul style="list-style-type: none"> • Patterson Road, between Nepean Highway and Jasper Road; • McKinnon Road, between Thomas Street and Tucker Road; • Koornang Road, between Dandenong Road and North Road; • Glen Huntly Road, between Bambra Road and Truganini Road; • Tucker Road, between North Road and Centre Road and • Neerim Road, between Murrumbeena Road and Poath Road. 	

ANNUAL COMMITMENTS 2021–22

Strategic Priority	Action	Progress updates as at 30 June 2022	Status
We will develop, improve and maintain the amenity of our public places and precincts	2.2.8 Consult the community on proposals for the construction of two new multi-storey commuter carparks in Bentleigh and Elsternwick, funded through the Federal Government's Urban Congestion Fund	Feasibility and site due diligence outcomes for the construction of the two new multi-storey carparks were presented to Councillors in May 2022. Community consultation on the outcomes of feasibility was undertaken from 30 May to 30 June 2022. Community feedback is being reviewed and a report will be presented to Council on 30 August 2022.	
We will provide improved access to a mix of passive and active spaces that are inclusive, fit-for-purpose, flexible and adaptable to meet the needs of our diverse community, now and in the future	2.3.1 Deliver upgrades to the playgrounds at Princes Park, Caulfield South and Rosanna Street Reserve Carnegie	Redevelopment of the play space and social areas at Rosanna Street Reserve, Carnegie was completed and open to the public on 28 February 2022. The official opening was on 30 March 2022. Redevelopment of Princes Park, Caulfield South play space commenced in December 2021 and will be completed in September 2022. Works have been delayed due to materials supplies, labour shortages and wet weather.	
	2.3.2 Engage with the community to inform the future design of Packer Park, Carnegie and Centenary Park, Bentleigh East Playgrounds	Following the first phase of community engagement on the design of Packer Park in September 2021, a new concept design was produced and a second round of community engagement undertaken from 4 February to 7 March 2022 to gain feedback. At the 17 May 2022 Ordinary Council Meeting, Council endorsed the revised play space concept design and authorised officers to commence detailed design. Community engagement on the concept design for the Centenary Park, Bentleigh East upgraded play-space ran from on 1 December 2021 to 31 January 2022. Following this a report was presented at the Ordinary Council Meeting on 15 March 2022, where Council endorsed the playground design and authorised officers to commence detailed design.	
	2.3.3 Construct a new shelter and living garden at Caulfield Park, Caulfield	Installation of the new shelter was completed in early May 2022. The living garden and other associated landscaping works are underway and will be completed in August 2022. Works were delayed due to materials supplies, labour shortages and wet weather.	

ANNUAL COMMITMENTS 2021–22

Strategic Priority	Action	Progress updates as at 30 June 2022	Status
We will provide improved access to a mix of passive and active spaces that are inclusive, fit-for-purpose, flexible and adaptable to meet the needs of our diverse community, now and in the future	2.3.4 Deliver a viewing deck adjacent to the lake at Caulfield Park, Caulfield	Works have commenced and are expected to be completed by August 2022. Works have been delayed due to materials supplies, labour shortages and wet weather.	
	2.3.5 Deliver programs to improve the look and feel of our activity centres	To improve the look and feel our activity centres, we: - completed the Round 3 of the <i>Parklet Program</i> , which saw 20 parklets installed across Glen Eira; - converted the Godfrey Street, Bentleigh carpark into the Bentleigh Urban Living Space; and - completed the artwork installation on the Elsternwick Rail Bridge.	
	2.3.6 Prepare an annual report in collaboration with Elsternwick, Bentleigh and Carnegie Traders Association to identify amenity improvement opportunities in the activity centres	This action was partially delivered. An annual report identifying improvement opportunities for the Elsternwick and Carnegie activity centres has been prepared and improvement works have commenced. The annual report of the Bentleigh activity centre has been delayed and will be prepared in July 2022.	
We will seek innovative approaches to increasing access to open space through partnerships and multipurpose design and find ways to unlock access to open space owned by others.	2.4.1 Increase advocacy, partnerships and agreements with other organisations for access by Glen Eira residents	Council adopted an <i>Advocacy Policy</i> and advocacy priorities for 2022–23 in March 2022. Work to strengthen partnerships and agreements is now underway. The advocacy program produced strong results in the 2022 federal election with Council securing over \$17 million in funding promises, including \$15 million for the redevelopment of the Carnegie Memorial Swimming Pool, which was the highest advocacy priority.	



Achieved



Not achieved



Not achieved due to factors outside of Council's control



APARTMENTS AND SHOPS,
ROSS TOWN ROAD, CARNEGIE.

STRATEGIC DIRECTION THREE

A LIVEABLE AND WELL PLANNED CITY

STRATEGIC OUTCOME:

Our planning aims to balance population growth with enhancing the unique character and heritage of our City.

We will seek to strengthen controls to enable us to sustainably manage the growth and change and direct most of the new growth into our network of vibrant activity centres.

In 2021–22, we:

- completed the eight actions for the Year Three of the *Social and Affordable Housing Strategy*. This work included identifying Council's plans for improving the availability of social and affordable housing and our role in developing solutions that will see an increase in the provision of social and affordable housing;
- endorsed and consulted with the community on our draft *Housing Strategy*. The draft *Strategy* demonstrates how we intend to meet the diverse housing needs of our existing and future communities for the next 15 years and beyond. The final *Housing Strategy* will be considered for adoption in late 2022; and
- developed a four-year cycling program and made an ongoing annual budget commitment to implement cycling improvements in accordance with the *Integrated Transport Strategy 2018* and the *Cycling Action Plan 2019*. A design for the missing links in the Rosstown Trail has progressed to assist in the staged delivery of cycling improvements over the coming years.

STRATEGIC INDICATORS

Strategic Indicator	Performance Measure	Result
Planning for greater certainty and clarity in how our priority growth areas will be managed	Permanent planning controls are introduced into the <i>Glen Eira Planning Scheme</i> to help manage growth across the major activity centre network	Council progressed work to update structure plans for Bentleigh, Carnegie and Elsternwick, adopted the <i>Glen Huntly Structure Plan</i> and is nearing completion with the <i>Caulfield Structure Plan</i> . In 2022–23, it is anticipated that all five structure plans will progress through the planning scheme amendment phase to secure permanent planning controls.
	Permanent planning controls are introduced into the <i>Glen Eira Planning Scheme</i> to help manage growth within the Caulfield South, Caulfield Park and Bentleigh East neighbourhood activity centres	In June 2022, we received authorisation from the State Government to consult with our community and stakeholders on the planning controls for the Caulfield South and Caulfield Park neighbourhood activity centres. This process goes towards achieving permanent planning controls for these centres.
	Improved satisfaction with public communication about the role and function of Council planning, including the related strategies and policy frameworks	Community satisfaction with town planning policy increased from 56 per cent in 2021 to 58 per cent in 2022. The metropolitan average result was 55 per cent. All major projects had a six-week community consultation period, including various engagement methods such as online and face-to-face consultations, symposiums, surveys and drop-in sessions to ensure a high level of participation and exchange of information.
	Council's urban strategic planning includes consideration of the goals outlined in the <i>Open Space Strategy</i> , the <i>Our Climate Emergency Response Strategy</i> and the <i>Urban Forest Strategy</i>	All structure plans and the <i>Housing Strategy</i> incorporate the key goals and objectives outlined in Council's <i>Open Space</i> and <i>Our Climate Emergency Response Strategies</i> . These key goals and objectives are also featured in the implementation plans.
Planning for a range of housing options to meet community needs with opportunities for increased social and affordable housing	Sustainable growth and development are guided by the directions contained in the <i>Glen Eira Housing Strategy</i>	Council endorsed and consulted with the community on our draft <i>Housing Strategy</i> . The draft <i>Strategy</i> outlines how we intend to meet the diverse housing needs of our existing and future communities for the next 15 years and beyond. The final <i>Housing Strategy</i> will be considered for adoption in late 2022.


STRATEGIC INDICATORS

Strategic Indicator	Performance Measure	Result
Planning for a range of housing options to meet community needs with opportunities for increased social and affordable housing	The goals outlined in the <i>Social and Affordable Housing Strategy</i> are progressed	<p>Eight actions have been completed for Year 3 of the <i>Social and Affordable Housing Strategy</i>. This work included identifying Council's plans for improving the availability of social and affordable housing and our role in developing solutions that will see an increase in the provision of social and affordable housing. Key achievements included:</p> <ul style="list-style-type: none"> - providing input into the Draft Victorian Local Government Strategic Statement on Social and Affordable Housing; - submissions regarding the adequacy of the <i>Planning and Environment Act 1987</i> and the Victorian planning framework; - feedback to the Municipal Association of Victoria about the Victorian Government's Big Housing Build; - mapping of State Government sites to identify opportunities for increased social and affordable housing; and - building relationships with Registered Housing Associations about the provision of social and affordable housing in Glen Eira.
Planning that provides guidance to Council on the best location of future community assets	Structure plans and other strategies inform Council's investment in local facilities and spaces	All structure plans now include an implementation plan where public area improvements and community projects are identified. High priority investments are considered in Council's 10-year capital works program.
Planning to facilitate more vibrant activity centres that encourage resident and commercial activity	Prepare a <i>Placemaking Framework</i> and progress public realm and placemaking initiatives in accordance with the adopted <i>Framework</i>	The draft <i>Placemaking Framework</i> is being finalised and is scheduled to be presented to Council towards the end of 2022.
The progression of safe, accessible and sustainable transport initiatives	Improved community perceptions of the availability of safe and accessible transport options in Glen Eira	<p>We developed a four-year cycling program and made an ongoing annual budget commitment to implement cycling improvements in accordance with our <i>Integrated Transport Strategy 2018</i> and the <i>Cycling Action Plan 2019</i>.</p> <p>A design for the missing cycling links in the Rosstown Trail has progressed to assist in the staged delivery of cycling improvements over the coming years and the <i>Inkerman Road Safe Cycling Corridor</i> project is progressing to agreed timeframes.</p>



STRATEGIC INDICATORS

Strategic Indicator	Performance Measure	Result
The progression of safe, accessible and sustainable transport initiatives	Completion of agreed capital works programs aimed at improving the safety and accessibility of sustainable transport	<p>We delivered on key projects that included:</p> <ul style="list-style-type: none"> - permanent pedestrian and cycling counters; - improved and additional signage (Boyd Park and Rosstown Rail Trail); - bike parking (Glen Huntly, Caulfield and Elsternwick); - detailed design for cycling connections; and - development of the four-year works program and concept designs.
Advocate for improved transport infrastructure	Key stakeholders have increased awareness about the improvements needed in transport infrastructure in Glen Eira	We continued to action the key objectives of the <i>Public Transport Advocacy Plan</i> . Integrated Transport and Connectivity is a key advocacy priority for Council.
	Priority transport infrastructure policy reforms are progressed	We continued to advocate and review designs for the Glen Huntly level crossing removal project to ensure high quality transport infrastructure outcomes and improved connectivity in the centre.
Protecting Glen Eira's built heritage	Additional heritage reviews undertaken for two suburbs/centres	We completed heritage reviews for the Glen Huntly commercial centre in August 2021 and Caulfield in February 2022.
	Annual reporting to Council on properties and precincts which are included in adopted heritage reviews, amendments on exhibition and included in the Schedule to the Heritage Overlay	The annual report on the status of heritage projects was presented to Council in April 2022.

MAJOR INITIATIVES

Council Plan Commitment	Major Initiative	Progress updates as at 30 June 2022	Status
We will plan for diverse housing options to meet community needs now and into the future	We will develop a <i>Housing Strategy</i> that will inform how best to accommodate housing growth in the municipality and guide progress on the introduction of appropriate planning controls	<p>The draft <i>Housing Strategy</i> was presented to Council in April 2022.</p> <p>Additional community consultation was undertaken in May to June 2022. The final <i>Strategy</i> is scheduled to be presented to Council in September 2022.</p>	

ANNUAL COMMITMENTS 2021–22

Strategic Priority	Action	Progress updates as at 30 June 2022	Status
We will actively progress our planning priorities to manage growth and maintain the character and heritage of our City	3.1.1 Progress our structure planning program and present two draft structure plans for Council's formal consideration	<p>Work progressed on our structure planning program and we presented the following plans for Council's consideration:</p> <ul style="list-style-type: none"> - The draft <i>Housing Strategy</i> was endorsed by Council in February 2022. - The <i>Glen Huntly Structure Plan</i> endorsed by Council in September 2021. - The draft <i>Caulfield Structure Plan</i> was endorsed by Council in February 2022. - The <i>Caulfield South</i> and <i>Caulfield Park Built Form Frameworks</i> were completed and authorised by the State Government for exhibition in June 2022. 	
	3.1.2 Present three <i>Built Form Frameworks</i> for Caulfield South, Caulfield Park and East Bentleigh activity centres to Council	All three <i>Built Form Frameworks</i> were endorsed by Council on 23 November 2021. The <i>Caulfield South</i> and <i>Caulfield Park Built Form Frameworks</i> were authorised by the State Government for exhibition in June 2022.	

ANNUAL COMMITMENTS 2021–22

Strategic Priority	Action	Progress updates as at 30 June 2022	Status
We will actively progress our planning priorities to manage growth and maintain the character and heritage of our City	3.1.3 Improve the communication and engagement we undertake with the community about our role in planning	In recognition of people's differing preferences regarding community engagement following the pandemic, we continued to review and improve our communication and engagement activities to ensure we broaden our reach with the community. We incorporated a mixture of online and face-to-face activities as part of our engagement on planning matters. To improve our online offering, we developed a bespoke online mapping tool for the <i>Housing Strategy</i> engagement that enabled people to easily find their area of interests and have also linked associated material for further ease of access. To maximise our reach to the community, we also increased our communication activity on our social media channels.	
We will plan for diverse housing options to meet community needs now and into the future	3.2.1 Prepare a draft <i>Housing Strategy</i> and undertake consultation with the community on the draft	The draft <i>Housing Strategy</i> has been prepared and consultation began after the Council Meeting on 22 February 2022. Complementing the six-week consultation period were events such as a webinar and an in-person Town Hall Meeting. Community consultation closed on 15 May 2022 and all feedback is currently being reviewed in preparation for the final <i>Housing Strategy</i> to be presented to Council in late 2022.	
	3.2.2 Implement Year 3 of the <i>Social and Affordable Housing Strategy 2019–2023</i>	Eight actions (89 per cent) were completed for Year 3 of the <i>Social and Affordable Housing Strategy</i> . This work included identifying Council's plans for improving the availability of social and affordable housing and our role in developing solutions that will see an increase in the provision of social and affordable housing.	
We will advocate for a transport network that provides safe, accessible and sustainable transport options for our community	3.3.1 Complete actions from the <i>Integrated Transport Strategy 2018–2031</i>	In 2021–22, we completed the Rosstown Rail Trail concept design. The <i>Inkerman Road Safe Cycling Corridor</i> project is proceeding to agreed timeframes and the <i>Street Design Guidelines</i> was completed and endorsed by Council in June 2022 for the purpose of community consultation.	
We will support and facilitate local job creation by enhancing our activity centres to be thriving and vibrant hubs	3.4.1 Progress the preparation of a <i>Place Making Framework</i>	A draft <i>Local Economy and Place Making Framework</i> is currently being prepared. Initial consultation with stakeholders was undertaken in March 2022 and the resultant draft will be presented to Council towards the end of 2022.	
	3.4.2 Establish a Business and Economy Advisory Committee	The Business and Economy Advisory Committee was established by Council in February. The first Committee meeting was held on 31 March 2022.	



Achieved



Not achieved



Not achieved due to factors outside of Council's control



BANKSIA'S, MACKIE ROAD RESERVE,
BENTLEIGH EAST.

STRATEGIC DIRECTION FOUR

A GREEN AND SUSTAINABLE COMMUNITY

STRATEGIC OUTCOME:

Our actions and priorities aim to protect our community from the worst impacts of climate change.

We will partner with the community, other agencies and all levels of government to prioritise environmental initiatives and take urgent action to reduce emissions and waste in order to protect public health, strengthen the economy and become a city that mitigates and adapts to climate change.

In 2021–22, we:

- incorporated the Environmentally Sustainability Design (ESD) requirements into our Council building and infrastructure projects, including projects such as the ground floor refurbishment at Town Hall, with old furniture and fittings being sold, donated or recycled rather than taken to landfill. The design also includes finishes such as carpet made from recycled materials and energy efficient appliances;
- developed the *Climate Conversations* program, whereby community members are trained to facilitate conversations with their friends, family and wider community, and motivate them to take action on climate change. Training for community facilitators was conducted in November 2021, and facilitated conversations commenced in March 2022; and
- engaged with the community on our draft *Circular Economy Plan* for Glen Eira. In a circular economy, the materials we use in products would all be recovered, reprocessed and reused in a continuous loop, rather than becoming waste in landfill. Our draft *Circular Economy Plan* sets out how we will lead by example and support our community in the transition to a circular economy.

STRATEGIC INDICATORS

Strategic Indicator	Performance Measure	Result
Implementation of priority actions under the 'Our Climate Emergency Response' Strategic Action Plan	Net zero Council greenhouse gas emissions by 2025	Our membership of the Victorian Energy Collaboration (VECO) ensures that 100 per cent of our contestable electricity will now be sourced from renewable sources. VECO is the largest emissions reduction project ever undertaken by Australian local governments, enabling Glen Eira and our 47 partner councils to prevent 260,000 tonnes of carbon emissions from entering the atmosphere – the same as taking 90,000 cars off the road.
	80 per cent of Council energy supplied by renewable sources by 2025	Our membership of VECO will ensure that 100 per cent of our electricity will be sourced from renewable sources by 2025. We commissioned the <i>Glen Eira Business Case and Transition Plan for Electric Vehicle Fleets</i> and developed a roadmap for replacing our gas-powered systems with electric alternatives. These will allow us to reduce our emissions each year as the energy needs for these sources are supplied by 100 per cent renewable energy supplied by VECO rather than CO ₂ -emitting fossil fuels.
	Decrease in community greenhouse gas emissions	We continued to support residents reduce their emissions through a range of programs. These included providing residents and businesses with personalised sustainability advice from the Australian Energy Foundation, assistance with purchasing solar panels via the Solar Savers bulk-buy program and support for local sustainability programs conducted by community groups.
	Decrease in on-road transport emissions	We undertook planning for the transition to a zero emissions fleet, including commissioning the <i>Glen Eira Business Case and Transition Plan for Electric Vehicle Fleets</i> from the Institute for Sensible Transport. We now have four electric vehicles in service and have eight more on order with expected delivery in 2022–23.
	Increase in recycled or reused content used in Council operations	Examples of where recycled content is used in our operations include the use of 20 per cent reclaimed asphalt pavement for road resurfacing works in Glen Eira. Recycled content has also been used in other Council projects, such as the Ground Floor Refurbishment at Town Hall where old furniture and fittings were sold, donated or recycled rather than taken to landfill. The design also includes finishes such as carpet made from recycled materials and energy efficient appliances.



STRATEGIC INDICATORS

Strategic Indicator	Performance Measure	Result
A reduction in the volume of waste directed to landfill	Increased volume and frequency of communication by Council in relation to sustainable waste management practices and priorities	Using online, print and in-person communication channels, we regularly updated the community on Glen Eira's progress in managing waste more sustainably and the development of our draft <i>Circular Economy Plan</i> . This included updates through monthly <i>Glen Eira News</i> articles, a letter from the Mayor, Council's website, social media accounts, e-newsletters, the Have Your Say platform, pop-up engagement events in each ward, community information sessions and information displayed in Town Hall.
Advocacy and partnerships with governments and agencies to drive stronger action on climate change response	Increased number of targeted workshops, meetings and campaigns designed to advocate to government and other agencies for climate change action	<p>The <i>Climate Conversations</i> program, has trained community volunteers to conduct facilitated conversations with residents to motivate them to take climate action, including the key call to action of speaking to their local Member of Parliament.</p> <p>Much of our climate advocacy has been conducted through multi-agency projects. For example, Glen Eira is one of 31 councils across Victoria collaborating with the Council Alliance for a Sustainable Built Environment on the Elevating ESD Targets project, we took part in advocacy by Climate Emergency Australia for stronger ESD standards in the National Construction Code and we have supported the Eastern Alliance for Greenhouse Action (EAGA) to advocate for stronger action on renewable energy and climate change.</p>
	Increased involvement in Local, State and Federal Government initiatives on climate emergency response	<p>We took part in a number of climate initiatives in 2021–22 involving Local and State Government collaboration. These included:</p> <ul style="list-style-type: none"> - the Victorian Energy Collaboration Program (VECO); - taking part in EAGA initiatives including the Community Net Zero Emissions Strategy and the Adaptation Roadmap, and were the lead council for EAGA's <i>Electric Vehicle Fleet Transition Business Case</i> project; and - participating in the multi-Council <i>How Well are We Adapting</i> program. <p>We actively promoted a wide range of community-targeted government programs that support sustainable action and behaviour change, such as the Victorian Government's Solar Victoria program.</p>


STRATEGIC INDICATORS

Strategic Indicator	Performance Measure	Result
Tree canopy and biodiversity footprint on Council managed land achieves targets identified in the <i>Urban Forest Strategy</i>	<p>Increased year-on-year numbers of:</p> <ul style="list-style-type: none"> • trees planted in streets, parks and car parks; • square metres of urban biodiversity garden beds prepared for future planting; • trees, shrubs and grasses planted in biodiversity garden beds; and • streetscapes replanted with new avenue planting 	<p>A total of 1,008 trees were planted in various locations throughout the municipality including streets and parks.</p> <p>Over 2,500 square metres of biodiversity garden beds have been created and are almost ready for planting in August/September 2023.</p> <p>To date, 38 new redgums have been planted in Boyd Park Urban Forest that were grown from provenance seed from trees that had been removed for level crossing works.</p> <p>Councils' narrow nature strip tree planting program replaced and enhanced two entire streetscapes (55 trees) in Elsternwick.</p>





MAJOR INITIATIVES

Council Plan Commitment	Major Initiative	Progress updates as at 30 June 2022	Status
We will increase our tree canopy and expand private and public greening initiatives	We will progress actions and commitments outlined in our newly adopted <i>Urban Forest Strategy</i>	We have been working towards achieving our targets in relation to tree canopy and our biodiversity footprint through the city. Tree planting initiatives delivered in Lord Reserve and Koornang Park in Carnegie have seen a further 170 new canopy trees planted. This will increase tree canopy at both locations by 45 per cent when the trees reach maturity. From a biodiversity perspective, we have prepared over 1,000 square metres of understory biodiversity planting beds that will enhance one of our remnant natural park areas in the southern end of Boyd Park, Murrumbeena.	
We will embed climate change action in everything that we do to support the transition towards zero net emissions from Council by 2025	We will progress actions and commitments outlined in our newly adopted <i>Climate Emergency Strategy</i>	<p>We delivered a wide range of actions outlined in <i>Our Climate Emergency Response Strategy 2021—2025 Dhumbali Wurrungi-biik Parbin-ata</i>. Notable achievements included:</p> <ul style="list-style-type: none"> - moving closer to our goal of net Council emissions by 2025 through our membership of the VECO, which ensures that 100 per cent of Glen Eira's contestable electricity will come from renewable sources; - making Council-owned buildings safer for our staff and community, by developing a Climate Change Risk Assessment Tool that identifies and prioritises changes that are needed to make critical buildings more climate resilient; - developing and adopting the <i>Glen Eira Integrated Water Management Plan Dhumbali W'urneet Gadhaba</i>, which will guide the sustainable management of water in Glen Eira; and - moving closer to the goal of zero net community emissions by 2030 through supporting local organisations to engage and mobilise their communities, and by launching the <i>Climate Conversations</i> program which trains community volunteers to influence others to take stronger climate action. 	




ANNUAL COMMITMENTS 2021–22

Strategic Priority	Action	Progress updates as at 30 June 2022	Status
We will embed climate change action in everything that we do to support the transition towards zero net emissions from Council by 2025 Strategic Priority	4.1.1 Develop a climate emergency position statement and advocacy priorities	We actively advocated for funding and policy commitments to support urgent and tangible climate action. In March 2022, Council adopted its priority advocacy projects 2022–23, with climate and sustainability as one of its four priority areas.	
	4.1.2 Incorporate environmentally sustainable design requirements into Council building and infrastructure projects where appropriate	We incorporated Environmentally Sustainable Design (ESD) requirements in projects such as the permeable footpath trial in Dromana Avenue, Bentleigh East. The footpath is constructed using 50 per cent recycled content aggregate, will decrease storm water runoff, and is light in colour, which will reduce urban heat affects.	
	4.1.3 Consideration of climate change is embedded into integrated strategic planning and reporting processes	Climate change has been included in the <i>Integrated Planning and Reporting Framework</i> process through the Quarterly Services Performance Report, business plans and reporting on the outcomes and achievements of the <i>Our Climate Emergency Response Strategy</i> .	
We will create opportunities for our community to act on climate change to progress towards zero net emissions by 2030	4.2.1 Develop a program to activate the community on climate change	We developed and engaged with 27 community members through the <i>Climate Conversations</i> program, whereby community members are trained to facilitate conversations with their friends, family and wider community, and motivate them to take action on climate change. Training for community facilitators was conducted in November 2021, and facilitated conversations commenced in March 2022.	
	4.2.2 Develop a <i>Circular Economy Plan</i>	Endorsement of the <i>Circular Economy Plan</i> was delayed to ensure appropriate engagement with stakeholders, and community feedback incorporated into the final proposed Plan. Community consultation on the draft Plan was completed in June 2022, and further engagement with internal stakeholders and First Nations people remains ongoing. The <i>Circular Economy Plan 2022–2026</i> is scheduled to be considered at the 20 September 2022 Ordinary Council Meeting.	

ANNUAL COMMITMENTS 2021–22

Strategic Priority	Action	Progress updates as at 30 June 2022	Status
We will increase our tree canopy and expand private and public greening initiatives	4.3.1 Increase our tree canopy and biodiversity footprint in line with annual targets in the <i>Glen Eira Urban Forest Strategy</i>	We are working towards achieving our targets in relation to tree canopy and our biodiversity footprint through the City. Tree planting initiatives delivered in Lord Reserve and Koornang Park in Carnegie have seen a further 170 new canopy trees planted. This will increase tree canopy at both locations by 45 per cent when the trees reach maturity. From a biodiversity perspective, we prepared over 1,000 square metres of understory biodiversity planting beds that will enhance one of our remnant natural park areas in the southern end of Boyd Park.	
	4.3.2 Progress our annual tree planting program and deliver on our 2021–22 planting commitments	<p>Council planted 1,008 new and replacement trees across streets and parks throughout our City in 2021–22. Tree planting was slightly down from last year due to the COVID-19 restrictions and shortages in resource.</p> <p>We have completed two new streetscapes that involved the creation of tree planting pits; these have seen over 50 new trees added into locations that were previously devoid of tree canopy. With current supply issues for tree stock, we have also pro-actively ordered over 1,000 new trees that will be planting by the end of 2022.</p> <p>We also prepared over 2,500 square metres of urban biodiversity garden beds for future planting.</p>	
	4.3.3 Neighbourhood Character Statements are updated to reinforce the importance of vegetation as a core element of preferred neighbourhood character	Existing and Preferred Neighbourhood Statements were prepared as part of the draft <i>Housing Strategy</i> endorsed by Council for consultation in February 2022.	
	4.3.4 Deliver community projects that expand and support plantings on private land, in identified hotspots and areas with limited natural landscape	<p>We are working to identify communities that live in streets and neighbourhoods with a high level of vulnerability to climate impacts such as heatwaves and will engage, educate and support these residents to take proactive action to reduce these impacts, including increasing tree planting on both public and private land. It was anticipated that the initial locations would be identified and engaged in June 2022; this has been delayed due to capacity constraints and communities in pilot locations will now be identified and engaged in the second half of 2022. Learnings from these locations will guide future engagements we undertake elsewhere in Glen Eira.</p> <p>Projects are also currently being developed to engage and support tree planting at schools across Glen Eira.</p>	

ANNUAL COMMITMENTS 2021–22

Strategic Priority	Action	Progress updates as at 30 June 2022	Status
We will work with our community to understand the human impacts of climate change and the adaptation strategies that may be required to minimise the social, health and economic impacts	4.4.1 Develop partnerships to support vulnerable people in our community to improve resilience to the impacts of climate change	We are liaising with emergency management agencies, and service providers involved in emergency management to identify, engage with and support residents who are vulnerable to climate change impacts. We will expand this engagement through our place-based engagement model to include communities that live in streets and neighbourhoods with a high level of vulnerability to climate impacts.	
	4.4.2 Develop initiatives to support population groups with higher vulnerability to support them to improve their safety during extreme weather	Initiatives to support vulnerable population groups have been developed including: A letter about heatwave/ extreme heat was sent to all active Commonwealth Home Support Program and Home and Community Care clients in early December. The letter includes strategies for staying healthy in hot weather, where to get help and includes the Department of Health Human Services Heatwave brochure. Support workers are also provided with copy of the letter and strategies so they can discuss and educate clients during service visits. Support workers also continue to monitor and assess client's health during all service visits and report any concerns to team leaders to follow up on an ongoing basis.	
	4.4.3 Develop <i>Integrated Water Management Plan</i>	The Glen Eira <i>Integrated Water Management Plan Dhumbali W'urneet Gadhaba</i> was adopted by Council in June 2022. The Plan outlines Council's approach to water management and the specific actions we will take to manage water in our environment.	



Achieved



Not achieved



Not achieved due to factors outside of Council's control



THE ROLLING SHOWS,
RIPPON LEA ESTATE GARDENS, ELSTERNWICK.

STRATEGIC DIRECTION FIVE

A HEALTHY, INCLUSIVE AND RESILIENT COMMUNITY

STRATEGIC OUTCOME:

We support our residents to be healthy, strong and resilient and will embrace and celebrate our diverse community.

We will work with our community and build on our partnerships with community health providers and community organisations to tackle the most pressing health and wellbeing priorities to improve health outcomes across the community.

In 2021–22, we:

- worked with a range of organisations to provide support for the community including seniors and community groups. These included; coordinating the distribution of Rapid Antigen Tests to Culturally and Linguistically Diverse (CALD) community groups, volunteers, senior citizens, local food relief agencies and vulnerable residents; continuing to work with Local and State Government health partners to promote vaccination messaging for children and adults with focus on vulnerable and CALD groups; and provided business support including links to Local and State Government support, business webinars and the ‘Your Glen Eira’ campaign to support local business;
- provided 17 empathetic public off-street carparks within Glen Eira. Spaces were provided at parks and reserves including Booran Reserve, Caulfield Park, McKinnon Reserve, Mackie Road Reserve, King George Reserve and Joyce Park. Other locations where parking spaces were provided include Bentleigh, Bentleigh East, Carnegie, Caulfield North, Elsternwick, McKinnon and Ormond;
- worked with community leaders from CALD backgrounds to ensure our strategies, services and initiatives build social cohesion. A CALD Community Leaders Forum was held online on 10 November 2021 to engage with new and emerging community leaders. Based on feedback from the forum, we endorsed the establishment of a Glen Eira Multicultural Advisory Committee on Tuesday 17 May 2022. We are seeking Expressions of Interest for community members to be considered for the Multicultural Advisory Committee.

STRATEGIC INDICATORS

Strategic Indicator	Performance Measure	Result
Services and partnerships to improve the health and wellbeing of residents of all ages and backgrounds across the community	Maintain or increase participation in Council- delivered health and wellbeing programs and activities across the community	<p>Key achievements that have supported the health and wellbeing of residents of all ages and backgrounds across the community include:</p> <ul style="list-style-type: none"> - <i>Come and Try</i> event at Glen Eira Sports and Aquatic Centre, attended by 300 participants who explored various sporting activities for people with disability; - heatwave information distributed to various services including Glen Eira City Council libraries, Maternal Child Health Centres, Early Learning Centres and Senior Centres. These were also provided in languages, including Italian, Polish and Greek; - Glen Eira Leisure ran a variety of fitness programs, which included Teen Boxing, Tai Chi and Family Zumba; - online music event to celebrate International Day of Volunteers and International Day of People with Disabilities; and - a Mental Health Sheet developed and distributed to our sporting and community groups. The fact sheet is also available in Russian, Mandarin and Greek.
	Community satisfaction with Council services which support community wellbeing, including arts, libraries, community, cultural, family and disadvantaged support services, is maintained or increased	<p>Community satisfaction with art centres and libraries increased from 75 per cent in 2021 to 76 per cent in 2022.</p> <p>Community and Cultural remained consistent at 67 per cent.</p> <p>Disadvantaged support services remained consistent at 62 per cent.</p>

STRATEGIC INDICATORS

Strategic Indicator	Performance Measure	Result
Opportunities to celebrate our diverse community and people of all backgrounds and abilities welcomed into all aspects of community life	Increase in opportunities for the community to engage with, connect and celebrate our diverse community	<p>We hosted <i>Lunar New Year</i> and <i>Chanukah Celebrations</i> at Town Hall. <i>National Reconciliation Week</i> and immersive events such as the <i>CUBE</i> at were hosted at the Carnegie Community Space.</p> <p>Our gallery hosted a celebration of aboriginal artists through <i>The Torch: Confined 13</i>. The <i>UNEARTHED</i> exhibition was a collaboration between a Yorta Yorta aboriginal artist and a Mumbai based artist.</p> <p>Our <i>Community Grants</i> program supported Glen Eira Adult Learning Centre to deliver the Multicultural Festival during Cultural Diversity Week in March 2022.</p> <p>Our <i>Annual Senior Citizen Centre</i> and <i>Seniors Grant</i> program supported over 30 culturally diverse groups to deliver inclusive and culturally specific programs and events across the five senior centres and other culturally safe community spaces.</p> <p>The <i>2021 Seniors Festival</i> included a virtual 'in conversation with the ageing LGBTIQ+ community'.</p> <p>Glen Eira Libraries hosted in-person events representing diverse authors that included 'Am I Black Enough for You? 10 Years On' by Anita Heiss, Children's Book Week in August and 'The Strength of Hope' by Holocaust survivor Abram Goldberg.</p> <p>We celebrated disability and sport with a <i>Come and Try Day</i> in May at Glen Eira Sports and Aquatic Centre where 300 people attended. In December 2021, Council hosted a celebration <i>International Day for People with a Disability</i> and <i>International Day for Volunteers</i> with an online music event, <i>Festability</i> including music acts, comedian and short video celebrating volunteerism.</p> <p>Our <i>Disability Awareness in Schools</i> program attended three primary schools where 150 students participated in understanding more about barriers people with disability face daily in a fun and interactive way.</p> <p>The <i>Community Wellbeing Plan</i> was converted to Easy English to benefit people with cognitive impairments, low literacy and English as a second language.</p>




STRATEGIC INDICATORS

Strategic Indicator	Performance Measure	Result
Opportunities to celebrate our diverse community and people of all backgrounds and abilities welcomed into all aspects of community life	Increase in promotion of the benefits and opportunities of diversity in our community	<p>Efforts to promote opportunities for our diverse community included:</p> <ul style="list-style-type: none"> - Chat n Chuckle Acquired Brain Injury Social group, promoted through <i>Glen Eira News</i>; - <i>Seniors Festival</i> promoted during September and October 2021 in <i>Glen Eira News</i>, Website, and social media channels; - Seniors groups and senior citizens centres promoted on Council's website, including the <i>Older Adults Guide</i>; and - <i>The CUBE</i> installation at Carnegie Community Space was designed as a free, non-ticketed 'come and go' event to attract a wide and diverse audience.
Services and programs that support community connection, lifelong learning and development at key stages of life, including early childhood, youth, families and older persons	Satisfaction with Maternal and Child Health Services and Youth Services is maintained or increased	Community satisfaction with relation to family and elderly support improved marginally with family support services increasing from 65 per cent in 2021 to 67 per cent in 2022. The metropolitan average result was 66 per cent.
	Satisfaction with arts centres and libraries is maintained or increased	Community satisfaction with art centres and libraries increased from 75 per cent in 2021 to 76 per cent in 2022. The metropolitan average result was 73 per cent.
	Satisfaction with services that support healthy ageing are maintained or increased	Community satisfaction with services that support healthy ageing increased from 65 per cent in 2021 to 66 per cent in 2022. The metropolitan average result was 65 per cent.
Opportunities to participate in festivals, events and activities that foster cultural and artistic expression, local identity and support community wellbeing	Accessible and flexible opportunities for participation in cultural and artistic events and activities	Glen Eira libraries delivered a vast range of online programs celebrating diversity, encouraging cultural expression and inclusion. Live events such as The Big Summer Read, We're Wild about Reading and Jolabokaflod have encouraged togetherness and engagement.
	Satisfaction with Council's Arts and Culture services is maintained or increased	Community satisfaction with Council's community festivals, events and creative programs remains consistent at 67 per cent. The metropolitan average result was 65 per cent.



STRATEGIC INDICATORS

Strategic Indicator	Performance Measure	Result
Continue to provide a high standard of aquatic and leisure programming which supports and adapts to community needs	Satisfaction with Glen Eira Leisure facilities and services is maintained or increased	Community satisfaction was 88 per cent, slightly down due to extended closures during COVID-19.
	Increased participation and membership in all Glen Eira Leisure facilities	Membership numbers increased by 60 per cent in the Health Club and 30 per cent in Swim School. This was due to Glen Eira Leisure facilities being closed for the majority of last year. Our membership numbers are approaching pre-COVID numbers.



MAJOR INITIATIVES

Council Plan Commitment	Major Initiative	Progress updates as at 30 June 2022	Status
We will support improved health, wellbeing and resilience of all individuals, families and groups within our community	We will progress actions and commitments outlined in our <i>Public Municipal Health and Wellbeing Plan</i>	<p>The <i>Public Municipal Health and Wellbeing Plan</i> expired in 2021 and was superseded by the <i>Glen Eira Community Wellbeing Plan 2021–2025</i>.</p> <p>At the time of expiry, we had met 95 per cent of actions under the six priority areas of the <i>Public Municipal Health and Wellbeing Plan 2020–21</i>.</p>	
We will support accessible pathways into services, activities and facilities for people of all ages and abilities, particularly those most in need	We will commence construction of the \$6.3 million upgrade of the Bentleigh Library including the integration of the Youth Services into a refurbished facility, exploring the possibility of expansion of the facility and introduction of a new civic forecourt	Construction of the Bentleigh Library and Youth Hub commenced and is expected to be completed in September 2022 and opened to the public in mid-October.	
	We will commence construction of a new \$11.7 million Community Hub in Murrumbeena Park that provides multi-functional space for a variety of community, Council, sporting and casual users. The project will assist to meet the needs of our growing community in Murrumbeena and Hughesdale	Construction of the Community Hub in Murrumbeena Park commenced and is expected to be completed by the end of August 2022.	



ANNUAL COMMITMENTS 2021–22

Strategic Priority	Action	Progress updates as at 30 June 2022	Status
We will support improved health, wellbeing and resilience of all individuals, families and groups within our community	5.1.1 Implement annual actions within the <i>Glen Eira Community Wellbeing Plan 2021–2025</i>	The <i>Glen Eira Community Wellbeing Plan 2021–2025</i> and <i>Community Wellbeing Action Plan 2021–2022</i> were endorsed by Council in October 2021 and 97 per cent of Year One actions have been completed.	
	5.1.2 Work with our community, local support agencies and community partners to implement COVID-19 responses and recovery initiatives	<p>We provided emergency relief services to support members of the community impacted by COVID-19.</p> <p>As part of the COVID-19 emergency relief program, Council supported 340 residents with food and pharmaceutical supplies during their mandatory isolation periods.</p> <p>We worked with a range of community organisations and public health service providers to disseminate important public health messages to prevent the spread of COVID-19 including regular updates in <i>Glen Eira News</i> media releases, video updates by the Mayor and CEO, e-newsletters, community fact sheets, webinars, dedicated COVID-19 information page on our website and social media COVID-19 updates.</p> <p>We co-ordinated the Glen Eira COVID-19 Municipal Response and Recovery Committee which consisted of local emergency service providers and community support agencies to plan and respond to local community needs.</p> <p>Key highlights included:</p> <ul style="list-style-type: none"> - partnering with Connect Health, Monash Health and Sandringham Hospital to deliver a COVID-19 vaccination hub at Spurway facility in Murrumbeena; - holding vaccination pop-ups at Moorleigh Village, Hatzolah, Carnegie Library, Glen Eira Gallery and provided support to other vaccination initiatives in the community; - <i>Glen Eira Get Vaxxed</i> campaign provided information about the importance of vaccination up-take; - distribution of Rapid Antigen Tests to Culturally and Linguistically Diverse community groups, senior citizens, and vulnerable residents; and - provided business support, including links to Local and State Government support, business webinars and the <i>Your Glen Eira</i> campaign to support local business. 	



ANNUAL COMMITMENTS 2021–22

Strategic Priority	Action	Progress updates as at 30 June 2022	Status
We will support improved health, wellbeing and resilience of all individuals, families and groups within our community	5.1.3 Develop a new <i>Community Safety Plan</i> to improve the sense of safety and support crime prevention in the municipality	On 7 June 2022, Council endorsed the <i>Community Safety Plan 2022–2025</i> .	
	5.1.4 Support parents and carers to build and develop skills and confidence to enhance the health, wellbeing and development of infants and young children	Maternal and Child Health (MCH) continued to offer information, education and support to all families through our supported playgroups, first time parents' group, sleep/settling sessions and other educational sessions. Throughout 2021–22, the MCH service offered over 250 online and face-to-face educational sessions.	
	5.1.5 Develop a new four-year <i>Glen Eira Domestic Animal Management Plan</i> in consultation with the community outlining Council's approach to the management of domestic animals	The <i>Domestic Animal Management Plan 2022–2026</i> was adopted on 23 November 2021.	
We will embrace diversity and value all people, promoting a community that welcomes and includes everyone	5.2.1 Demonstrate strong leadership in the promotion of gender equality and prevention of family violence and violence against women	The <i>Gender Equality Action Plan</i> was endorsed by Council on 15 March 2022 and approved by the Commission for Gender Equality in the Public Sector on 14 June 2022. Council delivered a range of activities as part of the <i>16 Days of Activism</i> against gender-based violence in November 2021.	
	5.2.2 Work with community leaders from culturally and linguistically diverse backgrounds to ensure Council strategies, services and initiatives build social cohesion	A Culturally and Linguistically Diverse (CALD) Community Leaders Forum was held online on 10 November 2021 to engage with new and emerging community leaders. Based on feedback from the forum, Council endorsed the establishment of a Glen Eira Multicultural Advisory Committee and Terms of Reference at the Ordinary Council Meeting held on 17 May 2022.	
	5.2.3 Coordinate and deliver the annual <i>International Day of Disability</i> event to help grow a more inclusive community	The <i>International Day of Disability</i> event was held on 3 December 2021 at the Glen Eira Sports and Aquatic Centre as well as through online sessions including: a fast and furious and Wheelie fit online live fitness classes and interviews with para triathlete, Liam Twomey, inclusive education and support officer, Zoe Murdoch and Carer, Liam Seymour.	




ANNUAL COMMITMENTS 2021–22

Strategic Priority	Action	Progress updates as at 30 June 2022	Status
We will embrace diversity and value all people, promoting a community that welcomes and includes everyone	5.2.4 Build a unified community that acknowledges Aboriginal and Torres Strait Islander Peoples through meaningful reconciliation and respect of First Nations' cultural heritage	<p>The annual <i>Koorie Chill Out</i> was held on 26 January 2022 to recognise the significance of the date for First Nations people. The First Nations flags were lowered to half-mast.</p> <p>Council endorsed our second '<i>Innovate</i>' <i>Reconciliation Action Plan 2022–2024 (RAP)</i> at the Ordinary Council Meeting on 15 March 2022. The <i>Plan</i> was developed with Traditional Owners and new and existing community partners. The <i>Plan</i> outlines the focus areas for Glen Eira's work in reconciliation over the next two years.</p> <p>A staff <i>RAP Champion's League</i> was developed to generate ideas and promote events, activities to increase respect and understanding, and opportunities for Aboriginal and Torres Strait Islanders to engage Glen Eira staff in reconciliation.</p> <p>Further to the Council's endorsement of the '<i>Innovate</i>' <i>Reconciliation Action Plan</i>, Glen Eira City Council Gallery hosted the <i>RAP</i> launch with a presentation by the Mayor, Councillor Jim Magee on 13 May, supported by a discussion panel and musical performance by Indigenous artist Jess Hitchcock.</p>	
We will support accessible pathways into services, activities and facilities for people of all ages and abilities, particularly those most in need	5.3.1 Engage with our community to ensure our aged care and independent living services remain responsive to Commonwealth aged care reforms and meet current and future community needs	<p>On 26 April 2022, Council endorsed the <i>Future of Aged Care Services — Responding to Commonwealth Aged Care Reforms: Discussion Paper 2022</i> and approved the community engagement process to seek feedback on what living and ageing well looks like in Glen Eira, now and into the future.</p> <p>The community engagement commenced on 27 April 2022 and concluded on 30 June 2022. It included online and print surveys, community forums, pop-up activities at our libraries, senior citizens centres, GESAC and other community locations, engagement with residents in our residential aged care facility, and with our in-home and social support services clients.</p>	


ANNUAL COMMITMENTS 2021–22

Strategic Priority	Action	Progress updates as at 30 June 2022	Status
We will support accessible pathways into services, activities and facilities for people of all ages and abilities, particularly those most in need	5.3.2 Support vulnerable young people to access social emotional and financial supports, including access to mental health services and education, employment and training pathways	Youth Services provided support options to 310 young people through our one-on-one support program, weekly social drop-in sessions, and the provision of our living and life skills program which offers young people access to education, employment and training opportunities.	
	5.3.3 Deliver the Bentleigh Library and Youth Hub capital works project	Bentleigh Library and Youth Hub was scheduled to be completed in June 2022. However, this project has been delayed by building industry related COVID-19 impacts outside Council and the builder's control. The project is now expected to be completed in September 2022 and opened to the public in mid-October. The pop-up library in McKinnon will be extended beyond its original anticipated closure date of July 2022 to ensure the community has access to a library service.	
	5.3.4 Deliver the Murrumbeena Community Hub capital works project	The Murrumbeena Community Hub was scheduled to be completed in late May. However, this project has been impacted by the COVID-19 Government mandated restrictions on construction sites and material shortages. Despite the delays, construction is expected to be completed September 2022. The building will be open to the public in October 2022.	
	5.3.5 Deliver upgrades to the Glen Eira Town Hall	This project involves the upgrade of the office accommodation areas within the Town Hall. It is a multi-year project with the first year being the upgrade of the ground floor. A builder was appointed by Council at the 15 March 2022 Council Meeting and construction of the ground floor upgrade will be completed in mid-August. A concept design for the upgrade of the first floor is currently going through an approval process.	
	5.3.6 Implement empathetic parking at key carpark locations	We invested \$70,000 in empathetic parking initiatives. Empathetic parking spaces were provided at 17 public off-street car parks within Glen Eira during the 2021–22 financial year. Spaces were provided at parks and reserves including Booran Reserve, Caulfield Park, McKinnon Reserve, Mackie Road Reserve, King George Reserve and Joyce Park. Other locations where parking spaces were provided include Bentleigh, Bentleigh East, Carnegie, Caulfield North, Elsternwick, McKinnon and Ormond.	

ANNUAL COMMITMENTS 2021–22

Strategic Priority	Action	Progress updates as at 30 June 2022	Status
We will deliver services, events and programs that recognise and celebrate our broad interests and differences and promote participation for all	5.4.1 Deliver a range of community programs and events that promote community inclusion, celebrate diversity and encourage cultural expression	<p>Over 80 online and in person events and activities were delivered across the year. Highlights include an author talk with writer Yves Rees about their trans experience and an event with autism advocate, Clem Bastow. Indigenous authors Dr Anita Heiss, Dianne O'Brien, and Veronica Gorrie shared powerful stories of survival and resilience. <i>Lunar New Year</i> and <i>Chanukah</i> were also celebrated.</p> <p>The <i>Glen Eira Storytelling Festival</i> celebrated diverse stories, identities and cultures through both streamed and in-person events. Other cultural events included <i>National Reconciliation Week</i>, an exhibition presented by The Torch, <i>Confined 13</i> as well as the exhibition <i>Unearthed</i>. Both featured a series of floor talks, workshops and performances to celebrate diversity.</p>	
	5.4.2 Increase library usage through the provision of new programs and materials that support the diversity of life-long learning needs and emerging new ways of working	Usage of library services and resources has increased since the easing of COVID-19 restrictions. New digital and physical items are regularly added to the library collection to ensure library customers have access to fresh and relevant materials to support their learning and recreational needs. Over 32,000 items were added 2021–22. A wide variety of library programs continue to be offered onsite and online with interest remaining high.	
	5.4.3 Rebuild the membership profile at Glen Eira Sports and Aquatic Centre and other leisure facilities when they re-open and operations return to normal	<p>The leisure industry continued to be impacted by restricted services and capacity limits as a result of state lockdowns, which ended in October 2021.</p> <p>Glen Eira Leisure (GEL) focused on encouraging members of the community back to our facilities. Campaigns have included waived joining and administration fees, bonuses for referrals and many free inclusive days for anyone in the community to introduce to them to some of GEL's program offerings.</p> <p>Membership numbers increased by 60 per cent in the Health Club and 30 per cent in Swim School and are nearing pre-pandemic levels, indicating that the community is responding well to the programming and facilities we offer and is ready to get active and be part of an inclusive and welcoming environment.</p>	

ANNUAL COMMITMENTS 2021–22

Strategic Priority	Action	Progress updates as at 30 June 2022	Status
We will deliver services, events and programs that recognise and celebrate our broad interests and differences and promote participation for all	5.4.4 Develop a library of 50 GEL Anywhere online classes to enable the community to stay active at home	Over 50 online classes with 24 different workout styles are available on GEL Anywhere to suit all abilities. This also features a chat series and incorporates an Active Ageing Health series.	



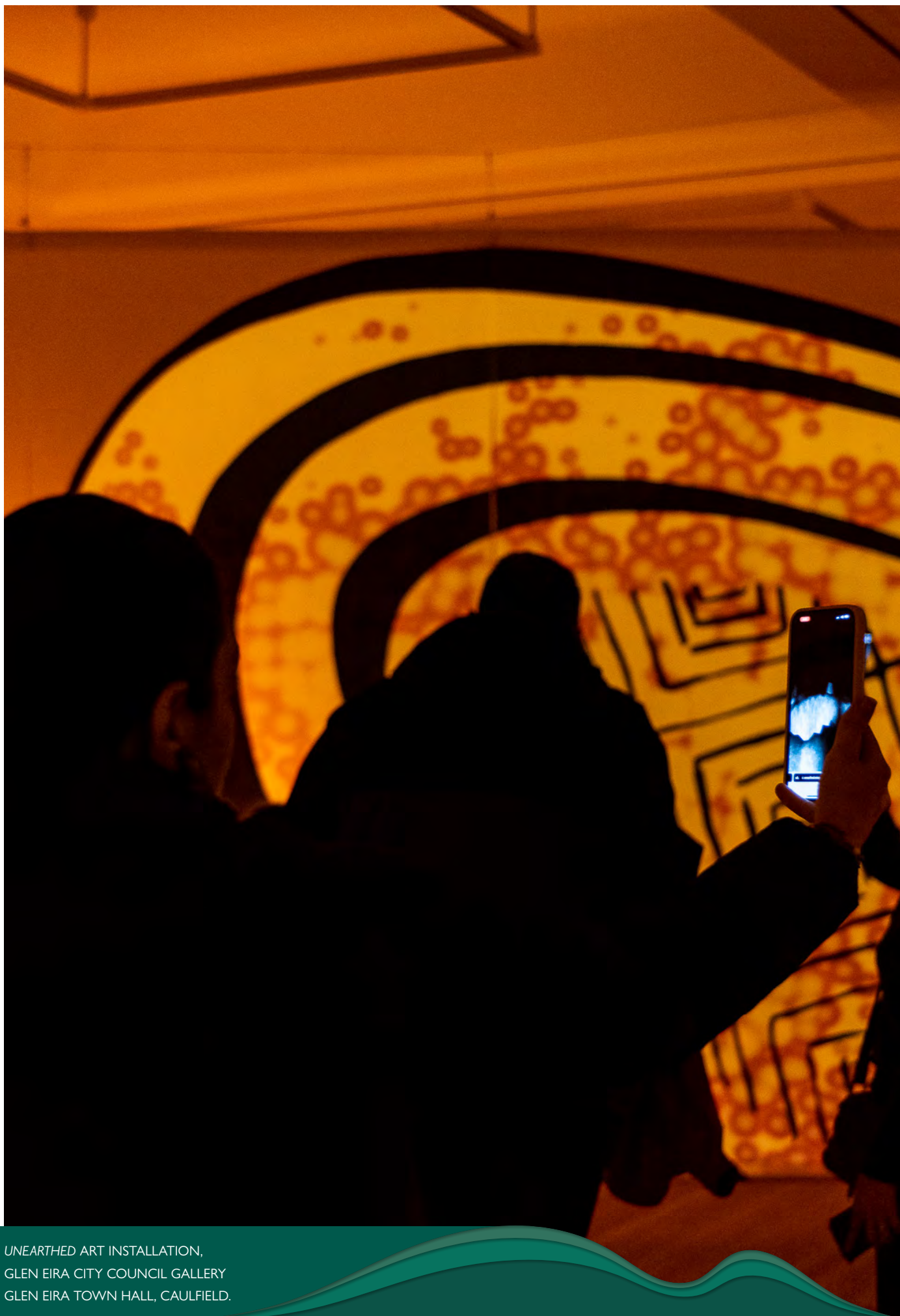
Achieved



Not achieved



Not achieved due to factors outside of Council's control



UNEARTHED ART INSTALLATION,
GLEN EIRA CITY COUNCIL GALLERY
GLEN EIRA TOWN HALL, CAULFIELD.

FINANCIAL SUSTAINABILITY

FINANCIAL OVERVIEW

Our financial position remains sound. We have included detailed information about our financial performance in the Financial Statements and Performance Statement sections of the *Financial Report*.

The value of rateable property as at 1 January 2022 was \$84 billion. We are focused on generating funds to update community infrastructure and facilities. We also want to maintain essential services and, where possible, improve them, especially in terms of access, equity and environmental sustainability. Our long-term financial strategy confirms this approach.

During 2021–22, the COVID-19 pandemic continued to impact on Council's operations. Council has noted the following significant impacts on its financial operations:

Council was successful in receiving the following additional revenue:

- Outdoor Eating and Entertainment Package to support hospitality businesses prepare for a COVID normal re-opening across Victoria - \$250,000 (round two) and COVID Safe Outdoor Activation Fund 2021, \$575,000.

- Local Roads and Community Infrastructure Program (Phase Two \$2.2 million).

- Local Government Business Concierge and Hospitality Support Program, \$120,000.

Revenue reductions including:

- Fees from Glen Eira Leisure services were reduced by \$3.95 million due to forced closures.

Revenue forgone including:

- Deferring payment of rate debt accumulated from 16 March 2020 and 30 June 2021 and offering a Hardship Rates Relief Package during 2021–22 for any ratepayer experiencing financial hardship and no interest charged; rate debtors increased by \$1.94 million over the course of the year.

New costs and services

- Pandemic prevention expenses associated with COVID-19 including: personal protective equipment and clothing, cleaning materials such as: sanitisers, gloves, cleaning products and other prevention materials - \$678,000 incurred for 2021–22.

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

See a summary of our performance below.

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

OPERATING POSITION

Our 2021–22 operating position was a \$14.23 million surplus, which is \$3.18 million higher than our *Budget 2021–2022*. Factors that contributed to this include:

INCOME

Our total revenue for the 2021–22 financial year was \$188.46 million, \$6.66 million unfavourable to budget (three per cent).

Rates and charges revenue was in line with the Budget 2021–2022. Our rates and charges are still much lower than the average of all inner metropolitan councils (we are the second lowest).

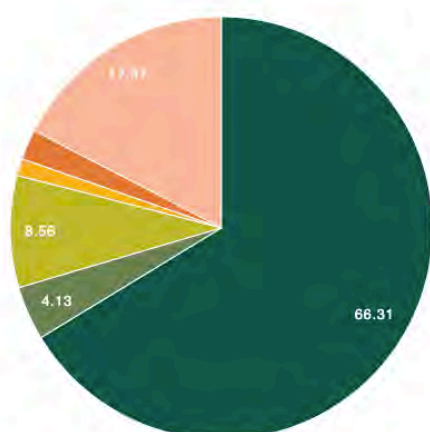
Statutory fees and fines were unfavourable to budget by \$1.23 million, mainly due to lower than anticipated revenue from parking infringements of \$1.66 million.

User fees were lower than anticipated, mainly related to further pandemic related closures of Glen Eira Leisure facilities (\$3.95 million), the decision to close of our Residential Aged Care services at Rosstown Community in November 2021 (\$2.02 million) and reduced fees received for Family and Children's services (\$896,000).

Grants — operating were favourable to budget by \$2.39 million due to:

Early receipt of the 2022–23 payment from the Victorian Grants Commission. The amount of \$3.27 million (75 per cent of the 2022–23 grants) was received for financial assistance and local roads funding during the 2021–22 financial year; increased government subsidy funding of family day care and early learning centres (\$302,000); and the above favourable variances were offset by reduced residential aged care income due to the closure of two facilities (\$2 million).

FIGURE 1.
2021–22 SOURCES OF INCOME (%)



- Rates and charges (66.31%)
- Statutory fees and fines (4.13%)
- User fees (8.56%)
- Other revenue (1.3%)
- Contributions (2.33%)
- Grants (17.37%)

Grants — capital was unfavourable to budget by \$1.7 million due to the timing of grants now expected to be received during 2022–23.

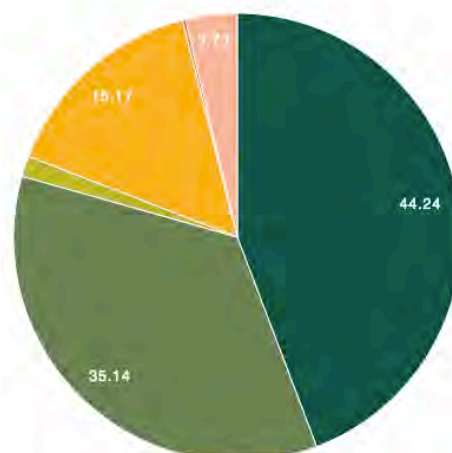
Contributions — monetary — Open space fees are favourable to budget by \$937,000. These contributions are levied on multi-unit property developments in order to fund open space and depend on decisions made by developers, not Council.

Refer to Figure 1.

EXPENSES

Our total expenditure for 2021–22 was \$174.22 million (five per cent favourable to budget). Significant variances to budget include:

FIGURE 2.
2021–22 CATEGORIES OF EXPENDITURE (%)



- Employee costs (44.24%)
- Materials and services (35.14%)
- Net (loss) on sale/disposal of property, infrastructure, plant and equipment (1.49%)
- Depreciation and amortisation (15.17%)
- Borrowing and finance costs (0.23%)
- Other expenses (3.73%)

Employee costs — favourable variance of \$9.05 million mainly due to: closure of Rosstown Community in November 2021 (\$2 million) and the remainder due to pandemic related closures and reductions in service as well as general staff vacancies.

Materials and services — favourable variance of \$2.6 million due to savings across utilities, materials, contractors, training and building maintenance, mainly due to closures of services and buildings as a result of the pandemic.

[For more information see Financial Report.](#)

Refer to Figure 2.

FIGURE 3.
CAPITAL WORKS EXPENDITURE
2010–11 TO 2021–22

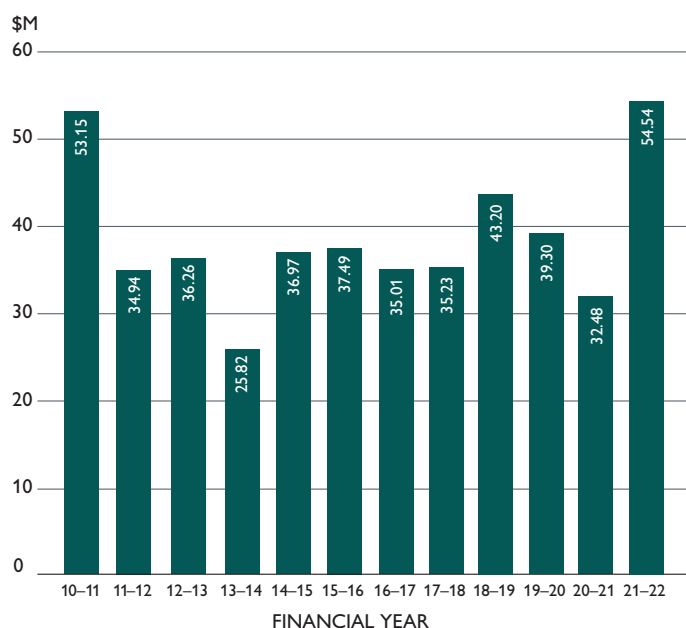
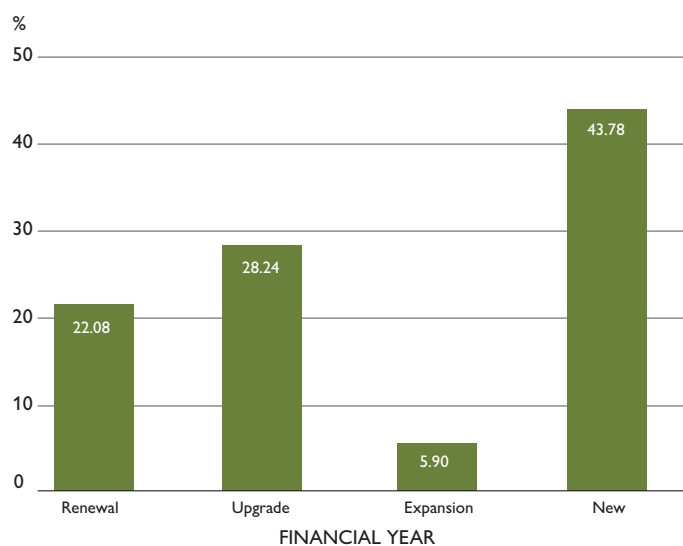


FIGURE 4.
2021–22 CAPITAL WORKS EXPENDITURE —
BY TYPE (%)



CAPITAL INVESTMENT

During 2021–22, we expended \$54.54 million on capital works. Variance to budget for total capital works was \$28.1 million across the following activities:

Land — we purchased six parcels of land for future open space (\$3.78 million over budget).

Buildings — we underspent by \$21.3 million due to delays in starting work on Carnegie Memorial Swimming Pool (\$17.6 million) and works that are ongoing at Murrumbena Community Hub, Bentleigh Library and Youth Hub redevelopment and Lord Reserve. These will all be carried forward into 2022–23.

Plant, machinery and equipment — was under budget due to delays in delivery of ordered fleet and plant and equipment as a result of manufacturing and delivery delays (\$1.06 million).

Communications and telecommunications — was under budget due to hardware unable to be delivered by year end (\$994,000).

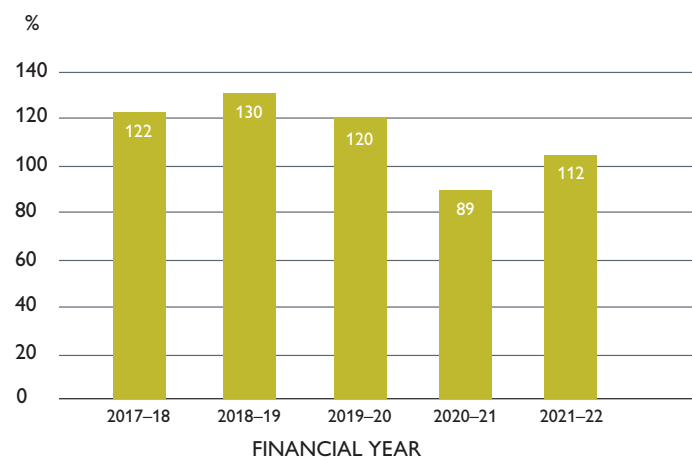
Roads — was underspent by \$1.54 million due to works across the municipality unable to be completed. Delays have occurred with delivery of materials and where works need to be aligned with other utility and service providers. The underspend will be carried forward to the 2022–23 financial year.

Open space — underspent by \$1.8 million due to various projects that will be completed early in 2022–23. This includes Princes Park play space, Caulfield Park Masterplan implementation and *Lord Reserve* and *Koornang Park Masterplans*.

Streetscape works — relates to development and beautification of Council’s streets and shopping precincts. These projects are under budget by \$2.93 million mainly due to the Bentleigh Eat Street Plaza project which was delayed due to COVID-19 (\$2.21 million). Funding will be carried forward to the 2022–23 year.

Refer to Figure 3.

FIGURE 5.
ASSET RENEWAL RATIO (INCLUDING UPGRADE) 2017–18 TO 2021–22 (%)



ASSET EXPENDITURE CATEGORIES

The major asset expenditure categories of capital works were:

- land \$10.78 million;
- buildings \$12.71 million;
- plant and equipment \$3.33 million;
- roads \$5.63 million;
- footpaths \$2.92 million;
- drainage \$2.98 million;
- open space and recreation \$6.6 million;
- car parks \$451,000;
- streetscape works \$87,000; and
- projects carried forward from 2020–21 \$9.09 million

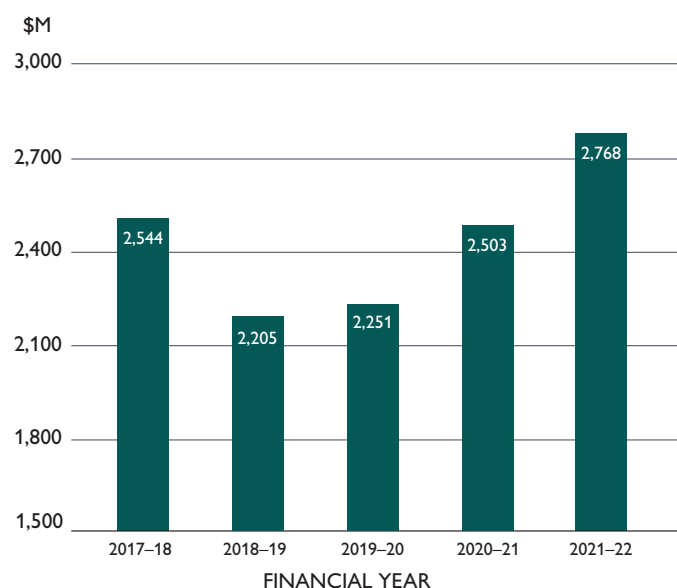
[For more information see Financial Report.](#)

The \$54.54 million comprised:

- renewal 22.08 per cent (\$12.04 million);
- upgrade 28.24 per cent (\$15.41 million);
- expansion 5.9 per cent (\$3.22 million); and
- new expenditure 43.78 per cent (\$23.88 million).

Refer to Figure 4.

FIGURE 6.
PROPERTY, INFRASTRUCTURE, PLANT AND EQUIPMENT AND INTANGIBLES 2017–18 TO 2021–22 (\$M)



ASSET RENEWAL

To bridge the infrastructure gap, we invested \$27.45 million in renewing and upgrading assets in 2021–22. Our asset renewal ratio, measured by comparing asset renewal and upgrade expenditure to depreciation, was 112 per cent.

Refer to Figure 5.

ASSETS

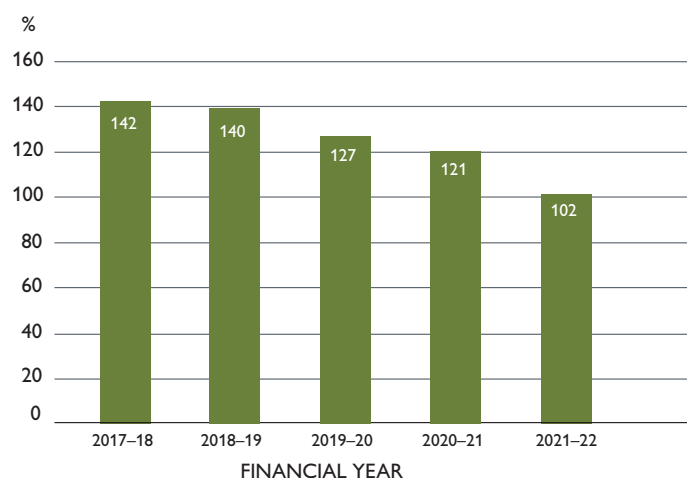
Our net asset base increased from \$2,509 million to \$2,763 million. This was mostly due to an increase in the value of our fixed assets from \$2,503 million to \$2,768 million.

The movement in our property, infrastructure, plant and equipment value is due to:

- the impact of our assets revaluation;
- the net result of the Capital Works Program;
- asset depreciation; and
- the sale of property, plant and equipment.

Refer to Figure 6.

FIGURE 7.
LIQUIDITY RATIO (WORKING CAPITAL)
2017–18 TO 2021–22 (%)



Contribution income of \$4.39 million was received during 2021–22. This can be used to fund projects that meet the conditions of the *Open Space Strategy*, which is mainly focused on increasing open space in identified gap areas. We spent \$11.04 million on projects that met these conditions. The balance of the Public Open Space Reserve is now \$19.61 million.

LIQUIDITY

Working capital is the excess of current assets above current liabilities. This calculation recognises that although we have current assets, some are already committed to settling liabilities in the following 12 months. Therefore, they are not available for discretionary spending.

Cash and cash equivalents (including financial assets) were \$45.58 million as at 30 June 2022. This is enough to cover our short-term restricted liabilities, which include \$25.69 million in trust funds and aged care deposits.

We must ensure we maintain working capital and have enough cash reserves to meet normal cash flow requirements. We will continue to have a large investment in capital works projects. The liquidity ratio expresses our level of current assets for meeting current liabilities.

We should hold enough cash to cover restricted assets, such as residential aged care deposits, Public Open Space Reserve, contract deposits and the Fire Services Property Levy.

Refer to Figure 7.

PUBLIC OPEN SPACE STRATEGY

Contributions to the Public Open Space Reserve during the financial year relate to public open space levies that were received under Section 18 of the *Subdivision Act 1988*.

Reading our Financial Report

Our staff prepared the Financial Statements to meet the requirements of the Local Government Act 2020 and Australian Accounting Standards. We also use the Department of Environment, Land, Water and Planning's model accounts to help with standardised financial reporting.

Our *Financial Report* contains two statements — the Financial Statements and the Performance Statement. The Victorian Auditor-General's Office (VAGO) audits these statements and our Audit Committee reviews them, before recommending their adoption in-principle.

The Auditor-General's office then offers independent opinions on the *Financial Report* and Performance Statement. Once we get approval from the Auditor-General's office, we make our *Annual Reports* available to the public.

We are committed to accountability. We developed this section to help you understand and analyse the *Financial Report*.

Financial Statements

Our *Financial Report* has two main sections — the Financial Statements and the accompanying explanatory notes. The Financial Statements comprise five main statements:

1. Comprehensive Income Statement
2. Balance Sheet
3. Statement of Changes in Equity
4. Statement of Cash Flows
5. Statement of Capital Works

Each Statement assists with the overall understanding of our financial position.

Comprehensive Income Statement

This Statement outlines our income sources for the financial year under headings, such as general rates and garbage charges, and the day-to-day expenses incurred to run Council over the financial year. These expenses do not include capital expenditure, but they do include depreciation and amortisation of assets. Expenses may include labour costs, materials and supplies, and utility and insurance costs.

We prepare the Statement on an 'accrual' basis. This means we recognise all income and expenses for the financial year, even though we may not have received or paid them yet. An example of income not yet received is interest on investments. An example of expenditure not yet paid is an invoice for materials or services that we have already used.

The key figure in this Statement is the result for the reporting period, which is the best measure of our financial performance. This figure equals total income minus total expenses, which indicates whether we have operated at a surplus or a deficit (a figure inside brackets is a deficit).

Other comprehensive income comprises income and expense items (including reclassification adjustments) that are not recognised in the surplus or deficit, as required or permitted by other Australian Accounting Standards. The components of other comprehensive income include changes in revaluation reserve.

Balance Sheet

The Balance Sheet is a snapshot of our financial position as at 30 June 2022. It outlines what we own (assets) and what we owe (liabilities). Our net worth (net assets or equity) equals total assets minus total liabilities — the larger the net equity, the stronger the financial position. Our financial position at 30 June 2022 is sound, reflecting our commitment to financial and infrastructure sustainability.

See the elements of the Balance Sheet below:

Current and non-current assets

A current asset is expected to be used within a financial year or can be easily converted to cash within 12 months. This includes items such as cash held, investments and money owed to us. Net current assets are more commonly known as working capital. The figure equals current assets minus current liabilities and it determines whether we can meet our short-term commitments.

A non-current asset is not expected to be used or turned into cash in an operating cycle. This includes items such as roads, drains, buildings, artwork, furniture, fixtures and fittings, vehicles and equipment.

Current and non-current liabilities

1. Trade and other payables are those to whom we owe money.
2. There are provisions for employee benefits, including annual leave, long-service leave and sick leave. There is also provision for environmental rehabilitation of the Clayton Regional Landfill.
3. Trust monies are funds that we hold in trust.
4. Interest-bearing liabilities include borrowings and leases.

Net assets

This is the difference between the value of total assets and the value of total liabilities.

Total equity

The value of total equity is equivalent to the value of net assets. It includes

- Asset revaluation reserve, which is the difference between the previously recorded value of our assets and their latest valuations
- Transfers from the asset replacement reserve during the financial year, reflecting funding for eligible open space capital works projects
- Accumulated surplus, which is the value of surpluses/profits accumulated over time.

Statement of Changes in Equity

The Statement of Changes in Equity summarises the change in our real worth throughout the financial year. It shows the changes for each of the amounts under the net assets section of the Balance Sheet. Our net worth can change due to a surplus or deficit as recorded in the Comprehensive Income Statement or an increase in the net value of non-current assets resulting from their revaluation.

Statement of Cash Flows

The Statement of Cash Flows shows all the cash we received and paid during the financial year. Figures without brackets are inflows (receipts) and figures inside brackets are outflows (payments). It shows how much cash we had at the start of the financial year, the inflows and outflows during the financial year and the cash balance at the end of the financial year.

We generate and use cash in three main areas of activity:

(1) Cash flows from operating activities — cash used or generated in our normal service delivery functions and receipts of monies held in trust.

(2) Cash flows from investing activities — cash used or generated by enhancing or creating infrastructure and other assets. Activities also include the acquisition and sale of other assets, such as vehicles, property, equipment.

(3) Cash flows from financing activities — cash used or generated by financing our functions. This includes loans from financial institutions, advancing of repayable loans to other organisations, loan repayments and leases.

Statement of Capital Works

This Statement sets out all capital expenditure related to non-current assets. It also shows how much capital works expenditure was for expanding, renewing or upgrading our asset base. This is important because each category has a different impact on our future costs. The distinction between expenditure on new assets, asset renewal, upgrade and expansion is as follows:

- **Asset renewal expenditure** — expenditure on an existing asset that returns the service potential or the asset's life up to which it had originally. It is required periodically and is relatively large in material value, compared with the value of the components or sub-components of the asset. Because it reinstates existing service potential, it has no impact on revenue. However, it may reduce future operating and maintenance expenditure if it is completed at the optimum time.
- **Asset upgrade expenditure** — expenditure that enhances an existing asset to provide higher service or expenditure, increasing the life of the asset beyond which it had originally. It is discretionary and often does not result in additional revenue unless direct user charges apply. It will increase operating and maintenance expenditure in the future because of the increase in our asset base.
- **Asset expansion expenditure** — expenditure that extends an existing asset to a new user group at the same standard enjoyed by residents. It is discretionary expenditure that increases future operating and maintenance costs because it increases our asset base. It may be associated with additional revenue from the new user group.
- **Asset new expenditure** — this results in creating or acquiring a new asset.

Notes to the Financial Report

The notes to the *Financial Report* add meaning to the figures in the four main statements. You should read them in conjunction with the statements to get a clearer picture of our finances. The notes give the details behind the statements' summary line items, showing what each accumulated amount consists of.

The notes outline the rules and assumptions used to prepare the Financial Statements. They advise of any changes to the Australian Accounting Standards, policy or legislation that may affect the preparation of statements and disclose information that cannot be incorporated into the statements.

Notes are particularly useful if there has been a significant change from the previous year's comparative figure.

Other notes include:

- The breakdown of expenses, revenues, reserves and other assets.
- Contingent assets and liabilities.
- Transactions with persons related to us.

Performance Statement

We must prepare and include a Performance Statement within the *Annual Report*. The Statement includes results of the prescribed sustainable capacity, service performance and financial performance indicators and measures. It also describes the municipal district and explains the material variations in the results. The Statement meets the requirements of the *Local Government Act 2020* and Local Government (Planning and Reporting) Regulations 2020.

Certifications

Each statement is certified by two Councillors. The *Financial Report* and Performance Statement are also certified by our Chief Executive Officer and Principal Accounting Officer (in our case, the Chief Financial Officer). The Councillors and the Chief Executive Officer must make certifications stating, in their opinion, that the statements are fair, correct and not misleading. The Principal Accounting Officer must make a separate certification stating, in their opinion, whether the statements met all statutory and professional reporting requirements.

Auditor-General's reports

The Auditor-General's audit reports provide an external and independent opinion on the *Financial Report* and Performance Statement. They cover the statutory and professional requirements, and the fairness aspects of the statements. They also advise if there are any issues of concern. In this *Annual Report*, the Auditor-General has prepared separate audit reports for the Financial Report and the Performance Statement.

2021–22 Financial Report

Financial Statements and Performance Statement for the year ended 30 June 2022

[See Appendix A](#)

Corporate governance

A photograph of a person walking a small, scruffy dog on a leash in a park. The person is wearing dark jeans and a grey hoodie, holding a red retractable leash. The dog is a small, scruffy breed with grey and brown fur, standing on a dirt path. The background is a blurred green landscape.

PAWFIELD PARK,
CAULFIELD.

Our role

The *Constitution Act 1975* establishes Local Government as an essential tier of government, consisting of democratically elected councils with the functions and powers that the Parliament considers are necessary to ensure the peace, order and good government of each municipal district

The *Local Government Act 2020* (the *Act*) sets out the role and powers of councils in Victoria and a series of principles to guide how councils should exercise those functions and powers. Since receiving royal assent on 24 March 2020, the *Act* has slowly replaced the *Local Government Act 1989* (the *LG Act 1989*). However, parts of the *LG Act 1989* remain in force until further notice.

Consistent with the *Act*, Council's primary objective is to be accountable, transparent, collaborative, efficient and engaged with the community. We are responsible for setting our strategic direction, establishing and guiding policies, setting service delivery standards and monitoring our performance. We govern for and on behalf of the community. Our role includes:

- providing good governance for the benefit and wellbeing of the community;
- complying with relevant law when making decisions and acting;
- giving priority to achieving the best outcomes for the community, including future generations;
- promoting the economic, social and environmental sustainability of the municipal district, including mitigation and planning for climate change risks;
- engaging the community in strategic planning and strategic decision-making;
- pursuing innovation and continuous improvement;
- collaborating with other councils and governments and statutory bodies;
- ensuring the ongoing financial viability of Council;
- taking into account regional, state and national plans and policies in strategic planning and decision-making; and
- ensuring transparency of Council decisions, actions and information.

Democratic governance

Electoral representation

Glen Eira consists of three wards — Camden, Rosstown and Tucker — each of which has three Councillors. At the time of the 2020 Local Government election, there were more than 34,000 people enrolled to vote in each ward.

The Victorian Electoral Commission must conduct an electoral representation review at least every 12 years. The last review was in 2011 and resulted in minor boundary changes between Camden and Rosstown. The current boundary took effect for the 2012 Council elections.

The last general election was held on 24 October 2020. Victorian councils held general elections on that date for a four-year term. The election was conducted by the Victorian Electoral Commission, by postal voting in accordance with Ministerial direction.

Our nine Councillors are elected to represent all residents and ratepayers in the municipality. Their roles and functions include:

- participating in the decision-making of Council;

- representing the interests of the community in that decision-making; and
- contributing to the strategic direction of Council through the development and review of key strategic documents.

In performing their role, each Councillor must:

- consider the diversity of interests and needs of the community;
- support the role of the Mayor;
- act lawfully and in accordance with the oath or affirmation of office;
- act in accordance with the standards of conduct; and
- comply with Council procedures required for good governance.

Delegations

Not all decisions are made at Council Meetings. Operational decisions are either delegated by Council to staff or to the Chief Executive Officer (CEO), who may subdelegate them to other staff. This ensures we carry out our activities effectively and efficiently. The CEO has statutory responsibility for managing our day-to-day operations.

Local Government Act 2020

The Act provided for a staged rollout of its reforms until 30 June 2022. The operation of the Act is underpinned by overarching and supporting principles that a council must give effect to and consider in the performance of its role.

Council met all the implementation milestones associated with the Act, including:

- adoption of a *Community Vision, Council Plan, and Budget*;
- adoption of a *Financial Plan, an Asset Plan, a Revenue and Rating Plan*;
- adoption of a *Workforce Plan*;
- adoption of policies in relation to complaints, community engagement, public transparency, Councillor gifts, Councillor civic support and expenses, procurement, recruitment and, CEO employment and remuneration;
- adoption of an Audit and Risk Committee Charter and Governance Rules; and
- preparation of annual reports.

Our engagement with our community

We are passionate about our community and welcome new ideas, thrive on strengthening relationships, and strive to better understand our community's needs in future planning and decision making.

To this end we endorsed a new *Community Engagement Strategy 2022–2026*, which outlines our approach to connecting with our community. We recognise the key to successful engagement is our productive and collaborative partnership with stakeholders and our community.

In 2021–22 we continued to utilise online engagement resources due to the restrictions imposed by COVID-19 lockdown measures and to accommodate the needs of cautious community members, as restrictions began to ease. As the year wore on, we noticed a greater willingness to engage in face-to-face forums once again, however, hybrid approach to engagement is likely to remain for some time to ensure all members of the community can access the information they need.

The Strategy is available on [our website](#).

We perform engagement when there:

- is significant change to services and facilities, such as the redevelopment of a local park;
- are changes to the existing amenity or characteristics of an area, such as safe cycling routes;
- is a change in strategic direction, such as the Council Plan;
- are considerable budget implications, such as the redevelopment of a library;
- are controversial or sensitive matters, such as an environmental issue; and
- are key emerging issues, such as community gardening.

Tools we use to engage with the community and encourage participation include:

- Community Voice: an online engagement group made up of a representative sample of 529 residents who agree to be consulted about key projects, issues and topics on a regular basis. Throughout 2021–22, Community Voice members participated in five surveys.
- Have Your Say: a community online portal where community members can contribute ideas, provide feedback and exchange views with others on key decisions and priorities in Glen Eira. Each project page can contain key dates, questions, discussions, documents, photos and relevant project information.
- Community meetings, workshops, telephone and paper-based surveys, questionnaires, focus groups and one-on-one personal interviews.

We promote community engagement activities and how to provide feedback in our monthly *Glen Eira News*, community engagement e-newsletters, other Council e-newsletters, website, brochures, social media channels, fete boards and letters.

We undertook 27 community engagement activities in 2021–22. We had 5,519 responses to consultations and Community Voice surveys and polls.

- Bailey Reserve Community Outdoor Fitness Facility
- Boyd Park Playground Upgrade
- Caulfield Park Entrance Upgrade
- Centenary Park Playground Redevelopment
- Community Safety Plan 2022–2025 (stages one and two)
- Community Voice (August, October, December, February, and May)
- Developing Glen Eira’s Asset Plan
- Domestic Animal Management Plan 2022–2026
- Draft Caulfield Structure Plan
- Draft Community Engagement Strategy 2022–2026
- Draft Glen Eira Housing Strategy (stage one and two)
- Draft Public Toilet Plan 2022–2027
- Elsternwick Cultural Precinct – design consultation
- Glen Eira Multi-deck Car Parks (stages one and two)
- Glen Eira’s Placemaking Framework (stage one)
- Integrated Water Management Plan | Dhumbali W’urneet Gadhaba
- Living and Ageing Well in Glen Eira
- Mackie Road Reserve Masterplan
- Our draft Circular Economy Plan for Glen Eira
- Packer Park Playground Upgrade (stages one and two)
- Philanthropic Partnership Policy
- Prioritising the budget
- Proposed Budget, Financial Plan and Revenue and Rating Plan
- Proposed Smoke-Free Zones Local Law
- Smart Cities Roadmap
- Smoke-free Zones in Glen Eira
- Waste Champions Program for shared bins

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

Council Meetings

Council Meetings were held virtually from 20 July 2021 to 23 November 2021 due to the pandemic. In person meetings resumed in December 2021. The form in which the meetings are held is dependent upon COVID-19 restrictions and current requirements of the Local Government Act and Regulations. Ordinary Council Meetings are generally held every three weeks on Tuesday evenings, with Special Council Meetings held as required. Meetings are held in the Council Chamber at the Glen Eira Town Hall, with all meetings livestreamed and placed on Council's website within 48 hours. For more information visit the [Council Meeting Webcast](#) page on our website.

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

Councillors must disclose if they have a general or material conflict of interest on any item to be discussed at a Council Meeting. Once a Councillor declares a conflict of interest, the Councillor must leave the meeting and cannot be present for the discussion or voting on that matter.

Public participation ceased from July to November 2021, due to COVID-19 temporary measures being in place. Exceptions to this were consideration of items listed in an agenda that included hearing submitters in accordance with Section 223 of the Local Government Act 1989. Public participation is once again available for you to address in Ordinary Meetings under clause 30 of the Governance Rules, except for the period that COVID-19 temporary measures are in place. Information on public participation and the adopted guidelines are available on the [Meetings and agendas](#) page on our website.

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

Councillor attendance at Council Meetings July 2021–June 2022

There were 16 Ordinary Meetings and four Special Meetings.

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

Councillor	Ordinary Meetings (16 held)	Special Meetings (4 held)	Term of office
Cr Tony Athanasopoulos	11 (16)	0 (4)	1 July 2021–30 June 2022
Cr Anne-Marie Cade	16 (16)	4 (4)	1 July 2021–30 June 2022
Cr Margaret Esakoff	15 (16)	4 (4)	1 July 2021–30 June 2022
Cr Jim Magee	16 (16)	4 (4)	1 July 2021–30 June 2022
Cr Sam Parasol	16 (16)	3 (4)	1 July 2021–30 June 2022
Cr Sue Pennicuik	3 (3)	1 (1)	3 May 2022–30 June 2022
Cr Neil Pilling	6 (11)	2 (3)	1 July 2021–29 March 2022
Cr Li Zhang	15 (16)	4 (4)	1 July 2021–30 June 2022
Cr Simone Zmood	16 (16)	3 (4)	1 July 2021–30 June 2022
Cr David Zyngier	16 (16)	3 (4)	1 July 2021–30 June 2022

Election of Mayor and Deputy Mayor

We elect our Mayor and Deputy Mayor for one-year terms. On 3 November 2021, Tucker Ward Councillor Jim Magee was elected Mayor and Tucker Ward Councillor Li Zhang was elected Deputy Mayor.

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

Councillors' Code of Conduct

Councillors were sworn in at a Special Council Meeting held on 9 November 2020. Following the resignation of Cr Pilling on 29 March 2022, Cr Sue Pennicuik was elected via a countback undertaken by the Victorian Electoral Commission. Cr Pennicuik was sworn in on 3 May 2022.

At the time of being sworn in Councillors agree to abide by the existing *Councillor Code of Conduct*. On 3 November 2021, Council adopted a revised *Councillor Code of Conduct* in accordance with the *Local Government Act 2020*. Its purpose is to help our Councillors meet their responsibilities. It sets a range of standards to ensure their conduct is legal, ethical and appropriate at all times.

The *Code of Conduct* states that the conduct of our elected representatives directly affects our performance and community wellbeing. Therefore, the community is entitled to expect that:

- We conduct business with efficiency, impartiality and integrity.
- Our Councillors obey the spirit and letter of the law, in particular the provisions of relevant statutes, regulations, local laws and instruments.
- Responsibility to the community always takes absolute priority over Councillors' private interests.

Councillors sign a written agreement to obey the *Code of Conduct* when they take an Oath or Affirmation of Office at the start of their term and each time the *Code* is reviewed.

Councillors' allowances and support

Under the *Local Government Act 2020*, the Minister for Local Government may request the Victorian Independent Remuneration Tribunal review and make a determination on the value of the allowance payable for the Mayor, Deputy Mayor and Councillors taking into account the Category of the Council.

On 7 March 2022, under section 23A of the Victorian Independent Remuneration Tribunal and *Improving Parliamentary Standards Act 2019* (Vic) a determination was made setting a base allowance for each Council member. The determination was to take effect from 18 December 2021 and applied retrospectively.

The current allowance for our Council is \$35,972 for Councillors, \$59,659 for the Deputy Mayor and \$119,316 for the Mayor. A superannuation payment of 10 per cent is paid in addition to the allowance amounts listed above. Allowances are fully taxable.

Our Mayor and Councillors get support from a secretariat, which processes community correspondence, co-ordinates meetings and supports Mayoral and civic functions.

Councillor expenses

Under Section 41 of the *Local Government Act 2020 (LGA 2020)*, we must reimburse Councillors for expenses they incur while performing their duties. We must also adopt and maintain a policy for reimbursing Councillor expenses. This provides guidance for the types of expenses we must reimburse, and for the resources that allow the Mayor and Councillors to perform their duties. The *Councillor Civic Support and Expenses Policy* was reviewed and adopted by Council on 7 June 2022. The review was to consider and incorporate any additional information required under the new *Local Government Act 2020*.

The 2021–22 details are set out in the following table:

Schedule of Councillor allowances and expenses 1 July 2021–30 June 2022

COUNCILLOR	COUNCILLOR ALLOWANCES**	PROFESSIONAL DEVELOPMENT	TRAVEL*	EXPENSES TO SUPPORT THE PERFORMANCE OF THE ROLE	TOTAL ALLOWANCES AND EXPENSES
Cr Tony Athanasopoulos	\$37,272	—	—	\$1,834	\$39,106
Cr Anne-Marie Cade	\$37,272	\$3,162	\$54	\$522	\$41,009
Cr Margaret Esakoff Mayor 2020–21	\$62,990	\$291	—	\$819	\$64,100
Cr Jim Magee Mayor 2021–22	\$95,952	—	—	\$2,196	\$98,148
Cr Sam Parasol	\$37,272	—	—	\$966	\$38,238
Cr Sue Pennicuik****	\$6,382	—	—	\$1,279	\$7,661
Cr Neil Pilling***	\$27,380	—	—	\$506	\$27,886
Cr Li Zhang Deputy Mayor 2021–22	\$51,313	—	—	\$449	\$51,762
Cr Simone Zmood	\$37,272	\$2,409	\$31	\$704	\$40,416
Cr David Zyngier	\$37,272	\$240	—	\$1,178	\$38,690
CATEGORY TOTAL	\$430,377	\$6,102	\$85	\$10,453	\$447,016

*No car mileage expenses were received.

**Includes 10 per cent superannuation.

*** Councillor Neil Pilling resigned from his position as Councillor effective 29 March 2022.

**** Councillor Sue Pennicuik was declared elected on 3 May 2022 due to vacancy caused by Councillor Neil Pilling.

Expenses definitions

Professional development

This category covers registration fees for local conferences, functions, seminars, memberships and one-off or short-term training courses. They are usually held by Local Government organisations and professional bodies or institutions in areas that impact on the role of Councillors and the City. Any conference, seminar, function or training that is likely to cost more than \$750 must be approved by Council resolution.

Travel

This category covers Councillors' transport costs to attend meetings, functions and other commitments within and outside the municipality. This includes taxis, reimbursement for using private vehicles for Council business and car parking fees and permits, as described in the *Councillor Civic Support and Expense Policy*.

Support to performance of role

This category covers Councillors' communication costs to ensure they are accessible and can contact residents, stakeholders, Councillors and Council officers while conducting Council business. This includes costs associated with provision and use of mobile phones, tablets or iPads. We also reimburse reasonable expenses for childcare and carers so Councillors can carry out their duties.

Councillor membership of committees

We operate several committees that make decisions under our delegation (Special Committees) or offer advice and recommendations to Council on specific issues (Advisory Committees). We are also represented on external bodies that serve the community. We regularly review Councillor membership on committees.

Special Committees

We have no Special Committees at present.

Advisory Committees

Advisory Committees provide advice and recommendations for decisions by Council.

Advisory Committee meetings are meetings where a quorum of Councillors is present, with or without community members in accordance with the Terms of Reference for that Committee.

The following Advisory Committees and representations are in place.

Arts and Culture Advisory Committee

(new membership as of 24 November 2021)

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

Current composition: Cr Margaret Esakoff, Cr Li Zhang, Cr Anne-Marie Cade and Cr Sam Parasol

Number of meetings held during 2021–22: 3

CEO Employment Matters Advisory Committee

(membership as of 3 November 2021)

Role: to assist Council to fulfil its responsibilities in relation to employment matters of the Chief Executive Officer, as outlined in Council's CEO Employment and Remuneration Policy.

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

Independent Chair: Dr Kathy Alexander

Number of meetings held during 2021–22: 2

Citizen of the Year Advisory Committee

(new membership as of 3 November 2021)

Role: to make recommendations for recipients of *Citizen of the Year*, *Young Citizen of the Year* and *Community Group of the Year*.

Current composition: Cr Jim Magee, Cr Anne-Marie Cade, Cr Neil Pilling (1 July 2021 – 29 March 2022) and Cr Sue Pennicuik (appointed on 17 May 2022)

Community members: One previous recipient of a *Glen Eira Citizen of the Year* award and one previous recipient of a *Glen Eira Young Citizen of the Year* award

Number of meetings held during 2021–22: 1

Community Engagement Advisory Committee

(new membership as of 3 November 2021)

Role: to make recommendations about how we consult with residents, ratepayers and other stakeholders, ensuring maximum participation, communication and value to the community.

Current composition: Cr Simone Zmood, Cr David Zyngier and Cr Tony Athanasopoulos

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

Number of meetings held during 2021–22: 3

Community Grants Advisory Committee

(new membership as of 24 November 2020)

Role: to support and help not-for-profit community-based groups to meet community priorities and to strengthen our community. To also make recommendations about the suitability and distribution of community grant funding with respect to applications and agreements.

Current composition: Cr Li Zhang, Cr Sam Parasol, Cr Neil Pilling (1 July 2021 – 29 March 2022) and Cr Sue Pennicuik (appointed on 17 May 2022)

Number of meetings held during 2021–22: 9

Elsternwick Cultural Precinct Advisory Committee

(new membership as of 24 November 2020)

Role: to ensure an integrated and collaborative approach to the design of the Elsternwick Cultural Precinct, Selwyn Street and the memorial structure for Holocaust survivors.

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

Independent representatives: Jewish Holocaust Centre; Jewish Culture and Arts Precinct; Jewish Museum of Australia; Sholem Aleichem College; Classic Cinema; The Community Security Group Victoria; Professor, Fine Arts, Monash University Kathy Temin; Woolworths; 19 Selwyn Street; Elsternwick Traders' Association

Number of meetings held during 2021–22: 6

Glen Eira Business and Economy Advisory Committee

(new membership as of 12 October 2021)

Role: to provide support, including identifying services and opportunities to benefit local businesses and to develop relationships and collaborate between various business sectors.

Current composition: Cr Anne-Marie Cade, Cr Sam Parasol, Cr Margaret Esakoff, Cr Tony Athanasopoulos

Independent representatives: to be appointed

Number of meetings held during 2021–22: 2

Glen Eira Multicultural Committee

(new membership as of 17 May 2022)

Role: to provide feedback and advice to Council on activities, engagement and communication strategies with people and communities from culturally and linguistically diverse backgrounds.

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

Independent representatives: To be appointed

Number of meetings held in 2021–22: 0 (new committee)

Glen Eira Youth Advisory Committee

(new committee established 6 April 2021)

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

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

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

Number of meetings held between 2021–22: 6

Local Laws Advisory Committee

(new membership as of 24 November 2020)

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

Current composition: Cr Margaret Esakoff; Cr Anne-Marie Cade, Cr Neil Pilling (1 July 2021 – 29 March 2022) and Cr Sue Pennicuik (appointed on 17 May 2022)

Number of meetings held during 2021–22: 3

Open Space, Sport and Recreation Advisory Committee

(new membership as of 24 November 2020)

Role: to provide advice and make recommendations about open space, sport, recreation and leisure activities. This includes a review and consideration of current and future needs for recreation and leisure facilities, open space and unstructured recreation. The Committee will respond to strategic opportunities and review the policy and strategy.

Current composition: Cr Jim Magee, Cr Simone Zmood, Cr Sam Parasol and Cr Tony Athanasopoulos

Number of meetings held during 2021–22: 2

Strategic Transport Advisory Committee

(new membership as of 24 November 2020)

Role: to provide advice and make recommendations about strategic transport planning. This includes: the development of an Integrated Transport Strategy; knowledge of emerging transport initiatives; ideas for urban design initiatives; advice on significant State Government projects; and advice on our advocacy and recommendations on policy issues where appropriate.

Current composition: Cr Simone Zmood, Cr David Zyngier, Cr Jim Magee and Cr Tony Athanasopoulos

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

Number of meetings held during 2021–22: 0

Sustainability Advisory Committee

(new membership as of 24 November 2020)

Role: to make recommendations about environmental sustainability. This includes sustainability advocacy on behalf of the community, responding to strategic Council and/or sector issues and opportunities and policy development.

Current composition: Cr Simone Zmood, Cr Li Zhang , Cr David Zyngier, Cr Neil Pilling (1 July 2021 – 29 March 2022) and Cr Sue Pennicuik (appointed on 17 May 2022)

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

Number of meetings held during 2021–22: 3

Other committees with Councillor representatives

Audit and Risk Committee

(new membership as of 11 August 2020)

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

Role: to report to Council and give advice and recommendations on issues that are relevant to our Charter. This will facilitate our decision-making and help us carry out our responsibilities.

Delegates: Cr Margaret Esakoff, Cr Sam Parasol

Substitutes: Cr Jim Magee, Cr Neil Pilling (1 July 2021 – 29 March 2022) and Cr Sue Pennicuik (appointed on 17 May 2022)

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

Number of meetings held during 2021–22: 5

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

Lisa Woolmer (Chair)	\$10,784 p.a. (excl. GST) (appointed until 1 January 2022)
Menchi Schneier	\$9,226 p.a. (excl. GST) (appointed until 1 January 2023)
Dr Craig Geddes	\$9,226 p.a. (excl. GST) (appointed until 1 January 2024)

Community Safety Committee

Delegate: Cr Margaret Esakoff, Cr Anne-Marie Cade, Cr Sam Parasol

Eastern Alliance for Greenhouse Action

Delegate: Cr David Zyngier

Substitute: Cr Simone Zmood

Municipal Association of Victoria

Delegate: Cr Anne-Marie Cade

Substitute: Cr Margaret Esakoff

Metropolitan Local Government Waste Forum

Delegate: Cr Simone Zmood

Substitute: Cr David Zyngier

Metropolitan Transport Forum

Representative: Cr Tony Athanasopoulos

Substitute: Cr David Zyngier

Compliance

Public transparency

Council is committed to transparent decision-making. We make our information available to members of the community in accordance with our legal requirements. We are also committed to diversity and inclusion, and we take steps to make sure our information is understandable and accessible for everyone.

You can access a range of documents and publications on our [website](#) in accordance with Council's *Public Transparency Policy*. Documents that must be made publicly available include:

- the agendas and minutes for Council Meetings (except if the agendas or minutes relate to parts of meetings that have been closed to members of the public under section 66 of the Act);
- Council-adopted policies and strategies including the *Council Plan*, *Community Vision*;
- a summary of personal interests under section 135 of the Act;
- registers of gifts, benefits and hospitality offered to Council staff (with names removed);
- registers of interstate travel undertaken by Councillors or Council staff;
- registers of donations and grants made by Council;
- registers of leases entered into by Council;
- register of delegations;
- register of authorised officers;
- register of election campaign donations; and
- any other registers or records required by the Act or any other legislation.

Registers made available on our website include:

- planning register under section 49 (1) of the *Planning and Environment Act 1987*; and
- Classified Tree Register.

We keep a statement setting out the types of documents we hold, what we do and how you can access information about us. This statement is available on our [website](#).

Council policies

During 2021–22 Council adopted the following revised or new policies.

Advocacy Policy

Complaints Handling Policy

Councillor Code of Conduct

Councillor Communications and Media Protocol

Council Operated Early Learning Centres Enrolment System Policy

Donations for the Provision of Park Benches Policy

Health Records Policy

Impounding of Animals Policy

Kindergarten Central Registration Scheme Policy

Method of Issuing Parking Infringement Notices Policy

Patrolling of Green Traffic Signs Policy

Parking Infringement Appeal Policy

Philanthropic Partnership Policy

Procurement Policy

School Crossing Supervisors Policy

Smoke-Free Zones Policy

Residential Care Services for Older Persons Policy

Residential Aged Care Accommodation Bonds or Refundable Accommodation Deposits Policy

Independent Living Units for Older Persons Policy

Fees for Independent Living Services Policy

Residential Aged Care Liquidity Management Policy

Road and Reserves Discontinuance and Sale Policy

Single-use Plastic Free Policy

Integrated Planning and Reporting Policy

For more information, visit the [Policies, strategies and plans page on our website](#).

Requesting information from Council

If documents are not available for public inspection or on our website, please contact Council. You can also seek to access them under the *Freedom of Information Act 1982 (FOI Act)*.

The *FOI Act* gives the public the right to seek access to our documents. There are a number of exceptions and exemptions to this right, in order to protect public interests and the private and business affairs of community members.

Our documents may be available outside the Freedom of Information process.

If you have a question about access to documents, please contact our Freedom of Information Officer at foi@gleneira.vic.gov.au before lodging a formal request.

Freedom of Information requests

You can request documents under the *FOI Act* online or in writing. Please send written requests via email to foi@gleneira.vic.gov.au (marked for the attention of our Freedom of Information officer), or via mail to:

Freedom of Information Officer
Glen Eira City Council
PO Box 42
Caulfield South Vic 3162

Your request must specify the documents you need or, if you are unable to do so, give enough detail to allow us to find the document. It should indicate how you wish to access the documents (if you wish to view the original document under supervision or get copies) and include your name, address and phone number.

You must also include the prescribed fee with your application. Other charges may also apply under the Freedom of Information (Access Charges) Regulations 2014. Information about making an application is available on [our website](#).

Freedom of Information requests received 2017–18 to 2021–22

Details	2017–18	2018–19	2019–20	2020–21	2021–22
Total number of new requests	51	45	57	54	49
Requests determined not to be <i>Freedom of Information Act</i> requests	9	8	10	6	0
Access granted in full	11	10	16	13	15*
Access granted in part	12	6	11	8	7*
Other	7	11	13	7	12*
Access denied in full	4	1	3	3	8*
Requests still under consideration**	4	5	0	12	10
Requests withdrawn	4	4	4	5	8*
Number of decisions referred to the Victorian Information Commissioner	6	1	6	1	6
Appeals lodged with VCAT	1	0	1	0	0

* These figures include the outcome of those requests reported as being still under consideration in the 2021–22 reporting period.

Public interest disclosures

The *Public Interest Disclosures Act 2012 (PIDA)* formerly called the *Protected Disclosure Act 2012* encourages and facilitates the disclosure of improper conduct by public officers, including our officers or Councillors. It protects people who disclose information and has a framework for investigation and rectifying action.

As required by the *PIDA*, we adopted a policy and procedures for public interest disclosures. You can download a full copy of the policy and procedures from [our website](#) or get a copy from our Service Centre.

Our procedures outline how to disclose improper conduct or detrimental actions by us, our staff or our Councillors. You can make disclosures about us or our staff to our Public Interest Disclosures co-ordinator or directly to the Independent Broad-based Anti-corruption Commission (IBAC), the Ombudsman, the Victorian Inspectorate or the Chief Commissioner of Police. A disclosure about a Councillor must go to IBAC or the Ombudsman. Councils, Councillors, our employees or the public can make disclosures.

We are committed to the *PIDA*'s aims and objectives. We:

- do not tolerate improper or corrupt conduct by employees, officers or Councillors;
- support disclosures that reveal corrupt conduct, substantial mismanagement of public resources and a substantial risk to public health and safety or the environment; and
- will protect people who make disclosures from reprisals and give natural justice to the subject of the disclosure.

During 2021–22, we received two disclosures that we reported to IBAC, pursuant to the provisions of the *PIDA*. IBAC determined that one disclosure did not qualify as a public interest disclosure. IBAC has not made a determination regarding the second disclosure at the time of preparing this *Report*.

Statutory reporting

Local Government Performance Reporting Framework For the year ended 30 June 2022

All councils must comply with the *Local Government Performance Reporting Framework*, which sets out our reporting requirements across four areas:

- A Governance and Management Checklist of 24 items.
- A set of prescribed Service Performance Indicators, which measure our efficiency and effectiveness in a range of services.
- A set of Sustainable Capacity Indicators, which assess our ability to meet agreed service and infrastructure needs.
- A set of Financial Performance Indicators, which inform on the effectiveness of our financial management.

To compare our results against other Victorian councils, visit the [Know Your Council](#) website.

LOCAL GOVERNMENT PERFORMANCE REPORTING FRAMEWORK

FOR THE YEAR ENDED 30 JUNE 2022

The *Local Government Performance Reporting Framework* is a mandatory system of performance reporting for all councils.

The regulations set out our reporting requirements for Local Government in four broad areas.

— A governance and management checklist of 24 items.

— A set of service performance indicators, which aim to measure efficiency and effectiveness of a range of Local Government services.

GOVERNANCE AND MANAGEMENT CHECKLIST		
Governance and management items	Assessment	Outcome
Community engagement policy (Policy outlining Council's commitment to engaging with the community on matters of public interest)	Adopted in accordance with section 55 of the <i>Local Government Act 2020</i>	✓
	Date of operation of current <i>Policy</i>	23/02/2021
Community engagement guidelines (Guidelines to assist staff to determine when and how to engage with the community)	Current guidelines in operation	✓
	Date of operation of current guidelines	05/04/2022
Financial Plan (Plan under section 91 of the Act outlining the financial and non-financial resources required for at least the next 10 financial years)	Adopted in accordance with section 91 of the <i>Local Government Act 2020</i>	✓
	Date of adoption	28/06/2022

GOVERNANCE AND MANAGEMENT CHECKLIST (CONTINUED)

Governance and management items		Assessment	Outcome
Asset Plan (Plan that sets out the asset maintenance and renewal needs for key infrastructure asset classes for at least the next 10 years)		Adopted in accordance with section 92 of the <i>Local Government Act 2020</i>	✓
		Date of operation of current Plans	Includes the: <ul style="list-style-type: none"> — Road Management Plan (26/10/2021); — Asset Plan (28/06/2022); — Asset Management Strategy (25/11/2014); — State of Community Assets Report (17/03/2015); — Roads and Laneways Asset Management Plan (February 2016); — Footpaths Asset Management Plan (November 2014); — Building Services Asset Management Plan (March 2014); and — Stormwater Drainage Asset Management Plan (November 2015).
Revenue and Rating Plan (Plan setting out the rating structure of Council to levy rates and charges)		Adopted in accordance with section 93 of the <i>Local Government Act 2020</i>	✓
		Date of adoption	28/06/2022
Annual Budget (Plan setting out the services to be provided and initiatives to be undertaken over the next 12 months and the funding and other resources required)		Budget adopted in accordance with section 94 of the <i>Local Government Act 2020</i>	✓
		Date of adoption	28/06/2022
Risk policy (Policy outlining Council's commitment and approach to minimising the risks to Council's operations)		Current Policy in operation	✓
		Date of operation of current Policy	<i>Risk Management Framework and Policy</i> 19/07/2022

GOVERNANCE AND MANAGEMENT CHECKLIST (CONTINUED)

Governance and management items		Assessment	Outcome
Fraud Policy (Policy outlining Council's commitment and approach to minimising the risk of fraud)		Current <i>Policy</i> in operation	✓
		Date of operation of current <i>Policy</i>	26/09/2017 <i>Policy is currently under revision.</i>
Municipal Emergency Management Plan (Plan under section 20 of the <i>Emergency Management Act 1986</i> for emergency prevention, response and recovery)		Prepared and maintained in accordance with section 20 of the <i>Emergency Management Act 1986</i>	✓
		Date of preparation	18/07/2022
Procurement Policy (Policy outlining the principles, processes and procedures that will apply to all purchases of goods and services by the Council)		Adopted in accordance with section 108 of the <i>Local Government Act 2020</i>	✓
		Date of adoption	03/11/2021
Business Continuity Plan (Plan setting out the actions that will be taken to ensure key services continue to operate in the event of a disaster)		Current <i>Plan</i> in operation	✓
		Date of operation of current <i>Plan</i>	16/12/2021 Council has an updated <i>Crisis Management and Business Continuity Plan</i> (CM&BCP). The draft has been reviewed extensively by the CM&BCP Committee and tested in December 2021. The Plan will be formally approved during 2022–23. Sub-plans have been developed for: — Parks Services; — Works Depot; and — Residential Aged Care Facilities. A new <i>Communications Plan</i> has been developed.

GOVERNANCE AND MANAGEMENT CHECKLIST (CONTINUED)

Governance and management items		Assessment	Outcome
Disaster Recovery Plan <i>(Plan setting out the actions that will be undertaken to recover and restore business capability in the event of a disaster)</i>		Current <i>Plan</i> in operation	✓
		Date of operation of current <i>Plan</i>	16/05/2022 The last <i>IT Disaster Recover Plan</i> was developed in July 2011. This <i>Plan</i> is continuously updated/modified with the latest modification made on 16 May 2022.
Risk Management Framework <i>(Framework outlining Council's approach to managing risks to the Council's operations)</i>		Current <i>Framework</i> in operation	✓
		Date of operation of current <i>Framework</i>	19/07/2022
Audit and Risk Committee <i>(Advisory Committee of Council under section 53 and 54 of the Act)</i>		Established in accordance with section 53 of the <i>Local Government Act 2020</i>	✓
		Date of establishment	11/08/2020
Internal audit <i>(Independent accounting professionals engaged by the Council to provide analyses and recommendations aimed at improving Council's governance, risk and management controls)</i>		Internal auditor engaged	✓
		Date of engagement of current provider	1/07/2020

GOVERNANCE AND MANAGEMENT CHECKLIST (CONTINUED)		
Governance and management items	Assessment	Outcome
Performance Reporting Framework (A set of indicators measuring financial and non-financial performance, including the performance indicators referred to in section 98 of the <i>Local Government Act 2020</i>)	Current <i>Framework</i> in operation	✓
	Date of operation of current <i>Framework</i>	12/04/2022
Council Plan report (Report reviewing the performance of the Council against the <i>Council Plan</i> , including the results in relation to the strategic indicators, for the first six months of the financial year)	Current report	✓
	Dates reporting presented	Reported to Council quarterly on 31/08/2021, 14/12/2021, 22/02/2022 and 17/05/2022.
Quarterly budget reports (Quarterly statements to Council under section 97 of the <i>Local Government Act 2020</i> , comparing actual and budgeted results and explanation of any material variations)	Quarterly reports presented to Council in accordance with section 97(1) of the 2020 Act	✓
	Dates statements presented	Financial reporting to Council is performed monthly until year-end. Dates reports presented to Council: 31/08/2021; 12/10/2021; 03/11/2021; 23/11/2021; 01/02/2022; 22/02/2022; 05/04/2022; 26/04/2022; 17/05/2022 and 28/06/2022.
Risk reporting (Six-monthly reports of strategic risks to Council's operations, their likelihood and consequences of occurring and risk minimisation strategies)	Risk reports prepared and presented	✓
	Dates reporting presented	Reports presented to Audit and Risk Committee on: 26/11/2021 and 27/05/2022.
Performance reporting (Six-monthly reports of indicators measuring the results against financial and non-financial performance, including performance indicators referred to in section 98 of the 2020 Act)	Performance reports prepared and presented	✓
	Dates reporting presented	Reported to Council quarterly on 31/08/2021; 14/12/2021; 22/02/2022 and 17/05/2022. LGPRF (Mid Year) Indicators to Council on 05/04/2022.
Annual Report (Annual Report under sections 98 and 99 of the <i>Local Government Act 2020</i> containing a report of operations and audited financial and performance statements)	Annual report presented	✓
	Date reporting presented	12/10/2021

GOVERNANCE AND MANAGEMENT CHECKLIST (CONTINUED)

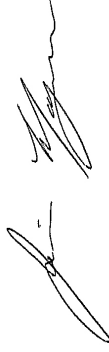
Governance and management items		Assessment	Outcome
Councillor Code of Conduct (Code setting out the standards of conduct to be followed by Councillors and other matters;)		Code of conduct reviewed and adopted in accordance with section 139 of the <i>Local Government Act 2020</i>	✓
		Date adopted	03/11/2021
	Delegations (Documents setting out the powers, duties and functions of Council and the Chief Executive Officer that have been delegated to members of staff)	Delegations reviewed in accordance with section 11(7) of the Act and a register kept in accordance with sections 11(8) and 47(7) of the <i>Local Government Act 2020</i> Dates reviewed	✓ Delegations reviewed in accordance with section 11(7) of the Act on 24/11/2020. Delegations from Council reviewed on 07/06/2022. Delegations from CEO reviewed on 10/06/2022.
Meeting procedures (Governance Rules governing the conduct of meetings of Council and delegated committees)		Governance Rules adopted in accordance with section 60 of the <i>Local Government Act 2020</i>	✓
		Date adopted	11/08/2020 Updated Governance Rules currently out for public consultation. Report due to Council on 30 August 2022.

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



Rebecca McKenzie
CHIEF EXECUTIVE OFFICER

Dated: 30 August 2022



Councillor Jim Magee
MAYOR

Dated: 30 August 2022

STATE GOVERNMENT SERVICE PERFORMANCE INDICATORS – AQUATIC FACILITIES

FOR THE YEAR ENDED 30 JUNE 2022

SERVICE / Indicator / Measure	Results 2019	Results 2020	Results 2021	Results 2022	Material variations and comments
AQUATIC FACILITIES					
Service standard					
Health inspections of aquatic facilities [Number of authorised officer inspections of Council aquatic facilities/number of Council aquatic facilities]	4.50	4.50	1.50	4.00	2020–21 the facilities were closed when Melbourne was in pandemic lockdowns. Each time lockdowns were lifted, leisure centres were deemed high risk so were the last industry group to reopen. As lockdowns lifted in 2021–22, we resumed inspections at GESAC.
Utilisation					
Utilisation of aquatic facilities [Number of visits to aquatic facilities /municipal population]	1085	7.55	2.21	3.83	Due to the COVID-19 restrictions Glen Eira Leisure facilities were closed and restricted for significant parts of 2020–21 which resulted in less access for patrons. As lockdowns eased in late 2021, we were able to reopen our facilities to the public.
Service cost					
Cost of aquatic facilities [Direct cost of aquatic facilities less income received/ number of visits to aquatic facilities]	-	\$3.38	\$12.61	\$3.61	The operational cost for 2021–22 decreased compared to last year because we were able to reopen and operate for the majority of the year. Note: new measure for 2019–20 financial year. This measure replaced two previous measures: 'Cost of indoor aquatic facilities' and 'Cost of outdoor aquatic facilities'. See <i>retired measures</i> at the end of this table.

STATE GOVERNMENT SERVICE PERFORMANCE INDICATORS – ANIMAL MANAGEMENT

FOR THE YEAR ENDED 30 JUNE 2022

SERVICE / Indicator / Measure	Results 2019	Results 2020	Results 2021	Results 2022	Material variations and comments
ANIMAL MANAGEMENT					
Timeliness					
Time taken to action animal management requests	1.17	1.29	1.75	-	As a result of changes to the system (Pathway), the previous field used to evaluate the first actioning date is no longer available. Council is currently exploring alternative options to extract this information.
[Number of days between receipt and first response action for all animal management requests/number of animal management requests]					
Service standard					
Animals reclaimed	64.67%	66.25%	73.41%	75.79%	No material variations.
[Number of animals reclaimed/number of animals collected] x100					
Animals rehomed	-	20.75%	49.13%	41.58%	Due to the COVID-19 lockdown and the travel restrictions in place the foster program for Councils pound facility was affected thus reducing the volume of animals in foster care and it's ability to rehome.
[Number of animals rehomed/number of animals collected] x100					Note: new measure for 2019–20 financial year.
Service cost					
Cost of animal management service per population	-	\$4.70	\$5.69	\$5.74	No material variations.
[Direct cost of the animal management service/ population]					Note: new measure for 2019–20 financial year. This measure is replacing previous 'Cost of animal management service' which was based on cost per number of registered animals. See <i>retired measures</i> at the end of this table.
Health and safety					
Animal management prosecutions	-	100%	100%	100%	No material variations.
[Number of successful animal management prosecutions/ number of animal management prosecutions] x100					Note: new measure for 2019–20 financial year. This measure is replacing previous 'Animal management prosecutions' which was a measure of number, not proportion. See <i>retired measures</i> at the end of this table.

STATE GOVERNMENT SERVICE PERFORMANCE INDICATORS – FOOD SAFETY

FOR THE YEAR ENDED 30 JUNE 2022

SERVICE / Indicator / Measure	Results 2019	Results 2020	Results 2021	Results 2022	Material variations and comments
FOOD SAFETY					
Timeliness					
Time taken to action food complaints	1.69	1.85	1.97	1.47	Council implements consistent application of internal policies and procedures to customer service requests, actioning food complaints in a timely manner, either on the day complaint was received or day after receipt.
[Number of days between receipt and first response action for all food complaints/number of food complaints]					
Service standard					
Food safety assessments	100%	102.37%	100.24%	100.49%	No material variations.
[Number of registered class 1 food premises and class 2 food premises that receive an annual food safety assessment in accordance with the <i>Food Act 1984</i> / number of registered class 1 food premises and class 2 food premises that require an annual food safety assessment in accordance with the <i>Food Act 1984</i>] x100					
Service cost					
Cost of food safety service	\$747.12	\$810.05	\$742.79	\$642.13	The cost of food safety service per premises remains similar to previous years. This result reflects activity impacted by the COVID-19 pandemic.
[Direct cost of the food safety service/number of food premises registered or notified in accordance with the <i>Food Act 1984</i>]					
Health and safety					
Critical and major non-compliance outcome notifications	96.52%	100%	95.71%	99.14%	No material variations.
[Number of critical non-compliance outcome notifications and major non-compliance notifications about a food premises followed up/number of critical non-compliance outcome notifications and major non-compliance notifications about a food premises] x100					

STATE GOVERNMENT SERVICE PERFORMANCE INDICATORS – GOVERNANCE

FOR THE YEAR ENDED 30 JUNE 2022

SERVICE / Indicator / Measure	Results 2019	Results 2020	Results 2021	Results 2022	Material variations and comments
GOVERNANCE					
Transparency					
Council decisions made at meetings closed to the public	9.86%	12.81%	4.79%	4.44%	No material variations.
[Number of Council resolutions made at Ordinary or Special Meetings of Council, or at meetings of a special committee consisting only of Councillors, closed to the public/number of Council resolutions made at Ordinary or Special Meetings of Council or at meetings of a special committee consisting only of Councillors] x100					
Consultation and engagement					
Satisfaction with community consultation and engagement	60.00	60.00	58.00	60.00	No material variations.
[Community satisfaction rating out of 100 with how Council has performed on community consultation and engagement]					
Attendance					
Councillor attendance at Council Meetings	87.37%	83.07%	91.81%	87.78%	No material variations.
[The sum of the number of Councillors who attended each Ordinary and Special Council Meeting/(number of Ordinary and Special Council meetings) x (number of Councillors elected at the last Council general election)] x100					
Service cost					
Cost of elected representation	\$43,359.11	\$43,636.33	\$36,416.78	\$49,668.33	The direct cost of governance has an increase greater than 10 per cent due to the following: — a review and retrospective payment of Councillor Allowances by the Remuneration Tribunal with no increase given to Councillors in December 2020; — the 2020–21 financial year was the first year for this Councillor group with Councillors undertaking additional training. While additional training was undertaken by Councillors in the 2021–22, the total dollar value decreased; and — new devices were required for Councillors to fulfil their role. They had previously been given returned equipment that no longer worked.
[Direct cost of the governance service/number of Councillors elected at the last Council general election]					

STATE GOVERNMENT
SERVICE PERFORMANCE INDICATORS – GOVERNANCE CONT.
 FOR THE YEAR ENDED 30 JUNE 2022

SERVICE / Indicator / Measure	Results 2019	Results 2020	Results 2021	Results 2022	Material variations and comments
GOVERNANCE					
Satisfaction with Council decisions	61.00	58.00	59.00	62.00	No material variations.
[Community satisfaction rating out of 100 with how Council has performed in making decisions in the interest of the community]					

SERVICE / Indicator / Measure	Results 2019	Results 2020	Results 2021	Results 2022	Material variations and comments
LIBRARIES					
Utilisation					
Physical library collection usage	7.95	5.62	3.15	4.66	Loans of physical library items increased due to the easing of COVID-19 restrictions which allowed library customers to return to browsing and borrowing in library branches.
[Number of physical library collection item loans/number of physical library collection items]					Note: from 2019–20, this indicator measures the performance of 'physical library items' as a subset of the wider library collection. This measure previously measured 'Library collection usage'. See <i>retired measures</i> at the end of this table.
Resource standard					
Recently purchased library collection	71.96%	68.98%	66.92%	72.32%	New library items are purchased regularly to keep the collection fresh and relevant.
[Number of library collection items purchased in the last five years/number of library collection items] x100					
Participation					
Active library borrowers in municipality	16.54%	16.03%	13.97%	12.24%	COVID-19 restrictions and social hesitancy resulted in fewer people actively using the library service.
[Number of active library borrowers in the last three years/the sum of the population for the last three years] x100					
Service cost					
Cost of library service per population	-	\$26.50	\$23.63	\$26.24	The cost of providing library services increased due to the ramping up of activities and resources due to reduced COVID-19 restrictions.
[Direct cost of the library service/population]					Note: new measure for 2019–20 financial year This measure is replacing the previous 'Cost of library service' indicator which measured based on number of library visits. See <i>retired measures</i> at the end of this table.

STATE GOVERNMENT SERVICE PERFORMANCE INDICATORS – MATERNAL AND CHILD HEALTH

FOR THE YEAR ENDED 30 JUNE 2022

SERVICE / Indicator / Measure	Results 2019	Results 2020	Results 2021	Results 2022	Material variations and comments
MATERNAL AND CHILD HEALTH (MCH)					
Service standard					
Infant enrolments in the MCH Service	100.93%	100.74%	101.08%	101.12%	No material variations.
[Number of infants enrolled in the MCH Service (from birth notifications received)/number of birth notifications received] x100					
Service cost					
Cost of MCH Service	\$77.55	\$82.92	\$84.76	\$86.50	No material variations.
[Cost to Council of the MCH Service/hours worked by MCH nurses]					
Participation					
Participation in the MCH Service	81.49%	77.32%	70.96%	73.08%	No material variations.
[Number of children who attend the MCH Service at least once (in the year)/number of children enrolled in the MCH Service] x100					
Participation in the MCH Service by Aboriginal children	95.24%	100.00%	85.71%	77.97%	The participation of Aboriginal children enrolled who participate in the MCH service has met the set target range.
[Number of Aboriginal children who attend the MCH Service at least once (in the year)/number of Aboriginal children enrolled in the MCH Service] x100					
Satisfaction					
Participation in four-week key age and stage visit	-	96.42%	95.38%	95.52%	No material variations.
[Number of four-week key age and stage visits/number of birth notifications received] x100					
Note: new measure for 2019–20 financial year. This measure is replacing the previous 'Participation in first MCH home visit'. See retired measures at the end of this table.					

STATE GOVERNMENT SERVICE PERFORMANCE INDICATORS – ROADS

FOR THE YEAR ENDED 30 JUNE 2022

SERVICE / Indicator / Measure	Results 2019	Results 2020	Results 2021	Results 2022	Material variations and comments
ROADS					
Satisfaction of use					
Sealed local road requests	63.45	56.22	44.98	61.92	Road related requests increased from 224 to 309 in 2021–22. The increase was due to:
[Number of sealed local road requests/kilometres of sealed local roads] x100					<ul style="list-style-type: none"> — The Railway Level Crossing Removal Project (LXRP) related works have been started and a number of heavy vehicles using the local roads increased, causing damage to local roads; — there is a reduction in investment on road projects; and — more travelling due to lifting the travel restrictions. However, the figure is consistent with pre-LXRP and pre-COVID period.
Condition					
Sealed local roads maintained to condition standards	92.17%	88.96%	87.35%	91.18%	No material variations.
[Number of kilometres of sealed local roads below the renewal intervention level set by Council/kilometres of sealed local roads] x100					
Service cost					
Cost of sealed local road reconstruction	\$137.86	\$143.70	\$138.93	\$147.88	No material variations.
[Direct cost of sealed local road reconstruction/square metres of sealed local roads reconstructed]					
Cost of sealed local road resealing	\$20.58	\$24.50	\$26.68	\$23.70	The associated works with road resurfacing such as crack sealing, pit lifting, line marking vary from road to road. These works had increased during 2020–21 and is now consistent with previous years.
[Direct cost of sealed local road resealing/square metres of sealed local roads resealed]					
Satisfaction					
Satisfaction with sealed local roads	70.00	73.00	70.00	69.00	No material variations.
[Community satisfaction rating out of 100 with how Council has performed on the condition of sealed local roads]					

STATE GOVERNMENT SERVICE PERFORMANCE INDICATORS – STATUTORY PLANNING

FOR THE YEAR ENDED 30 JUNE 2022

SERVICE / Indicator / Measure	Results 2019	Results 2020	Results 2021	Results 2022	Material variations and comments
STATUTORY PLANNING					
Timeliness					
Time taken to decide planning applications [The median number of days between receipt of a planning application and a decision on the application]	66.00	50.00	64.00	59.00	After more than 2 years of disruption from the impacts of COVID-19, the Urban Planning Department has been able to adapt to a hybrid work style and focus on the efficient delivery of the planning service. The team is committed to delivering an efficient service and the improvements this year set the Glen Eira apart as a high performing planning service.
Service standard					
Planning applications decided within required time frames [(Number of regular planning application decisions made within 60 days) + (Number of VcSmart planning application decisions made within 10 days)/number of planning application decisions made] x100	70.39%	87.71%	87.09%	89.35%	No material variations.
Service cost					
Cost of statutory planning service [Direct cost of the statutory planning service/number of planning applications received]	\$2,695.71	\$3,093.79	\$2,899.11	\$2,646.07	Working in a hybrid digital work environment has enabled the department to reduce costs, while still providing sector leading service.
Decision-making					
Council planning decisions upheld at VCAT [Number of VCAT decisions that did not set aside Council's decision in relation to a planning application/number of VCAT decisions in relation to planning applications] x100	72.41%	83.33%	58.82%	66.67%	Glen Eira City Council had a very low number of planning applications (total of 41 applications) that were appealed to VCAT in the reporting year. Of these decisions, only nine set aside the decision of Council, while 14 of the appeals were settled through mediation, being more than a third of the appeals lodged with VCAT. The collective results suggest that Council is on balance making positive decisions on applications.

STATE GOVERNMENT SERVICE PERFORMANCE INDICATORS – WASTE COLLECTION

FOR THE YEAR ENDED 30 JUNE 2022

SERVICE / Indicator / Measure	Results 2019	Results 2020	Results 2021	Results 2022	Material variations and comments
WASTE COLLECTION					
Satisfaction					
Kerbside bin collection requests	94.14	94.97	86.87	172.74	Total kerbside bin collection requests increased as a result of changing the frequencies of the red general waste bins to fortnightly and the green FOGO bins to weekly. The main increases were related to changing bin size and ordering new bins.
[Number of kerbside garbage and recycling bin collection requests/number of kerbside bin collection households] x1,000					
Service standard					
Kerbside collection bins missed	0.93	2.41	1.51	0.72	Glen Eira City Council changed the collection frequencies of the red general waste bins to fortnightly in July 2021. Although this may appear to be improved performance by Council's kerbside collection contractor, this is more reflective of the reduced number of scheduled bin lifts in the garbage stream.
[Number of kerbside garbage and recycling collection bins missed/number of scheduled kerbside garbage and recycling collection bin lifts] x10,000					
Service cost					
Cost of kerbside garbage bin collection service	\$105.87	\$106.96	\$108.30	\$94.95	The cost to deliver the red general waste bin decreased despite increases to the landfill levy due to the reduction in collection frequency from weekly to fortnightly in late July 2021.
[Direct cost of the kerbside garbage bin collection service/number of kerbside garbage collection bins]					
Cost of kerbside recyclables collection service	\$37.63	\$55.30	\$67.00	\$74.57	There has been a slight increase to the total amount of recycling collected in 2021-22 compared to the previous year, and more recycling bins being collected than previous years.
[Direct cost of the kerbside recyclables bin collection service/number of kerbside recyclables collection bins]					
Waste diversion					
Kerbside collection waste diverted from landfill	46.02%	49.24%	49.05%	61.90%	Glen Eira City Council diverted more waste from landfill due to a change in collection frequencies. Starting in late July 2021, green food and organic bins are collected weekly, and red general waste bins are collected fortnightly. The change in frequencies has supported more organic waste to be diverted from landfill, and reduced the total tonnes sent to landfill.
[Weight of recyclables and green organics collected from kerbside bins/weight of garbage, recyclables and green organics collected from kerbside bins] x100					

STATE GOVERNMENT SERVICE PERFORMANCE INDICATORS – RETIRED MEASURES

FOR THE YEAR ENDED 30 JUNE 2022

RETIRED MEASURES					
SERVICE / Indicator / Measure	Results 2019	Results 2020	Results 2021	Results 2022	Material variations and comments
AQUATIC FACILITIES					
Health and safety					
Reportable safety incidents at aquatic facilities	6.00	Retired in 2020	Retired in 2020	Retired in 2020	As of July 1 2020, councils are no longer required to report on this indicator for the Local Government Performance Reporting Framework.
[Number of WorkSafe reportable aquatic facility safety incidents]					
Service cost					
Cost of indoor aquatic facilities					
[Direct cost of indoor aquatic facilities less income received/number of visits to indoor aquatic facilities]	-\$1.48	Retired in 2020	Retired in 2020	Retired in 2020	This measure was replaced from 1 July 2019 by 'Cost of aquatic facilities' [Direct cost of aquatic facilities less income received/number of visits to aquatic facilities].
Cost of outdoor aquatic facilities					
[Direct cost of outdoor aquatic facilities less income received/number of visits to outdoor aquatic facilities]	\$2.38	Retired in 2020	Retired in 2020	Retired in 2020	This measure was replaced from 1 July 2019 by 'Cost of aquatic facilities' [Direct cost of aquatic facilities less income received/number of visits to aquatic facilities].
ANIMAL MANAGEMENT					
Service cost					
Cost of animal management service					
[Direct cost of the animal management service/number of registered animals]	\$42.62	Retired in 2020	Retired in 2020	Retired in 2020	This measure was replaced from 1 July 2019 by 'Cost of animal management service per population' [Direct cost of the animal management service/population].
Health and safety					
Animal management prosecutions					
[Number of successful animal management prosecutions]	14	Retired in 2020	Retired in 2020	Retired in 2020	This measure was replaced from 1 July 2019 by 'Animal management prosecutions' [Number of successful animal management prosecutions/ number of animal management prosecutions] x100.
LIBRARIES					
Service cost					
Cost of library service					
[Direct cost of the library service/number of visits]	\$6.37	Retired in 2020	Retired in 2020	Retired in 2020	This measure was replaced from 1 July 2019 by 'Cost of library service per population' [Direct cost of the library service/population].
MATERNAL AND CHILD HEALTH (MCH)					
Satisfaction					
Participation in first MCH home visit					
[Number of first MCH home visits/number of birth notifications received] x100	98.9%	Retired in 2020	Retired in 2020	Retired in 2020	This measure was replaced from 1 July 2019 by 'Participation in four-week Key Age and Stage visit' [Number of four-week key age and stage visits/number of birth notifications received] x100.

SUSTAINABLE CAPACITY INDICATORS

FOR THE YEAR ENDED 30 JUNE 2022

Indicator / Measure	Results 2019	Results 2020	Results 2021	Results 2022	Material variations and comments
Population					
Expenses per head of municipal population	\$1,069.21	\$1,104.73	\$1,127.84	\$1,123.13	No material variations.
[Total expenses/municipal population]					
Infrastructure per head of municipal population	\$3,462.69	\$3,488.29	\$3,464.70	\$4,009.13	The movement for 2021–22 is due to increased value of our infrastructure, through new capital works and revaluation of assets.
[Value of infrastructure/municipal population]					
Population density per length of road	308.95	314.28	317.70	310.87	No material variations.
[Municipal population/kilometres of local roads]					
Own-source revenue					
Own-source revenue per head of municipal population	\$1,006.57	\$945.40	\$874.42	\$975.64	Our ability to earn fee income was greatly impacted by COVID-19 during 2020 and 2021. This movement reflects increased fee income from parking and Glen Eira Leisure during 2021–22 and is expected to continue to improve in future years.
[Own-source revenue/municipal population]					
Recurrent grants					
Recurrent grants per head of municipal population	\$156.12	\$143.85	\$141.86	\$145.83	No material variations.
[Recurrent grants/municipal population]					
Disadvantage					
Relative socio-economic disadvantage	10.00	10.00	10.00	10.00	No material variations.
[Index of relative socio-economic disadvantage by decile]					
Workforce turnover					
Percentage of staff turnover	11.5%	11.7%	17.4%	22.2%	Normal natural attrition, redundancies in residential aged care facilities, and terminations in order to satisfy mandated workforce vaccination requirements.
[Number of permanent staff resignations and terminations/average number of permanent staff for the financial year] x100					

FINANCIAL PERFORMANCE INDICATORS

FOR THE YEAR ENDED 30 JUNE 202

DIMENSIONS / Indicator / Measure	Results			Forecasts			Material variations and comments	
	2019	2020	2021	2022	2023	2024		2025
EFFICIENCY								
Expenditure level								
Expenses per property assessment	\$2,449.65	\$2,542.68	\$2,560.92	\$2,485.17	\$2,608	\$2,590	\$2,685	\$2,702
[Total expenses/number of property assessments]								No material variations.
Revenue level								
Average rate per property assessment	-	\$1,40385	\$1,42750	\$1,452.33	\$1,479	\$1,506	\$1,536	\$1,566
[Total rate revenue (general rates and municipal charges)/number of property assessments]								Note: new indicator for 2019–20 financial year. The indicator now includes all property types. This indicator replaced 'Average residential rate per residential property assessment' [Residential rate revenue/Number of residential property assessments] from 1 July 2019.
LIQUIDITY								
Working capital								
Current assets compared to current liabilities	139.96%	127.42%	120.68%	102.48%	100%	88%	83%	89%
[Current assets/current liabilities] ×100								Council's working capital ratio is expected to fall below 100 per cent in the next few years due to the impact of COVID-19 and a large investment in strategic capital works projects. Our long term aim is to return to a working capital ratio of over 100 per cent, however during the build of our major projects it has been considered acceptable for our liquidity to temporarily drop below this level.
Unrestricted cash								
Unrestricted cash compared to current liabilities	38.39%	34.46%	-14.80%	27.48%	39%	28%	24%	29%
[Unrestricted cash/current liabilities] ×100								Unrestricted cash movement is due to timing of term deposits at June 2021. Term deposits over 90 days are not included in unrestricted cash, however are easily accessed if required. Future year movements are due to changes in loan borrowings.

FINANCIAL PERFORMANCE INDICATORS

FOR THE YEAR ENDED 30 JUNE 2022

DIMENSIONS / Indicator / Measure	Results		Forecasts				Material variations and comments		
	2019	2020	2021	2022	2023	2024		2025	2026
OBLIGATIONS									
Loans and borrowings									
Loans and borrowings compared to rates [Interest bearing loans and borrowings/rate revenue] x100	13.56%	9.96%	6.34%	5.71%	28%	46%	42%	38%	Our loan borrowings are moving in line with scheduled repayments. Further borrowings are scheduled across 2022–23 and 2023–24 and repayments are in line with our 10 Year Financial Plan.
Loans and borrowings repayments compared to rates [Interest and principal repayments on interest bearing loans and borrowings/rate revenue] x100	3.63%	3.50%	3.32%	3.20%	3%	2%	4%	4%	This indicator will fluctuate over the next three years as scheduled repayments for existing loans come to an end and we start repayment arrangements for new borrowings.
Indebtedness									
Non-current liabilities compared to own source revenue [Non-current liabilities/own source revenue] x100	9.84%	9.67%	8.56%	6.38%	25%	38%	34%	32%	Non-current liabilities have decreased in 2021–22 due to the scheduled repayment of existing loans. In 2022–23 and 2023–24 non-current liabilities will increase due to new loan borrowings that have been provided to fund major capital works projects.
Asset renewal and upgrade									
Asset renewal and upgrade compared to depreciation [Asset renewal and asset upgrade expense/asset depreciation] x100	-	120.31%	89.33%	112.29%	141%	220%	101%	89%	The 2021–22 renewal works included works unable to be completed in 2020–21. Large spends on capital works are expected in 2022–23 and 2023–24 including construction of several major strategic projects. Note: new indicator for 2019–20 financial year. The indicator now includes renewal and upgrade expenditure. This indicator replaced 'Asset renewal compared to depreciation' [Asset renewal expense/asset depreciation] x100 on 1 July 2019.

FINANCIAL PERFORMANCE INDICATORS

FOR THE YEAR ENDED 30 JUNE 2022

DIMENSIONS / Indicator / Measure	Results		Forecasts					Material variations and comments	
	2019	2020	2021	2022	2023	2024	2025		2026
OPERATING POSITION									
Adjusted underlying result									
Adjusted underlying surplus (or deficit)	11.91%	3.51%	-2.88%	2.50%	0.6%	4%	6%	6%	Our surplus has been significantly impacted by COVID-19 during the financial years ending June 2020, 2021 and 2022. The improved adjusted surplus for 2021–22 indicates the start of our recovery from the pandemic related losses. Revenue levels are expected to continue to improve for the forecasted years.
[Adjusted underlying surplus (deficit)/adjusted underlying revenue] x100									
STABILITY									
Rates concentration									
Rates compared to adjusted underlying revenue	58.67%	63.36%	69.29%	69.93%	70%	68%	66%	67%	No material variations.
[Rate revenue/adjusted underlying revenue] x100									
Rates effort									
Rates compared to property values	0.15%	0.17%	0.17%	0.17%	0.17%	0.17%	0.16%	0.16%	No material variations.
[Rate revenue/capital improved value of rateable properties in the municipality] x100									

Discrimination and Equal Employment Opportunity Program

We value diversity and do not tolerate any discrimination in the workplace. We have a number of equal opportunity policies and procedures, including anti-discrimination, which we communicate to all employees.

Our *Equal Employment Opportunity Program* includes online and face-to-face training, and a contact officer network. The *Program* aims to protect existing and prospective staff from experiencing workplace discrimination. It also ensures we promote equal employment opportunities and comply with federal and state laws, in particular the:

- *Equal Opportunity Act 2010 (Vic)*;
- *Racial and Religious Tolerance Act 2001 (Vic)*; and
- *Victorian Charter of Human Rights and Responsibilities Act 2006*.

We ensure employees get information and online or face-to-face equal opportunity training at their induction and during their time with us. Training relates to the avoidance and notification of harassment, discrimination, vilification, bullying and occupational violence.

We also appoint Equal Employment Opportunity officers to confidentially help and support staff members who believe they have experienced workplace discrimination or harassment. If a complaint arises, we deal with the issues quickly and confidentially through an internal investigation process. This year, we also introduced a standalone *Sexual Harassment Policy* in accordance with best practice and audit guidelines.

Our staff did not raise any discrimination or harassment matters with external bodies in 2021–22.

Workplace diversity update

We have launched the *Gender Equality Action Plan 2022–2025* to demonstrate our organisational commitment to gender equity and to ensure we continue our journey to be an equitable workplace for people of all genders.

The *Action Plan* was guided by the State Government's Gender Equality Strategy, *Safe and Strong* and meets the requirements of the *Gender Equality Act 2020*.

The *Action Plan* sets out three strategic directions and outcomes for the next four years to address the barriers and opportunities central to improving gender equality at Glen Eira.

These strategic directions express our commitment to:

- improve the gender composition of Council;
- provide a safe and inclusive workplace; and
- reduce the gender pay gap.

With a focus on these three strategic directions, we will work towards becoming an organisation that leads the way on gender equality.

Our workforce

Full-time equivalent (FTE) workforce by contract, gender and division 2021–22*

	CASUAL FEMALE		PERMANENT PART-TIME FEMALE		PERMANENT FULL-TIME FEMALE		CASUAL MALE		PERMANENT PART-TIME MALE		PERMANENT FULL-TIME MALE		TOTAL	
Division	Count	FTE.	Count	FTE	Count	FTE	Count	FTE	Count	FTE	Count	FTE	Count	FTE
City Management	3	0.48	9	5.94	12	12	-	-	1	0.80	5	5	30	24.22
Community Wellbeing	359	47.58	310	183.89	103	103	168	23.9	45	25.2	29	29	1,014	412.65
Community Assets and Leisure	5	2.34	20	14.40	36	36	14	6.79	3	2.43	38	38	116	99.96
Corporate Services	1	0.23	7	4.6.2	25	25	3	0.68	2	1.78	112	112	150	144.31
Planning, Place and Sustainability	43	7.78	30	13.87	31	31	46	6.05	21	5.11	47	47	218	110.81
TOTAL	411	58.41	376	222.72	207	207	231	37.45	72	35.37	231	231	1,528	791.95

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

Workforce by age, gender and contract 2021–22*

	PERMANENT FULL-TIME		PERMANENT PART-TIME		CASUAL		TOTAL
Age	Female	Male	Female	Male	Female	Male	
< 30	28	30	15	2	197	139	411
30–50	83	97	146	21	117	37	501
>50	98	103	213	51	97	55	616
TOTAL	209	229	374	74	411	231	1,528

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

Family Violence prevention update

The *Community Wellbeing Plan 2021–2025* was adopted by Council in October 2021 and included Council's commitment to eliminating family violence and gender inequity in all its forms. Priority Six: Promote Respect, Care and Equity in the *Plan* presents objectives that supersede the *Family Violence Prevention Action Plan 2019–2021*. Specifically, the actions take a primary prevention approach to eliminating family violence against women and children, recognise the importance of gender equality, establish partnerships and collaborations, and use evidence, research, and policy to inform our work and our community.

Our work in 2021–22 included:

- delivering an information campaign that addressed ageism to protect and respect older people in our community;
- establishing a school-based program that builds the capacity of young people to identify healthy and unhealthy behaviour traits in relationships;
- participating in *16 Days of Activism* – a world-wide campaign for family violence prevention; and
- delivering information campaigns to promote family violence prevention and respectful relationships in our community.

Innovation and transformation

Our vision for Glen Eira Council is to be an agile, responsive and service-led organisation, which can anticipate and respond to the challenges and opportunities we encounter. Our goal is to equip our people with the right tools, data and information to drive new ways of working, and to enable an empowered culture that will support new ways of thinking and continue to improve our customer experience.

To be fit for the future and the evolving needs of our customers and community, our *Transformation* program encompasses a range of projects and initiatives, guided by these six drivers:

Build the right capabilities and culture — develop the right skills and culture among our people and leaders, bringing together policy and delivery to enable services to be delivered in a learning and iterative environment, focused on outcomes for citizens.

Co-design services with our customers to be a customer-centric organisation, developing processes that are human-centered, simple, consistent and timely.

Digital by default — continue to enable seamless digital services and transform the way Council operates, from front-end to back-office, and automate our processes where feasible to do so.

Be data driven — make better use of data to gain new insights to drive and enable transformation across our own services and with our partners be they government, community or private sector organisations.

Integrated planning and reporting — establish an *Integrated Planning and Reporting Framework* to enable effective strategic planning for services that are consistent, sustainable, measurable and align with community expectations.

Be service led — redesign how we think about our services and how we offer them to the community. Continually review how we make decisions about the right mix of and appropriate levels of service

Net cost of services we delivered 2021–2022

The downloadable PDF table indicates the services we provided to the community in 2021–22 and how they performed against our *Budget*.

The table describes each activity, including the people or sections of the community who received the services. A range of factors influence the net cost of services, including community demand, government policy, expected grant income and other factors that we cannot always regulate.

SERVICES WE DELIVERED AND WHAT THEY COST		
BUSINESS AREA	DESCRIPTION OF SERVICES	Net cost \$'000 Budget Actual Variance
Roads, drains and building maintenance	This service maintains and develops a range of infrastructure, such as: roads, footpaths, drainage, kerbs, gutters, and buildings. It manages properties, facilities, projects and assets. It also includes: street lighting, street furniture, engineering design and construction, line marking, emergency services, and road rehabilitation.	16,561
		15,546
		1,016
Environmental strategy and services	This service looks after household waste, green waste and hard rubbish and co-ordinates environmental sustainability initiatives. It includes: recycling for paper, plastic, glass and cans, and cleaning activities like street sweeping and weed control. Waste collection includes: hard rubbish, green waste, bundled branches, refuse, rubbish bins, and mixed recyclables. It also oversees waste management education and enforcement.	546
		(924)
		1,470
Planning and community safety	This service oversees regulations for urban planning, buildings, traffic engineering and Local Laws. It includes: traffic and parking, school crossing safety and building and animal control.	1,663
		3,858
		(1,922)
Park services	This service manages and maintains our open recreational spaces, such as: sporting ovals, playgrounds, barbecues, garden beds, park lighting, public toilets, lawn areas and irrigation systems. This includes parks and gardens and all trees in streets, parks, reserves and on nature strips.	12,503
		10,599
		1,904

SERVICES WE DELIVERED AND WHAT THEY COST

BUSINESS AREA	DESCRIPTION OF SERVICES	Net cost \$'000 Budget Actual Variance
Recreation and open space	This service manages the strategic planning of our reserves, including implementation of infrastructure to provide diverse sporting facilities and support recreational activities. It manages the use of facilities within our reserves, including sportsgrounds, sports facilities, open space and picnic shelters. It also provides ongoing support for external community events held within our parks and opportunities for sports clubs.	1,099
		891
		208
Glen Eira Libraries	This service gives access to reference materials, books, DVDs, magazines, games, e-books and e-magazines. These can be accessed at Caulfield, Elsternwick, Carnegie and Bentleigh Libraries. It includes school holiday programs, book-reading sessions and access to computers and community rooms.	3,409
		3,031
		378
Community care	This provides home and community-based services for elderly residents and residents with disabilities, allowing them to live as independently as possible. Services include: personal care, community transport, in-home support, home maintenance, disability and respite care, independent living units, property maintenance, meal delivery, and an adult day activity centre. The service also co-ordinates a range of social and recreational programs for older residents and those with a disability. These include the older adults' program and social support networks.	800
		(766)
		1,566
Family and community wellbeing	This provides a range of high-quality services and supports for families with children from birth to six years and young people aged 10 to 25 and their families. These include: Maternal and Child Health; family day care; partnerships with local kindergartens including purpose-built facilities and central enrolment; early learning centres; occasional care; community and school-based youth support services; and immunisation. Also provided are a range of community development services that support community health and wellbeing by providing health promotion programs, facilitating inclusion and helping to build capacity of community groups. Community engagement and planning services are also provided.	7,342
		6,356
		986

SERVICES WE DELIVERED AND WHAT THEY COST

BUSINESS AREA	DESCRIPTION OF SERVICES	Net cost \$'000
		Budget Actual Variance
Cultural services	This service provides a comprehensive arts and cultural program with exhibitions, events, concerts and festivals to entertain and educate.	1,685
		1,628
		57
Residential aged care facilities	This service provides low and high-level care to eligible residents and older people with ties to our City. The Commonwealth Aged Care Assessment Service decides on your eligibility. Our residential facilities are Warrawee and Rosstown. In November 2021, Council decided to consolidate the Rosstown residential aged care facility into one larger Warrawee site. All Rosstown residents and staff were reallocated to our Warrawee facility in Bentleigh East in November 2021.	4,397
		7,001
		(2,604)
Customer service and Council governance	This service allows our Councillors to carry out their governance and constituency responsibilities. It includes the Mayor and Councillors, our Service Centre, Councillor support, corporate policy and planning, and People and Culture.	9,167
		9,645
		(478)
Media and communications	This business unit informs the community about our activities. It does this through developing publications, liaising with the media and co-ordinating events, advertising and marketing. It also includes publication of <i>Glen Eira News</i> .	1,346
		1,426
		(80)
Corporate Counsel	This service ensures integrity in our tendering conduct, protects our legal relations with other entities, documents contracts and offers internal legal advice. It has a range of services and tools to protect us, including sound risk management, relevant insurance policies, a risk register and a liability claim process. It also manages internal risk, insurance advice and elections.	2,530
		2,542
		(12)

SERVICES WE DELIVERED AND WHAT THEY COST

BUSINESS AREA	DESCRIPTION OF SERVICES	Net cost \$'000 Budget Actual Variance
City futures	This business area implements our Glen Eira Planning Scheme Review work plan, which includes an <i>Activity Centre Strategy</i> and structure plans across major activity centres. It takes a strategic 'whole of place' view to transport and urban design, which aims for integrated land use planning and sustainable transport. It promotes a vibrant local economy and place-making across shopping strips and business programs, creating strong local networks.	4,783
		3,920
		863
Financial services	This service provides strategic and operational financial assistance to Council and our business units. It is also responsible for the day-to-day management of our financial assets. It includes: accounting services, information technology and systems, records, internal and external auditing rating and property procurement and fleet management.	9,800
		6,406
		3,395
Glen Eira Leisure	<p>Glen Eira Leisure manages our three recreational facilities: Glen Eira Sports and Aquatic Centre (GESAC), Carnegie Swim Centre and Caulfield Recreation Centre.</p> <p>GESAC provides leisure, sport, recreation and health and wellbeing opportunities for the community. Its various activities and programs focus on building and promoting health and community wellness. These include: hydrotherapy, learn-to-swim classes, swimming training, gentle exercise, basketball, netball, gym, fitness classes, body therapy, massage, and beauty therapy.</p> <p>Carnegie Swim Centre is currently closed due to a significant leak in the outdoor pool and will not reopen until it is redeveloped (expected by summer 2023). Caulfield Recreation Centre has a variety of activities and programs to suit all fitness levels and ages, from toddlers to older adults.</p>	1,490
		2,535
		(1,045)

Privacy Policy and disclosure

Privacy

We value your right to privacy and we are strongly committed to protecting your rights. We must adhere to privacy laws when collecting and handling your personal information and dealing with things like complaints and submissions.

We comply with our obligations under the *Privacy and Data Protection Act 2014 (PDP Act)* and the Information Privacy Principles in relation to all personal information we collect.

For more information download our [Privacy Policy](#).

Privacy breaches

We identified 10 data breaches involving our email system in 2021–22. In each instance, Council responded to the breach promptly and in line with its Data and Privacy Breach Response Procedure. We assessed the necessary steps to take and which affected individuals should be contacted and sought the assistance and guidance of the Office of the Victorian Information Commissioner (OVIC) where appropriate.

Our prompt response to each incident and compliance with internal breach processes resulted in no complaints being received by us or OVIC regarding the data breaches. We have taken further actions to reduce the possibility of further breaches by implementing procedural controls where warranted and providing additional staff training.

We received one privacy complaint in 2021–22, which was referred to the OVIC. Following further communication with the complainant, facilitated by OVIC, the privacy complaint was withdrawn.

Requirements under Carers Recognition Act 2012

We have taken a range of measures to comply with our responsibilities under the Carers Recognition Act 2012 (Act).

Externally, we promoted the principles of the Act to people in care relationships and the wider community. We did this by displaying printed material, distributing posters at our venues and linking from our website to the My Aged Care website.

Internally, we promoted the principles of the Act to our staff, agents and volunteers through induction and training programs. These programs applied to staff working in Home and Community Care and volunteers working directly with the community.

We have reviewed and modified our policies, procedures and support systems to recognise carers and provided extra activities and resources to recognise the importance of the care relationship.

Disability Action Plan

We embrace and celebrate our diverse community and support our residents to be healthy, inclusive and resilient.

The priorities and strategies contained in the *Community Wellbeing Plan 2021–2025*, guide our efforts to meet the requirements of the Disability Act 2006 and support people with disabilities to enjoy good health, wellbeing and participation.

The *Plan* adopts a whole-of-Council approach focused on building a community that is accessible and inclusive to people of all-abilities. We aim to be a community where all people can feel welcome, supported and connected, and which values the diverse needs of its members.

A key principle of the *Plan* ensures our disability access and inclusion planning underpins every action so we consistently cater for people of all abilities and create a community where everyone feels welcomed, supported and connected.

Through our *Community for All Abilities* program, Council supports inclusion of people with a disability through employment opportunities, strengthening disability confidence and capacity building of local businesses, volunteering organisations and carers.

Council also acknowledged and celebrated *International Day of People with Disability* in December 2021 with an online music event.

Together with our partner organisations and agencies we will continue to work towards improved, access and inclusion, in supporting good health and wellbeing outcomes for our community.

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

Domestic Animals Act 1994

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

Performance indicators

We continued implementing our *Domestic Animal Management Plan (DAMP) 2022–2026*. The *DAMP* provides a strategic framework that delivers an action plan over a four-year period. It outlines our approach to manage domestic animals in relation to registration of cats and dogs, the promotion of responsible pet ownership, address nuisance, identification of cats and dogs, cat overpopulation and euthanasia rates, aims to minimise the risk associated with dog attacks, and encourages effective management of declared dogs.

Council has met or exceeded its targets in all but two of the nine performance indicators in 2021–22, with the achievement of some impacted by the challenges presented by COVID-19 restrictions.

The cat registration target was not met. However, cat registration numbers have been relatively stable over the past 12 months. We continued to remind pet owners via SMS if they had not renewed their pet registration. There has been a slight increase in the issuing of infringement notices. Those infringement notices are related to public safety offences, where the issuing of infringement notices was more appropriate than an official warning. These are generally dog attack related.

Our industry leading cat reclaim/return rate continues to be well above target and continues to increase. This has been a strong focus of ours over the past few years and is a positive outcome to close out Council's *Domestic Animal Management Plan 2017–2021*. Our success includes cats that have been sold or adopted. We acknowledge the exceptional work our current pound provider (RSPCA) does in reducing the euthanasia rates by selling or adopting such a large number of cats.

The following table provides an assessment of the year ending 30 June 2022:

Domestic Animal Management Plan (DAMP) performance indicators

Indicator	Target (%)	2017–18 (%)	2018–19 (%)	2019–20 (%)	2020–21 (%)	2021–22 (%)	2021–22 figures
1 Dog registration rate: (per cent dogs registered/estimated dog population)	85	89	91	97	92	98	13,375/14,000
2 Cat registration rate: (per cent cats registered/estimated cat population)	85	80	78.5	82	77	82	4,900/6,000
3 Enforcement success rate: (per cent successful prosecutions/total prosecutions)	100	100	100	100	100	100	8/8
4 Dog return/reclaim rate: (per cent total dogs reclaimed-returned/ total dogs impounded) (includes adopted/ sold dogs)	90	94.1	98	98	93	99	100/101
5 Cat reclaim/return rate: (per cent total cats reclaimed/total cats impounded) (includes adopted/ sold cats)	20	73.9	83	85	96	49	44/89
6 Domestic animal business compliance rates: (registered/ compliant)	93	100	100	100	100	100	8/8
7 Dog desexing rate (per cent dogs desexed/actual registered)	70	80	81	78.4	60	80	11,079/13,375
8 Cat desexing rate (per cent cats desexed/actual registered)	80	94	94.4	89.4	76	97	4,767/4,900
9 Infringements versus official warnings rates (per cent of infringements/warnings)	<40	43	39.4	54	64	47	32 infringements 67 warnings

To download the *Plan*, search [Domestic Animal Management Plan 2022–2026](#) on our website

Food Act 1984

We did not receive any ministerial directions under the provisions of section 7e of the *Food Act 1984* during 2021–2022.

Planning and Environment Act 1987

For the 2021–22 year, the following information about infrastructure and development contributions is disclosed.

East Village Development Contributions Plan

East Village is a 25-hectare site, located on the corner of East Boundary Road and North Road in Bentleigh East and was previously zoned for industrial and commercial uses. The plan is for the former industrial area to transition into a bustling hub of innovative jobs, open space and diverse housing. Some existing businesses will remain on the site.

To support this transition, a Development Contribution Plan is used to facilitate the collection of payments towards necessary infrastructure such as roads, drains and community facilities. The East Village Development Contributions Plan is part of the Glen Eira Planning Scheme. It is the only area of Glen Eira that is affected by a Development Contributions Plan. Limited work has occurred on the site (there has been the construction of a state government school). There have been no levies collected by Council to date.

Road Management Act 2004

We did not receive any ministerial directions under the provisions of the *Road Management Act 2004* during 2021–2022.

Contracts

During 2021–22, Council did not enter into any contracts;

1. valued at \$150,000 or more for services or \$200,000 or more for works of a kind specified in section 186(5) (a) and (c) of the *Local Government Act 1989*, as applied until 3 November 2021 when Council's new Procurement Policy was adopted.
 2. valued at \$300,000 or more for works or services of a kind specified in section 108 (a)(b) of the *Local Government Act 2020* as applied from 3 November 2021 when the Council's new Procurement Policy was adopted.
- OR

During 2021–22, Council did not enter into any contracts valued over the Council's public tender thresholds of a kind as specified in section 186(5)(a) and (c) of the *Local Government Act 1989* and in section 108 (a)(b) of the *Local Government Act 2020*.

Contact us and feedback

Glen Eira City Council

Corner Glen Eira and Hawthorn Roads, Caulfield

Mail address: PO Box 42

Caulfield South, 3162

Phone: (03) 9524 3333

Fax: (03) 9523 0339

Email: mail@gleneira.vic.gov.au

Websites: www.gleneira.vic.gov.au

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

www.geleisure.com.au

If you are deaf, hearing-impaired, or speech-impaired, we ask that you call us via the National Relay Service.

National Relay Service

National Relay Service <https://nrschat.nrscall.gov.au/nrs/internetrelay> then enter 03 9524 3333

Teletypewriter (TTY): 13 36 77

Speak and Listen: 1300 555 727

Feedback

We welcome your feedback about the *Annual Report 2021–2022*. We regard feedback as an important way to improve our service.

You can give your feedback (compliments or suggestions) by calling our Service Centre on 9524 3333.

Disclaimer

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

The information on our website is of a general nature. You should make your own direct enquiries rather than rely on its contents. We accept no responsibility for loss arising from your reliance on the contents of our website. Similarly, we accept no liability for any statements, opinions, errors or omissions.

Accessibility

We have developed our *Annual Report 2021–2022* to ensure content is available to the widest possible audience, including readers using assistive technology or accessibility features. By adhering to web accessibility guidelines, we acknowledge the community's diverse communication methods, abilities and available technologies.

We strive to comply with W3C's *Web Content Accessibility Guidelines (WCAG)*.

If you need help with any pages or content on our *Annual Report 2021–2022* website, please email Annual_Report@gleneira.vic.gov.au

Do you need language translation?

If you would like part of this document translated into your preferred language, please call our Media and Communications team on 9524 3333.

ΧΡΕΙΑΖΕΣΤΕ ΓΛΩΣΣΙΚΗ ΜΕΤΑΦΡΑΣΗ;

Εάν θέλετε μέρος αυτού του εγγράφου να μεταφραστεί στην γλώσσα της προτίμησής σας, παρακαλούμε τηλεφωνήστε την ομάδα μας Μέσων Ενημέρωσης και Επικοινωνιών στο 9524 3333.

תופש מוגרת יתורישל מיקוק? מתא מא?

תפדעומה הפשל הזה רמסמה קלח סגרתל מיצור מכנה מא
9524 3333 ופלטב ונלש תרושקתה תווצל ורשקתה אנא, מכילע

क्या आपको भाषाई अनुवाद की आवश्यकता है?
यदि आप चाहते/चाहती हैं दइस सितावेज़ ि भाग आपीं
पसीं ि भाषा में अनुवादिया जाए, तो पिया हमारी मीदिया और
संचार (Media and Communications) टीम से 9524 3333
पर संपर्क रि।

需要

為您翻译成中文吗

如果您希望将本文件的某一部分翻译成中文，请致电
9524 3333 联系我们的媒体与传播团队。

ВАМ НУЖЕН ПЕРЕВОД?

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

Privacy

The personal information collected here is required primarily to facilitate communication with you about your feedback and will only be shared with those directly responsible for providing the service or managing the issue to which your feedback relates. If you would like to know more about privacy at Glen Eira City Council, including your right to seek access to any information collected on this form, please contact Council's privacy officer on 9524 3333. You can download our *Privacy Policy* [here](#).

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Glossary – terms and acronyms

Agile — to understand, adapt and change quickly in an ever-evolving environment.

AAS — Australian Accounting Standards.

AASB — Australian Accounting Standards Board.

ABS — Australian Bureau of Statistics.

Activity centre — an area that includes the commercial heart and the nearby surrounding residential area. An activity centre provides a focus for services, employment, housing, transport and social interaction. They range in size and intensity of use from smaller neighbourhood centres to major activity centres and larger metropolitan centres. Glen Eira's major activity centres are Elsternwick; Carnegie; Bentleigh; Glen Huntly; Moorabbin Junction; Caulfield Station Precinct and East Village in Bentleigh East. Our neighbourhood activity centres are: Alma Village; Bentleigh East; Caulfield Park; Caulfield South; Gardenvale; Hughesdale; McKinnon; Murrumbeena; Ormond; Patterson; and Ripponlea.

Advisory Committee — a committee that provides advice and recommendations for decisions by Council.

Advocacy — is where Council publicly voices its support for projects and policies to other levels of government.

ATO — Australian Taxation Office.

Auditor-General — independent parliamentary officer appointed by legislation to examine and report to State Parliament and the community on the management of public sector resources and provide assurance on the financial integrity of Victoria's system of government.

BabyTime — a sensory and language program, which incorporates songs, rhymes, puppets and mini stories for babies and toddlers under three years.

Built Form Frameworks — establishes recommendations to manage building heights and setbacks in an area.

CALD — Culturally and linguistically diverse. CALD programs have staff that speak a foreign language, organise specific cultural activities or meet spiritual needs.

Capital works — any work undertaken to establish, renew, expand and upgrade Council's assets.

Carbon emissions — carbon dioxide and carbon monoxide in the atmosphere, produced by vehicles and industrial processes.

Caulfield Racecourse Reserve — a 54-hectare parcel of Crown land in the centre of Caulfield Racecourse, East Caulfield. The Crown land is reserved for three purposes — a racecourse, public recreation and a public park.

CEO — Chief Executive Officer.

Chanukah — Festival of Lights.

Charter of Human Rights — the *Charter* contains 20 rights that reflect the four basic principles of freedom, respect, equality and dignity. The *Charter* introduces standards to ensure human rights are considered when making laws and decisions, and when providing services.

City of Caulfield — was incorporated as a road district on 15 October 1857 and was proclaimed a City on 26 July 1913. On 15 December 1994, the City of Caulfield was abolished and along with parts of the City of Morabbin was merged into the newly created City of Glen Eira.

City of Moorabbin — was first incorporated as a road district on 16 May 1862 and was proclaimed a City on 10 October 1934. On 15 December 1994, the City of Moorabbin was abolished and split three ways. Bentleigh, Bentleigh East, McKinnon and part of Ormond were transferred into the newly created City of Glen Eira, along with the City of Caulfield.

CIV — Capital Improved Value. The market value of the property at the date of valuation, including the value of the land and all improvements built on the land.

Clayton Regional Landfill — a now closed landfill and waste and recycling transfer station located at Ryans Road, Clayton South owned and jointly managed by five councils — Glen Eira, Boroondara, Stonnington, Whitehorse and Monash.

Community grants — Council funding to assist local not-for-profit community groups to implement projects and activities that meet identified community priorities and which benefit Glen Eira residents.

Community Voice — an online consultation group made up of a representative sample of community members who agree to be consulted about key projects, issues and topics on a regular basis.

Continuous improvement — the process that ensures review and improvement practices are built into operational activities.

Coronavirus — a family of viruses that cause illnesses ranging from the common cold to more severe diseases, including SARS and MERS. Coronaviruses predominantly affect animals, but in rare cases can spread to humans. The viruses can cause respiratory problems, fever and other issues. The strain of coronavirus that caused this global pandemic is COVID-19.

Corporate governance — the systems established by Council to ensure compliance with legislative and other obligations in the management of the municipality.

Council Plan — a document outlining Council's strategic direction for five years.

Councillors — the elected representatives of Council.

Council asset — a facility or part of a facility that has value, enables a service to be provided and has an economic life greater than 12 months.

COVID-19 — is the disease caused by the virus SARS-CoV-2. The World Health Organisation gave this strain of the novel (new) coronavirus its name in early February 2020. Symptoms include fever, difficulty breathing, coughing and loss of the sense of smell.

COVID-19 restrictions — (Stay at Home restrictions). Restrictions to gathering and business operations directed by the Chief Health Officer under Victoria's State of Emergency declared on 16 March 2020.

CPA — Certified Practising Accountant.

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

Customer Satisfaction Score — A score calculated in the Local Government Community Satisfaction Survey and represented as a score out of 100 (on a 0 to 100 scale). Points are tallied based on the respondents' answers to a series of questions. Respondents can choose from a set range of responses ie.: Very good; Good; Average; Poor; Very poor; and Can't say. In this instance 'Can't say' is discarded and weighted points are given to each response to tally an index score. The following index score levels display Councils' performance. 75–100: Council is performing very well in this service area. 60–75: Council is performing well in this service area, but there is room for improvement. 50–60: Council is performing satisfactorily in this service area but needs to improve. 40–50: Council is performing poorly in this service area. 0–40: Council is performing very poorly in this service area.

DAMP — Council's *Domestic Animal Management Plan* provides strategic direction for the management of animals within the City of Glen Eira.

Defined Benefit Plan — a type of superannuation plan where the benefits that a member will receive are defined in advance using a set formula. For the *Vision Super Defined Benefit Plan*, a member's retirement benefit is based on their years of membership of the fund multiplied by a benefit multiple, multiplied by their final salary.

Deliberative panel — a random selection of community members to participate in engagement sessions to provide detailed feedback on topics such as the 10 year Asset Plan.

Deliberative engagement — occurs when a group of people from the community consider relevant facts from multiple points of view, identify options, and come to a group decision. It is one form of 'high influence' engagement. It is not an alternative to Council's performing its role as a statutory decision-making body.

Dhumbali W'urneet Gadhaba — is the Boonwurrung name of the *Integrated Water Management Plan* and translates to 'Our Commitment to the Laws of Mother Earth'. As the Traditional Owners and Custodians, they emphasise the importance that change and action starts within. The content in Dhumbali Wurrungi-blik Parbin-ata is more than words but a call to action and responsibility to Country, as has been written in Bundjil's Dhumbali.

DIY — Do it yourself.

EAGA — Eastern Alliance for Greenhouse Action.

Environmentally Sustainable Design (ESD) principles — aim to improve the health and comfort of buildings for occupants whilst at the same time reducing negative impacts on the environment.

Expense — an outgoing payment made by Council.

Family Day Care — a Council sponsored scheme that offers care and education for children from birth to 12 years in the safe home environment of registered educators.

Fire Services Property Levy — the *Fire Services Property Levy Act 2012* (the Act) imposes a Fire Services Property Levy (levy) on all real property in Victoria, unless specifically exempt, to fund the Metropolitan Fire and Emergency Services Board (MFB) and the Country Fire Authority (CFA). The levy is collected by councils through rate notices, or in the case of a non-rateable property, through a separate notice. The Act provides that the owner of the land is liable to pay the levy.

FOI — Freedom of Information.

GEL Anywhere — Glen Eira Leisure's online fitness hub providing training and exercise videos for home-workouts, as well as nutrition and mental health advice.

GESAC — Glen Eira Sports and Aquatic Centre.

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

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

Glen Eira Planning Scheme — a legal document containing policies and provisions that control how people can use and develop land.

GST — Goods and services tax.

Hatzolah — our local Jewish ambulance service.

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

HESTA — a superannuation fund for Council employees.

IBAC — Independent Broad-based Anti-corruption Commission. IBAC is Victoria's anti-corruption body with responsibility for identifying and preventing serious corrupt conduct across the whole public sector, including members of Parliament, the judiciary and State and Local Governments.

Infrastructure — the basic facilities required for the functioning of the community, such as parks, roads and drainage and waste systems.

In-home support — a program of services provided when frailty, disability or illness prevent a person from undertaking the tasks of daily living for themselves. The program consists of domestic assistance, personal care, home maintenance/modifications, delivered meals, Social support group activities and respite care services.

Integrated Planning and Reporting Framework (IPRF) — allows Council and the community to have better visibility across the various elements of the strategic planning and reporting system. It ensures a greater understanding of how the things we do today, contribute to achieving our future Community Vision.

Jolabokafloð — translates to Christmas Book Flood — an Icelandic tradition of giving and receiving books during Christmas.

JP — Justice of the Peace. Justice of the Peace (JP) volunteers play an important role in the Justice system and provide a valuable and accessible service to all members of the community.

Kulin Nation — the Kulin Nation was an alliance of five Indigenous Australian nations in Central Victoria, before European settlement, that spoke related languages. The Eastern Kulin group includes four of these languages from the Woi Wurrung, Boonwurrung/Bunarong, Taungurong, and Ngurai-illam Wurrung nations. The City of Glen Eira is located on the traditional lands of the Yaluk-ut Weelam clan of the Boonwurrung peoples.

kW — kilowatt.

Labassa — is an outstanding 19th century mansion with opulent architectural features. Built in 1862, the building was redeveloped in the 1880s in the French Second Empire style as a 35-room mansion.

LGBTIQA+ — lesbian, gay, bisexual, transgender, intersex, queer and asexual.

Local Authorities Superannuation Fund — a superannuation fund for Council employees.

Local Government Performance Reporting Framework (LGPRF) — a mandatory system of performance reporting to ensure all councils are measuring and reporting on their performance in a consistent way. The *Framework* is made up of a number of reportable measures and a governance and management checklist of 24 items, which together build a comprehensive picture of council performance.

Local Law — the laws adopted by Council that prohibit, regulate and control activities, events, practices and behaviours within Glen Eira.

Long Term Financial Plan — a plan covering long-term financial resources, which includes key financial indicators to support our Council Plan.

Maternal and Child Health (MCH) Key Ages and Stages consultations — a schedule of 10 Key Ages and Stages visits provided by Council's Maternal and Child Health nurses for families and children from birth to three-and-a-half years.

Microsoft Teams — a video chat app that allows people to speak to each other over a video call.

Moieties — together with totems and skin names make up the primary foundations in Aboriginal and Torres Strait Islander kinship systems, where everything is split in half, including people and the environment. Each half of these entities are a mirror of each other.

Moorleigh Community Village — is a multipurpose facility in Bentleigh East that caters for a wide range of community activities.

Municipal Association of Victoria — the Local Government peak body for Victoria's 79 councils.

Municipal rates — a property tax based on property valuations, which are determined by Council.

Nature play space — the opportunity to engage in unstructured play activities in outdoor settings where natural elements feature, such as logs, rocks and water, as opposed to conventional manufactured play equipment.

NAV — Net Annual Value — this is the assessed annual rental value and is used to determine the amount of rates property owners will pay.

Neighbourhood character — the collective term used to describe the physical components of the built environment, architectural style, street width and layout vegetation and fence height and style.

OAM — Order of Australia — The Medal of the Order of Australia (OAM) is awarded for service worthy of particular recognition.

Open space — public open space in Glen Eira.

Open Space Strategy — a Council approved strategy that will guide the future provision, design and management of public open space in Glen Eira until 2026.

Pandemic — the worldwide spread of a new disease. The World Health Organisation declared the COVID-19 outbreak a pandemic on 11 March 2020.

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

Personal Care — a Council service that assists frail older and disabled residents with personal tasks, such as showering, dressing, eating and drinking.

Planning Scheme — legal documents prepared by a council or the Minister for Planning and approved by the Minister that determine the use, development and protection of land within that specific municipality.

Property Maintenance — a Council service that assists frail older and disabled residents with minor repairs and modifications in the home.

PV panels — photovoltaic panel — Solar panels capture the energy of sunlight which is converted into electricity.

Rate cap — an annual cap set by the Victorian Minister for Local Government, which controls general rate increases for all councils during that financial year.

Rate cap variation — Councils have the option to seek a variation above the annual rate cap, through the Essential Services Commission (ESC).

Respite Care — a Council service that provides support to carers of a frail older person or person with a disability by providing them with a break from their role.

Revenue — the amount of money Council receives from its activities, mostly from rates and services provided to customers and ratepayers.

Rippon Lea House and Gardens — a large 19th century mansion surrounded by seven hectares of Victorian gardens. It is listed on the National Heritage Register and is one of the finest examples of an original suburban estate in Australia. Glen Eira residents have free access to the gardens.

Risk management — the procedures adopted by Council to manage, minimise or eliminate the risk of adverse effects resulting from future events and activities.

Rosstown Community — Council's low care, aged care facility in Carnegie.

Service Centre — Council's Customer Service Centre that handles requests, enquiries and payments from the general public.

Snap Send Solve — an app that simplifies the reporting of community issues to councils.

Social and affordable housing — housing that is (at least in part) subsidised by the government.

Social Support Program — a Glen Eira City Council program that provides frail older people and people with disabilities with opportunities for friendship and social activities in a supportive environment.

State of emergency — a situation that grants authorities increased powers in a certain area during occurrences, such as civil unrest, a natural disaster or a pandemic.



Appendix A

FINANCIAL

REPORT

FINANCIAL STATEMENTS AND
PERFORMANCE STATEMENT
FOR THE YEAR ENDED 30 JUNE 2022

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In my opinion the accompanying financial statements have been prepared in accordance with the *Local Government Act 2020*, the *Local Government (Planning and Reporting) Regulations 2020*, Australian Accounting Standards and other mandatory professional reporting requirements.



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

Principal Accounting Officer

Dated: 30 August 2022

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

In our opinion, the accompanying Financial Statements of the Glen Eira City Council for the year ended 30 June 2022 presents fairly the financial transactions of Council, and the financial position of the Council as at that date.

As at the date of signing, we are not aware of any circumstances that would render any particulars in the Financial Statements to be misleading or inaccurate.

We have been authorised by Council and by the *Local Government (Planning and Reporting) Regulations 2020* to certify the Financial Statements in their final form.



Jim Magee

Mayor

Dated: 30 August 2022

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



Li Zhang

Deputy Mayor

Dated: 30 August 2022

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



Rebecca McKenzie

Chief Executive Officer

Dated: 30 August 2022

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



Independent Auditor's Report

To the Councillors of Glen Eira City Council

Opinion	<p>I have audited the financial report of Glen Eira City Council (the council) which comprises the:</p> <ul style="list-style-type: none"> • balance sheet as at 30 June 2022 • comprehensive income statement for the year then ended • statement of changes in equity for the year then ended • statement of cash flows for the year then ended • statement of capital works for the year then ended • notes to the financial statements, including significant accounting policies • certification of the financial report. <p>In my opinion the financial report presents fairly, in all material respects, the financial position of the council as at 30 June 2022 and their financial performance and cash flows for the year then ended in accordance with the financial reporting requirements of Part 4 of the <i>Local Government Act 2020</i>, the <i>Local Government (Planning and Reporting) Regulations 2020</i> and applicable Australian Accounting Standards.</p>
Basis for Opinion	<p>I have conducted my audit in accordance with the <i>Audit Act 1994</i> which incorporates the Australian Auditing Standards. I further describe my responsibilities under that Act and those standards in the <i>Auditor's Responsibilities for the Audit of the Financial Report</i> section of my report.</p> <p>My independence is established by the <i>Constitution Act 1975</i>. My staff and I are independent of the council in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's <i>APES 110 Code of Ethics for Professional Accountants</i> (the Code) that are relevant to my audit of the financial report in Victoria. My staff and I have also fulfilled our other ethical responsibilities in accordance with the Code.</p> <p>I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.</p>
Councillors' responsibilities for the financial report	<p>The Councillors of the council are responsible for the preparation and fair presentation of the financial report in accordance with Australian Accounting Standards, the <i>Local Government Act 2020</i> and the <i>Local Government (Planning and Reporting) Regulations 2020</i>, and for such internal control as the Councillors determine is necessary to enable the preparation and fair presentation of a financial report that is free from material misstatement, whether due to fraud or error.</p> <p>In preparing the financial report, the Councillors are responsible for assessing the council's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless it is inappropriate to do so.</p>

Auditor's responsibilities for the audit of the financial report

As required by the *Audit Act 1994*, my responsibility is to express an opinion on the financial report based on the audit. My objectives for the audit are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report.

As part of an audit in accordance with the Australian Auditing Standards, I exercise professional judgement and maintain professional scepticism throughout the audit. I also:

- identify and assess the risks of material misstatement of the financial report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the council's internal control
- evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Councillors
- conclude on the appropriateness of the Councillors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the council's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial report or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause the council to cease to continue as a going concern.
- evaluate the overall presentation, structure and content of the financial report, including the disclosures, and whether the financial report represents the underlying transactions and events in a manner that achieves fair presentation.

I communicate with the Councillors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

MELBOURNE
16 September 2022



Travis Derricott
as delegate for the Auditor-General of Victoria

Comprehensive Income Statement
for the year ended 30 June 2022

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	Notes	2022 \$ '000	2021 \$ '000
Income			
Rates and charges	3.1	124,966	120,178
Statutory fees and fines	3.2	7,791	4,413
User fees	3.3	16,136	12,501
Grants — operating	3.4	22,542	29,252
Grants — capital	3.4	10,183	5,554
Other income	3.5	2,040	1,256
Contributions — monetary	3.6	4,387	5,804
Share of net surplus of joint operations	6.1	412	-
Total income		188,457	178,958
Expenses			
Employee costs	4.1	77,069	83,942
Materials and services	4.2	61,230	58,838
Depreciation	4.3	24,444	24,060
Amortisation — intangible assets	4.4	923	787
Amortisation — right of use assets	4.5	1,062	1,007
Net loss on sale/disposal of property, infrastructure, plant and equipment	4.6	2,599	1,129
Borrowing costs	4.7	207	313
Finance costs — leases	4.8	192	191
Other expenses	4.9	6,497	5,944
Share of net loss of joint operations	6.1	-	2,231
Total expenses		174,223	178,442
Surplus for the year		14,234	516
Other comprehensive income			
Items that will not be reclassified to surplus or deficit in future periods			
Net asset revaluation increment	9.1 (a)	239,755	245,456
Total other comprehensive income		239,755	245,456
Total comprehensive result		253,989	245,972

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

	Notes	2022 \$ '000	2021 \$ '000
Assets			
Current assets			
Cash and cash equivalents	5.1 (a)	45,581	34,236
Other financial assets	5.1 (b)	-	30,000
Trade and other receivables	5.1 (d)	22,722	19,225
Other assets	5.2 (a)	3,121	1,970
Total current assets		71,424	85,431
Non-current assets			
Other financial assets	5.1 (b)	5	5
Investments in joint operations	6.1 (a)	136	146
Property, infrastructure, plant and equipment	6.2	2,765,920	2,499,881
Right-of-use assets	5.8	2,406	3,405
Intangible assets	5.2 (b)	2,512	2,822
Total non-current assets		2,770,979	2,506,259
Total assets		2,842,403	2,591,690
Liabilities			
Current liabilities			
Trade and other payables	5.3 (a)	(18,122)	(14,434)
Trust funds and deposits	5.3 (b)	(25,692)	(30,195)
Unearned income	5.3 (c)	(5,185)	(4,515)
Provisions	5.5	(15,773)	(16,658)
Interest-bearing liabilities	5.4	(3,811)	(3,806)
Lease liabilities	5.8	(1,109)	(1,181)
Total current liabilities		(69,692)	(70,788)
Non-current liabilities			
Provisions	5.5	(974)	(1,398)
Interest-bearing liabilities	5.4	(3,331)	(3,811)
Lease liabilities	5.8	(1,598)	(2,452)
Investments in joint operations	6.1 (b)	(3,755)	(4,176)
Total non-current liabilities		(9,658)	(11,837)
Total liabilities		(79,350)	(82,626)
Net assets		2,763,053	2,509,064
Equity			
Accumulated surplus		986,938	966,051
Reserves	9.1	1,776,115	1,543,013
Total equity		2,763,053	2,509,064

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

2022	Notes	Total	Accumulated surplus	Public open space reserve	Asset revaluation reserve
		\$ '000	\$ '000	\$ '000	\$ '000
Balance at beginning of the financial year		2,509,064	966,051	26,260	1,516,753
Surplus for the year		14,234	14,234	-	-
Net asset revaluation increment	9.1(a)	239,755	-	-	239,755
Transfers to public open space reserve	9.1(b)	-	(4,387)	4,387	-
Transfers from public open space reserve	9.1(b)	-	11,040	(11,040)	-
Balance at the end of the financial year		2,763,053	986,938	19,607	1,756,508

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

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

	Notes	2022 inflows/ (outflows) \$ '000	2021 inflows/ (outflows) \$ '000
Cash flows from operating activities			
Rates and charges		122,794	116,336
Statutory fees and fines		7,791	4,413
User fees		15,183	11,510
Other receipts		6,358	1,108
Grants — operating		22,232	29,635
Grants — capital		6,717	8,652
Contributions — monetary		4,387	5,804
Interest received		230	230
Trust funds and deposits taken		3,229	798
Net GST refund		9,385	7,788
Employee costs		(80,997)	(87,163)
Materials and services		(69,597)	(68,372)
Short-term, low value and variable lease payments	5.8	(7)	(7)
Trust funds and deposits repaid		(7,733)	(11,010)
Other payments		(5,683)	(5,992)
Net cash provided by operating activities	9.2	34,289	13,730
Cash flows from investing activities			
Payments for property, infrastructure, plant and equipment		(51,663)	(32,330)
Proceeds from sale of property, infrastructure, plant and equipment		565	191
Proceeds from other financial assets		30,000	13,563
Payments for other financial assets		-	(30,000)
Net cash used in investing activities		(21,098)	(48,576)
Cash flows from financing activities			
Proceeds from borrowings		3,331	-
Finance costs		(190)	(308)
Repayment of borrowings		(3,806)	(3,687)
Interest paid — lease liability		(192)	(191)
Repayment of lease liabilities		(989)	(906)
Net cash used in financing activities		(1,846)	(5,092)
Net increase (decrease) in cash and cash equivalents		11,345	(39,938)
Cash and cash equivalents at the beginning of the financial year		34,236	74,174
Cash and cash equivalents at the end of the financial year		45,581	34,236
Financing arrangements	5.6		
Restrictions on cash and cash equivalents	5.1(c)		

The above Statement of Cash Flows should be read in conjunction with the accompanying notes.

	2022 \$ '000	2021 \$ '000
Property		
Land	10,776	3,271
Buildings	17,567	9,018
Total property	28,343	12,289
Plant and equipment		
Plant, machinery and equipment	803	1,935
Computers and telecommunications	1,411	1,510
Library books, materials and equipment	1,088	702
Other plant and equipment	279	531
Total plant and equipment	3,581	4,678
Infrastructure		
Roads	5,838	6,067
Footpaths	2,917	2,266
Drainage	3,711	2,548
Open space and recreation	7,221	3,517
Car parks	451	71
Streetscape works	2,480	1,047
Total infrastructure	22,618	15,516
Total capital works expenditure	54,542	32,483
Represented by:		
Asset renewal expenditure	12,042	13,813
Asset upgrade expenditure	15,405	7,681
Asset expansion expenditure	3,217	2,526
New asset expenditure	23,878	8,463
Total capital works expenditure	54,542	32,483

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

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

Note 1 Overview

Introduction

Glen Eira City Council was established by an Order of the Governor in Council on 15 December 1994 and is a Body Corporate. Council's main office is located at the corner Glen Eira and Hawthorn Roads, Caulfield, Victoria.

Statement of compliance

These Financial Statements are a general purpose financial report that consists of a Comprehensive Income Statement, Balance Sheet, Statement of Changes in Equity, Statement of Cash Flows, Statement of Capital Works and notes accompanying these Financial Statements. The general purpose financial report complies with Australian Accounting Standards (AASs), other authoritative pronouncements of the Australian Accounting Standards Board (AASB), the *Local Government Act 2020* and the *Local Government (Planning and Reporting) Regulations 2020*.

The Council is a not-for-profit entity and therefore applies the additional AUS paragraphs applicable to a not-for-profit entity under the Australian Accounting Standards.

Significant accounting policies

(a) Basis of accounting

The accrual basis of accounting has been used in the preparation of these Financial Statements, except for the cash flow information, whereby assets, liabilities, equity, income and expenses are recognised in the reporting period to which they relate, regardless of when cash is received or paid.

The financial statements are based on the historical cost convention unless a different measurement basis is specifically disclosed in the notes to the financial statements.

Judgements, estimates and assumptions are required to be made about the carrying values of assets and liabilities that are not readily apparent from other sources. The estimates and associated judgements are based on professional judgement derived from historical experience and various other factors that are believed to be reasonable under the circumstances. Actual results may differ from these estimates.

The financial statements have been prepared on a going concern basis. The financial statements are in Australian dollars. The amounts presented in the financial statements have been rounded to the nearest thousand dollars unless otherwise specified. Minor discrepancies in tables between totals and the sum of components are due to rounding.

Revisions to accounting estimates are recognised in the period in which the estimate is revised and also in future periods that are affected by the revision. Judgements and assumptions made by management in the application of AASs that have significant effects on the Financial Statements and estimates relate to:

- the fair value of land, buildings, infrastructure, plant and equipment (refer to note 6.2);
- the determination of depreciation for buildings, infrastructure, plant and equipment (refer to note 6.2);
- the determination of employee provisions (refer to note 5.5);
- the determination of whether performance obligations are sufficiently specific so as to determine whether an arrangement is within the scope of AASB 15 Revenue from Contracts with Customers or AASB 1058 Income of Not-for-Profit Entities (refer to Note 3);
- the determination, in accordance with AASB 16 Leases, of the lease term, the estimation of the discount rate when not implicit in the lease and whether an arrangement is in substance short-term or low value (refer to Note 5.8); and
- other areas requiring judgements.

Unless otherwise stated, all accounting policies are consistent with those applied in the prior year. Where appropriate, comparative figures have been amended to accord with current presentation and disclosure has been made of any material changes to comparatives.

(b) Impact of Covid-19

During 2021-22 the COVID-19 pandemic continued to impact on Council's operations. Council has noted the following significant impacts on its financial operations:

(i) Additional revenue (offset by expenditure)

Council was successful in receiving the following additional revenue:

- Outdoor Eating and Entertainment Package to support hospitality businesses prepare for COVID normal re-opening across Victoria - \$250k (round 2) and COVID Safe Outdoor Activation Fund 2021 \$575k.
- *Local Roads and Community Infrastructure Program* (Phase Two \$2.2m).
- *Local Government Business Concierge and Hospitality Support Program* \$120k.

(ii) Revenue reductions

- Fees from Glen Eira Leisure services were reduced by \$3.95m due to forced closures.

(iii) Revenue forgone in response to the pandemic

- Deferring payment of rate debt accumulated from 16 March 2020 and 30 June 2021 and offering a Hardship Rates Relief Package during 2021-22 for any ratepayer experiencing financial hardship and no interest charged; rate debtors increased by \$1.94m over the course of the year.

(iv) New costs and services

- Pandemic prevention expenses associated with COVID-19 including: personal protective equipment and clothing, cleaning materials such as: sanitisers, gloves, cleaning products and other prevention materials - \$678k incurred for the year.

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

Note 2.1 Performance against budget

The performance against budget notes compare Council's financial plan, expressed through its *Annual Budget*, with actual performance. The *Local Government (Planning and Reporting) Regulations 2020* requires explanation of any material variances. Council has generally adopted a materiality threshold of the higher of 10 per cent of the variance and \$1m where further explanation is warranted. Explanations have not been provided for variations below the materiality threshold unless the variance is considered to be material because of its nature.

The *Budget* figures detailed below are those adopted by Council on 29 June 2021. The *Budget* was based on assumptions that were relevant at the time of adoption of the *Budget*. Council sets guidelines and parameters for revenue and expense targets in this budget in order to meet Council's planning and financial performance targets for both the short and long-term. The *Budget* did not reflect any changes to equity resulting from asset revaluations, as their impacts were not considered predictable.

These notes are prepared to meet the requirements of the *Local Government Act 2020* and the *Local Government (Planning and Reporting) Regulations 2020*.

2.1.1 Income and expenditure	Budget 2022 \$ '000	Actuals 2022 \$ '000	Variance \$ '000	Variance %	Ref
Income					
Rates and charges	124,530	124,966	435	0%	
Statutory fees and fines	9,020	7,791	(1,229)	(14%)	(a)
User fees	23,502	16,136	(7,366)	(31%)	(b)
Grants — operating	20,154	22,542	2,388	12%	(c)
Grants — capital	11,884	10,183	(1,701)	(14%)	(d)
Other income	2,518	2,040	(478)	(19%)	
Contributions — monetary	3,450	4,387	937	27%	(e)
Share of net surplus of joint operations	-	412	412	100%	(f)
Total income	195,057	188,457	(6,601)	(3%)	
Expenses					
Employee costs	86,117	77,069	9,048	11%	(g)
Materials and services	63,851	61,230	2,621	4%	(h)
Depreciation	24,978	24,444	534	2%	
Amortisation — intangible assets	788	923	(135)	(17%)	
Amortisation — right of use assets	847	1,062	(215)	(25%)	
Net loss on sale/disposal of property, infrastructure, plant and equipment	1,248	2,599	(1,351)	(108%)	(i)
Borrowing costs	499	207	292	59%	
Finance costs — leases	121	192	(71)	(59%)	
Other expenses	5,556	6,497	(941)	(17%)	(j)
Total expenses	184,005	174,223	9,782	5%	
Surplus for the year	11,052	14,234	3,182	29%	

Note 2.1 Performance against budget (continued)

Explanation of material variations — comprehensive income statement

Variance reference	Explanation
	<p>(a) Statutory fees and fines — Relates mainly to fees and fines levied in accordance with legislation and include animal registrations, health act registrations and parking fines.</p> <p>The higher variance of \$1.23m is mostly due to lower than anticipated revenue from parking infringements across the municipality (\$1.66m). This was due to relaxation of parking restrictions and enforcement for essential goods pick-ups in and around activity centres due to COVID-19.</p>
	<p>(b) User Fees — Relates 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.</p> <p>User fees are lower than budget by \$7.37m mainly due to:</p> <ul style="list-style-type: none"> (i) government mandated COVID-19 closures for Glen Eira Leisure (\$3.95m) due to COVID-19 restrictions during 2021; (ii) closure of our Residential Aged Care facilities: Spurway Community in April 2021 and Rosstown Community in November 2021 (\$2.02m); and (iii) reduced fees received from Family Day Care and Early Learning Centres (\$896k), this is partially offset by increased subsidies received.
	<p>(c) Grants — operating — are higher by \$2.39m mainly due to:</p> <ul style="list-style-type: none"> (i) Victorian Grants Commission funding - The Commonwealth Government announced that part of Council's Grant Commission funding would be prepaid in 2021-22. 75 per cent of the 2022-23 grant was received for financial assistance and local roads funding during the 2021-22 financial year of \$3.27m. All of the funds allocated by the Commission are distributed on a formula basis; (ii) Positive variance for Family and Children Services (\$302k) due to increased subsidy payments; this is offset by reduced fee income; and (iii) Aged Care grant funding for community transport (\$252k). <p>These are offset by the closure of two of our Residential Aged Care facilities which reduced our Aged Care Funding Instrument (ACFI) by \$2m.</p>
	<p>(d) Grants — capital — Includes all monies received from State, Federal and community sources for the purposes of funding the capital works program. These were lower than budget by \$1.7m due to grants budgeted this year that are now expected to be received in 2022-23 including:</p> <ul style="list-style-type: none"> (i) \$2.2m for Local Roads and Community Infrastructure (Phase Two) funding; (ii) \$423k for Roads to Recovery; and (iii) \$200k for Murrumbeena Community Hub. <p>Offsetting these are unbudgeted grants successfully applied for and received during the year including:</p> <ul style="list-style-type: none"> (iv) \$825k for Local Councils Outdoor Eating and Entertainment package; and (v) Other grants across recreation and open space projects.
	<p>(e) Contributions — monetary — Open space fees are higher than budget by \$937k. These contributions are levied on multi-unit property developments in order to fund open space and depend on decisions made by developers, not Council. Refer to note 9.1(b) for further details.</p>

Note 2.1 Performance against budget (continued)

Explanation of material variations — comprehensive income statement

Variance reference	Explanation
	<p>(f) Share of net surplus of joint operations — is higher than budget by \$412k.</p> <p>The Joint Venture ceased to operate as a commercial land fill at the end of January 2016, and as such it is no longer able to generate income from ongoing operations to continue to meet obligations under its licence agreement with the EPA for a period of 30 years following closure.</p> <p>As we do not budget for the Clayton Landfill Site, the variance reflects the annual result of the Joint Venture accounts which is variable year on year. Refer to notes 6.1 and 8.1(e) for further details.</p>
	<p>(g) Employee costs — This includes all labour related expenditure and on-costs such as allowances, leave entitlements, employer superannuation and Worksafe. Employee costs are underspent by \$9.05m due mainly to:</p> <ul style="list-style-type: none"> (i) Glen Eira Leisure - reduced staffing costs due to COVID-19 closures by (\$2.16m); (ii) Residential Aged Care - higher by (\$2m) due to the closure of Rosstown Community in November 2021; (iii) Community Aged Care - reduced staffing due to reduced demand for personal care services during the pandemic of (\$1.35m); (iv) Parks Services - reduced staff costs of (\$1m) mainly due to vacancies; and (v) Other savings due to staff vacancies across various business units.
	<p>(h) Materials and services — This includes expenditure on materials, contracts and services, maintenance, insurance and utilities. Materials and Services is higher than budget by \$2.6m mainly due to:</p> <ul style="list-style-type: none"> (i) Parks Services - higher than budget due to reduced staff availability and weather affecting scope of works to be performed (\$1.1m); (ii) Buildings and Properties - reduced maintenance and running costs during building closures resulted in a saving of (\$1.02m); and (iii) Glen Eira Leisure - savings in maintenance costs and utilities due to mandated closures (\$891k).
	<p>(i) Net loss on sale/disposal of property, infrastructure, plant and equipment — This is higher than budgeted by \$1.35m due to the demolition of two buildings as part of the 2021-22 Capital Works Program:</p> <ul style="list-style-type: none"> (i) removal of a building to create new open space at Aileen Avenue Park; and (ii) disposal of the Bentleigh Youth Centre as part of the Bentleigh Library and Youth Hub works. <p>These amounts are difficult to predict when the budget is set.</p>
	<p>(j) Other expenses — Includes provision for doubtful debts for parking infringement debtors, court lodgements, short term leases and rentals, and councillor allowances.</p> <p>Other expenses are lower than budget by \$941k mainly relating to the provision for parking infringement debtors (\$868k) and court lodgement fees (\$234k).</p>

Note 2.1 Performance against budget (continued)

2.1.2 Capital works	Budget 2022 \$ '000	Actuals 2022 \$ '000	Variance \$ '000	Variance %	Ref
Property					
Land	7,000	10,776	(3,776)	(54%)	(k)
Buildings	34,029	12,708	21,320	63%	(l)
Total property	41,029	23,484	17,545	43%	
Plant and equipment					
Plant, machinery and equipment	1,845	785	1,059	57%	(m)
Computers and telecommunications	2,193	1,199	994	45%	(n)
Library books, materials and equipment	1,200	1,088	112	9%	
Other plant and equipment	286	231	55	19%	
Total plant and equipment	5,524	3,303	2,220	40%	
Infrastructure					
Roads	7,169	5,630	1,539	21%	(o)
Footpaths	2,805	2,917	(112)	(4%)	
Drainage	3,500	2,984	516	15%	
Open space	8,398	6,597	1,800	21%	(p)
Car parks	1,209	451	758	63%	
Streetscape works	3,012	87	2,925	97%	(q)
Total infrastructure	26,093	18,667	7,425	28%	
Total new capital works expenditure	72,645	45,454	27,190	37%	
Carried forward projects from previous year	10,000	9,088	912	9%	
Total capital works expenditure (including carry forwards)	82,645	54,542	28,102	34%	
Represented by:					
Asset renewal expenditure	25,670	12,042	13,628	53%	
Asset upgrade expenditure	29,907	15,405	14,502	48%	
Asset expansion expenditure	4,134	3,217	917	22%	
New asset expenditure	22,934	23,878	(944)	(4%)	
Total capital works expenditure	82,645	54,542	28,102	34%	

Note 2.1 Performance against budget (continued)

Financial impact of COVID-19

Council's capital works program has been underspent during the year due to the restrictions of COVID-19 impacting the availability of contractors and the supply of materials.

Explanation of material variations — statement of capital works

Variance reference	Explanation
(k) Land	— comprises acquisition of parcels of land. Land was over budget by \$3.78m due to purchasing opportunities that arose during the financial year. Council acquired six parcels of land in Bentleigh, Bentleigh East and Carnegie in line with Council's <i>Open Space Strategy</i> . The purchase of these properties will extend the play, recreation and sporting facilities for the community. These acquisitions have been funded by open space contributions.
(l) Buildings	— comprising buildings and building improvements, upgrade and renewal of community facilities; Municipal offices; sports facilities; and pavilions. Buildings were underspent by \$21.3m mainly due to projects that were incomplete at year end. These include: <ul style="list-style-type: none"> (i) Carnegie Memorial Swimming Pool (\$17.6m); (ii) Bentleigh Library and Youth Hub Redevelopment (\$1.5m); (iii) Murrumbeena Community Hub (\$1.1m); and (iv) Lord Reserve Pavilion (\$1m). All unspent funds will be carried forward to the 2022-23 financial year.
(m) Plant, machinery and equipment	— is underspent by \$1.06m due to delays in delivery of ordered fleet, plant and new equipment as a result of manufacturing and delivery delays.
(n) Computers and telecommunications	— is underspent by \$994k mainly due to hardware unable to be delivered by year end. This includes: <ul style="list-style-type: none"> (i) General hardware renewals (\$371k); and (ii) Aged Care communications system (\$390k). Unspent funds will be carried forward into 2022-23.
(o) Roads	— is underspent by \$1.54m due to works across the municipality unable to be completed. Delays have occurred with delivery of materials and where works need to be aligned with other utility and service providers. The underspend will be carried forward to the 2022-23 financial year.
(p) Open space	— includes Open Space Strategy initiatives; parks; playing surfaces; and playground equipment. The following projects have been delayed with completion anticipated in the first quarter of 2022-23: <ul style="list-style-type: none"> (i) Princes Park Playspace upgrade (\$356k); (ii) Caulfield Park Masterplan implementation (\$329k); and (iii) Lord Reserve and Koornang Park Masterplan (\$231k). The underspent amounts will be carried forward to the 2022-23 financial year.
(q) Streetscape works	— relates to development and beautification of the municipality's streets and shopping precincts. Streetscapes are under budget by \$2.93m mainly due to the Bentleigh Eat Street Plaza project which was delayed due to COVID-19 (\$2.21m). Funding will be carried forward to the 2022-23 financial year.

Note 2.2 Analysis of Council results by program

Council delivers its functions and activities through the following programs.

2.2.1 City Management

City Management includes the Chief Executive Office. Other areas include people and culture who manage strategic and operational human resource functions, activities, programs, and strategies. The directorate also includes media and communications and the transformation and corporate reporting who provides strategic, analytical and customer experience driven services.

Community Wellbeing

Community Wellbeing provides high quality community focused programs, service delivery and communication to residents. Community Wellbeing is comprised of community development and care, family and children services, libraries and arts and residential care.

Corporate Services

Corporate Services provides support services across council to enable the delivery of policy commitments, council vision and mission. The provision of these services includes finance services, information and communication technology, building and property services, procurement, customer service, councillor support, governance, legal services and risk management.

Community Assets and Leisure

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

Planning, Place and Sustainability

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

2.2.2 Summary of income, expenses, assets and capital expenses by program

2022	Income	Expenses	Surplus / (deficit)	Grants included in income	Total assets
	\$'000	\$'000	\$'000	\$'000	\$'000
City Management	13	7,862	(7,849)	3	1,735
Community Wellbeing	21,227	38,478	(17,251)	16,341	188,054
Corporate Services *	118,243	54,576	63,667	14,578	80,742
Community Assets and Leisure **	9,080	30,807	(21,727)	1	2,564,141
Planning, Place and Sustainability	39,894	42,500	(2,606)	1,802	7,731
	188,457	174,223	14,234	32,725	2,842,403
2021	Income	Expenses	Surplus / (deficit)	Grants included in income	Total assets
	\$'000	\$'000	\$'000	\$'000	\$'000
City Management ***	6,654	12,239	(5,585)	6,654	1,372
Community Wellbeing	27,262	52,121	(24,859)	18,060	195,408
Corporate Services	109,059	55,009	54,050	8,106	95,436
Infrastructure and Open Space ****	1,700	21,352	(19,652)	678	2,292,613
Planning, Place and Sustainability	34,283	37,721	(3,438)	1,308	6,861
	178,958	178,442	516	34,806	2,591,690

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

** Includes Glen Eira Leisure previously included in Community Wellbeing in 2020-21.

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

**** Infrastructure and Open Space changed to Community Assets and Leisure in 2021-22.

2022	2021
\$ '000	\$ '000

Note 3 Funding for the delivery of our services

3.1 Rates and charges

Council uses Net Annual Value (NAV) as the basis of rating of all properties within the municipal district. For residential properties, NAV is fixed at five per cent of the Capital Improved Value (CIV). For all other properties, the NAV is the current value of a property's net annual rent i.e. gross annual rental less all outgoings — such as land tax, building insurance and maintenance costs, (but excluding Council rates) and is a minimum of five per cent.

The valuation base used to calculate general rates for 2021–22 was \$3,686m (2020–21: \$3,565m). The 2021–22 rate in the dollar was 2.7882 cents (2020–21: 2.769 cents).

Municipal rates	101,627	98,024
Waste and recycling charges	22,909	20,459
Supplementary rates and rate adjustments *	430	1,695

Total rates and charges	124,966	120,178
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The date of the general revaluation of land for rating purposes within the municipality for 2021-22 was 1 January 2021, and the valuation was applied to the rating period commencing 1 July 2021.

Annual rates and charges are recognised as revenues when Council issues annual rates notices. Supplementary rates are recognised when a valuation and reassessment is completed and a supplementary rates notice issued.

* Supplementary valuations relates to planning or building changes to a property such as the construction, demolition or extension of a dwelling, or the subdivision of land. The reduction in income from 2020-21 to 2021-22 relates to the building and construction industry being generally delayed, leading to lower supplementary valuations being conducted.

3.2 Statutory fees and fines

Parking infringements *	4,887	1,969
Building and planning fees	1,727	1,821
Registration fees *	559	-
Property information	299	256
Land information certificates	197	161
Other statutory fees and fines	122	206

Total statutory fees and fines	7,791	4,413
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Statutory fees and fines (including parking fees and fines) are recognised as revenue when the service has been provided, the payment is received, or when the penalty has been applied, whichever occurs first.

* In 2019-20 and 2020-21, Council endorsed a Response and Recovery Package which included waiving of registration fees and relaxation of parking restrictions and enforcement for essential goods pick-ups in and around activity centres due to COVID-19. As a result of the package ending during 2021-22, a significant increase in Statutory Fees and Fines was realised.

	2022	2021
	\$ '000	\$ '000

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

3.3 User fees

Glen Eira Leisure services	7,046	3,732
Family and early learning centres	1,827	1,462
Animal registrations and local laws	1,786	1,443
Aged and health services	1,684	2,642
Building and planning services	1,355	896
Community care and development	740	701
Other user fees and charges	412	561
Road openings and reinstatements	362	332
Council facilities hire	358	217
Parking meter fees	188	113
Waste and sustainability	176	161
Footpath rentals *	167	-
State Revenue Office — valuation recoupment	35	241
Total user fees **	16,136	12,501

User fees are recognised as revenue at a point in time, or over time, when (or as) the performance obligation is satisfied. Recognition is based on the underlying contractual terms.

* As part of Council's COVID-19 Response and Recovery Package, footpath rentals were waived during 2020-21.

** User fees increased in 2021-22 due to a reduction in mandated COVID-19 closures across service areas compared with the previous financial year.

	2022 \$ '000	2021 \$ '000
3.4 Funding from other levels of government		
Grants were received in respect of the following:		
Summary of grants		
Commonwealth funded grants	19,514	13,984
State funded grants	13,211	20,822
Total grants received	32,725	34,806
(a) Operating grants		
Recurrent — Commonwealth Government		
Aged care	5,465	6,939
Family and early learning centres	1,448	1,888
Family day care	522	782
Victorian Grants Commission — general purpose *	4,492	3,216
Victorian Grants Commission — local roads *	913	656
Recurrent — State Government		
Community care and development	5,453	5,268
Immunisation	135	135
Libraries and learning centres	1,024	990
Maternal and child health	1,492	1,364
Other recurrent operating grants	68	81
School crossing supervisors	426	417
Senior citizens	84	80
Social support	676	587
Total recurrent operating grants	22,198	22,403
* During the year, the Commonwealth Government announced prepayments of Council's Victorian Grants Commission funding for 2022–23. The amount of \$3.27m (75 per cent of the grant) was received for financial assistance and local roads funding in the 2021–22 financial year.		
Non-Recurrent — State Government		
COVID Relief Program	3	40
Digital Marketing Literacy Strategy Program	60	-
Electric Vehicle Fleet Business Case and Transition Plan	86	-
Local Government Business Concierge and Hospitality Support Program	120	120
Women Building Surveyors Program	75	75
Working for Victoria Fund	-	6,614
Total non-recurrent operating grants	344	6,849
Total operating grants	22,542	29,252

	2022 \$ '000	2021 \$ '000
3.4 Funding from other levels of government (continued)		
(b) Capital grants		
Recurrent — Commonwealth Government		
<i>Roads to Recovery Program</i>	424	42
Total recurrent capital grants	424	42
Non-recurrent — Commonwealth Government		
Commuter Car Park Upgrade	1,000	-
<i>Local Roads & Community Infrastructure Program</i>	2,198	381
Murrumbeena Park Pavilion and community hub development	3,000	-
Packer Park sports ground lighting upgrade	-	30
Rosanna Street pathway lighting	50	50
Non-recurrent — State Government		
<i>Active and Socially Connected Schools Program</i>	-	10
Aileen Avenue, Caulfield South - new local park	650	-
Bailey Reserve lighting upgrade	-	25
Bentleigh East Kindergarten upgrade	-	17
Carnegie community space	-	100
Caulfield Park cricket net multipurpose training facility	-	130
Caulfield Park Oval 2 Lighting Project	107	-
Caulfield Station Precinct structure plan — streamlining for growth	-	200
Centenary Park lighting upgrade	40	17
<i>Changing Places Program</i>	110	-
<i>Community Climate Change and Climate Action Program</i>	5	-
Community Sports Infrastructure Fund	900	20
Duncan MacKinnon Reserve community fitness facility	14	127
EAT Street Bentleigh Plaza public realm improvement project	325	-
Hodgson Reserve multi-faceted adolescent play space	-	25
Kerbside Reform Support Fund	181	-
Koornang Park Cricket Net Multipurpose Training Nets	44	-
Koornang Park Pavilion upgrade	-	900
<i>Liveable Communities Liveable Waterways Program</i>	-	40
<i>Living Libraries Program - Bentleigh Library</i>	-	1,000
Local councils outdoor eating and entertainment package	825	500
Lord Reserve cricket net multipurpose training facility	-	27
Lord Reserve Pavilion upgrade	150	900
Mackie Road Reserve Pavilion female friendly facilities	-	83
Mckinnon Reserve playspace upgrade	-	23
Murrumbeena Park Pavilion and community hub development	-	600
Rosanna Street playground upgrade	150	150
Tobacco inspection	10	9
Victorian recycling market temporary relief	-	126
Victory Park Pavilion female friendly facilities redevelopment	-	22
Total non-recurrent capital grants	9,759	5,512
Total capital grants	10,183	5,554

2022
\$ '000

2021
\$ '000

3.4 Funding from other levels of government (continued)

(c) Unspent grants received on condition that they be spent in a specific manner

Grants recognised as revenue during the year that were obtained on condition that they be expended in a specified manner that had not occurred at balance date were:

Operating

Balance at start of year	2,009	2,077
Received during the financial year and remained unspent at balance date	3,274	2,009
Received in prior years and spent during the financial year	(2,009)	(2,077)
Balance at year end	3,274	2,009

Capital

Balance at start of year	1,140	1,300
Received during the financial year and remained unspent at balance date	-	-
Received in prior years and spent during the financial year	(1,140)	(160)
Balance at year end	-	1,140

(d) Recognition of grant income

Before recognising funding from government grants as revenue the Council assesses whether there is a contract that is enforceable and has sufficiently specific performance obligations in accordance with AASB 15 Revenue from Contracts with Customers. When both these conditions are satisfied, the Council:

- identifies each performance obligation relating to revenue under the contract/agreement
- determines the transaction price
- recognises a contract liability for its obligations under the agreement
- recognises revenue as it satisfies its performance obligations, at the time or over time when services are rendered.

Where the contract is not enforceable and/or does not have sufficiently specific performance obligations, the Council applies AASB 1058 Income for Not-for-Profit Entities.

Grant revenue with sufficiently specific performance obligations is recognised over time as the performance obligations specified in the underlying agreement are met. Where performance obligations are not sufficiently specific, grants are recognised on the earlier of receipt or when an unconditional right to receipt has been established. Grants relating to capital projects are generally recognised progressively as the capital project is completed.

Income recognised under AASB 1058 *Income of Not-for-Profit Entities*

General purpose	22,542	29,252
Specific purpose grants to acquire non-financial assets	10,183	5,554
	32,725	34,806

3.5 Other income

Rentals and leases	1,009	842
Other income *	475	130
Interest	217	186
Licences and permits — Linear Park**	184	-
Volunteer services — delivered meals	155	98
Total other income	2,040	1,256

Other income is measured at the fair value of the consideration received or receivable and is recognised when Council gains control over the right to receive the income.

* Other income includes reimbursement for grade separation works undertaken by Council during 2021-22.

** Council entered in to a licence agreement with the State of Victoria through the Level Crossing Removal Project to maintain the section of Linear Park within the municipal boundary. Funding has been provided to Council for the maintenance and upkeep of the non-rail infrastructure by the third parties. Refer to note 5.3(c).

3.6 Contributions — monetary

Public open space *	4,387	5,804
Total contributions — monetary	4,387	5,804

Monetary and non-monetary contributions are recognised as revenue at their fair value when Council obtains control over the contributed asset.

* Public open space fees received during the year are transferred to other reserves pursuant to section 18 of the *Subdivision Act 1988* (public open space reserve). Refer to note 9.1(b).

	Notes	2022 \$ '000	2021 \$ '000
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Note 4 The cost of delivering services

4.1 Employee costs

Wages and salaries		64,167	65,544
Superannuation (refer to note 4.1(a))		6,935	6,917
Working for Victoria Fund *		-	5,179
Annual leave		5,725	5,832
Long service leave		958	1,565
WorkSafe		688	410
Other employee costs		756	818
Fringe benefits tax		131	89
Total gross employee costs		79,360	86,354

Capitalised salaries	9.2	(2,291)	(2,412)
Total net employee costs		77,069	83,942

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

(a) Superannuation

Council made contributions to the following funds:

Defined benefit plans

Employer contributions to Local Authorities Superannuation Fund (Vision Super)	161	199
	161	199

Accumulation funds

Employer contributions to Local Authorities Superannuation Fund (Vision Super)	4,017	4,044
Employer contributions to HESTA	775	846
Employer contributions to other funds	1,982	1,828
	6,774	6,718

Employer contributions payable to Local Authorities Superannuation Fund (Vision Super) at reporting date (accumulation fund)	436	384
	436	384

Summary

Employer contributions paid at reporting date	6,935	6,917
Employer contributions payable at reporting date	436	384

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

	2022 \$ '000	2021 \$ '000
4.2 Materials and services		
Waste management contract services	20,849	18,483
Maintenance	6,743	6,478
Corporate contract services	6,449	5,926
Materials and consumables	4,235	4,108
Utilities	4,025	4,185
Parks and grounds contract maintenance	3,705	4,358
Traffic and parking contract services	3,209	2,993
Other contract services	2,662	1,689
Agency staff contract services	1,599	1,262
Community wellbeing contract services	1,399	1,457
Insurance	1,396	1,106
Community grants and subsidies	1,121	1,144
City strategy and place planning services	802	361
Roads and engineering contract services	767	529
Training and development	596	589
Costs of outdoor parklets funded by Outdoor Eating and Entertainment Package	572	336
Transformation and corporate reporting contract services	564	350
Building and urban planning contract services	453	516
Divestment of residential aged care facilities	68	55
Election costs	16	533
Working for Victoria Fund *	-	1,293
COVID-19 relief grants **	-	1,087
Total materials and services	61,230	58,838

Expenses are recognised as they are incurred and reported in the financial year to which they relate.

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

** Relates to COVID-19 relief grants for:

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

4.3 Depreciation

Infrastructure	15,271	14,655
Plant and equipment	3,667	3,916
Property	5,506	5,489
Total depreciation	24,444	24,060

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

	2022	2021
	\$ '000	\$ '000

4.4 Amortisation — intangible assets

Software	923	787
Total amortisation — intangible assets	923	787

4.5 Amortisation — right of use assets

Property	891	858
Equipment	171	149
Total Amortisation — right of use assets	1,062	1,007

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

Proceeds of sale	654	231
Written down value (WDV) of assets disposed (refer to note 6.2)*	(3,201)	(854)
Disposal costs for laneway sales	(26)	(25)
Discontinued capital works projects **	(26)	(481)
Total net loss on sale/disposal of property, infrastructure, plant and equipment	(2,599)	(1,129)

The profit or loss on sale of an asset is determined when control of the asset has passed to the buyer. The residual value of an asset is the estimated amount that an entity would currently obtain from disposal of the asset, after deducting the estimated costs of disposal, if the asset were already of the age and in the condition expected at the end of its useful life. The carrying amount of an asset is derecognised on the disposal of the asset.

* Relates to the demolition of buildings as part of the 2021-22 Capital Works Program. This includes removal of a building to create new open space at Aileen Avenue Park and disposal of the Bentleigh Youth Centre – this service will move into the upgraded Bentleigh Library once complete.

** Relates to the write-off of design/feasibility costs on capital works projects that did not proceed.

4.7 Borrowing costs

Interest — borrowings	190	308
Interest — equipment lease	17	5
Total borrowing costs	207	313

Borrowing costs are recognised as an expense in the period in which they are incurred, except where they are capitalised as part of a qualifying asset constructed by Council.

4.8 Finance costs — leases

Interest — lease liabilities	192	191
Total finance costs	192	191

	2022 \$ '000	2021 \$ '000
4.9 Other expenses		
Bad and doubtful debts *	1,423	677
Other expenses	791	554
COVID-19 pandemic prevention expenses **	678	1,699
Environmental initiatives	503	245
Court lodgement fees	436	170
Councillors' allowances	430	364
Program costs	361	449
Memberships and subscriptions	311	329
Leasing	280	236
Advertising	200	191
Licences and registrations	163	155
Rentals	138	137
Document storage	121	105
Laundry fees	106	76
Animal registrations and levies	81	74
Emergency planning costs	76	86
VicRoads extracts	72	19
Interest payable on aged care deposits	49	67
Working for Victoria Fund ***	-	82
Auditors remuneration		
Internal auditors	136	131
External auditors — VAGO — audit of the Financial Statements, Performance Statement and grant acquittals	86	67
Other auditors remuneration costs	56	31
Total other expenses	6,497	5,944

* The increase in bad and doubtful debts is related to the higher levels of parking infringement income during the year.

** Relates to pandemic prevention expenses associated with COVID-19 and includes: personal protective equipment and clothing, cleaning materials such as: sanitisers, gloves, cleaning products and other prevention materials.

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

2022	2021
\$ '000	\$ '000

Note 5 Our financial position

5.1 Financial Assets

(a) Cash and cash equivalents

Current

Cash at bank and on hand	45,581	28,232
Term deposits	-	6,004

Total cash and cash equivalents	45,581	34,236
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Cash and cash equivalents include cash on hand, deposits at call, and other highly liquid investments with original maturities of three months or less, net of outstanding bank overdrafts.

(b) Other financial assets

Current

Term deposits (maturity greater than three months)	-	30,000
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Other financial assets include term deposits and those with original maturity dates of three to 12 months are classified as current, whilst term deposits with maturity dates greater than 12 months are classified as non-current.

Non-current

MAPS shareholding — at cost *	5	5
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* 5,020 shares were issued on 17 May 1995. These shares are held with MAPS Group Ltd trading as Procurement Australasia Ltd.

Total financial assets	45,586	64,241
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Other financial assets are valued at fair value, being market value, at balance date. Term deposits are measured at original cost. Any unrealised gains and losses on holdings at balance date are recognised as either a revenue or expense.

(c) Restricted funds

Council's cash and cash equivalents are subject to a number of internal and external restrictions that limit amounts available for discretionary or future use. These include:

Trust funds and deposits (note 5.3(b))	(25,692)	(30,195)
Unearned income (note 5.3(c))	(5,185)	(4,515)
Public open space reserve (note 9.1(b)) *	(19,607)	(26,260)
Total restricted funds	(50,484)	(60,970)

Total unrestricted cash and cash equivalents	(4,903)	3,266
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* Council's Public Open Space Reserve is the net result of open space contributions and expenditure as at 30 June. It is Council's intention the reserve will be utilised in future years and not all due within the next 12 months.

Intended allocations

Although not externally restricted the following amounts have been allocated for specific future purposes by Council:

Cash held to fund carried forward capital works	-	10,000
Total funds subject to intended allocations	-	10,000

	2022	2021
	\$ '000	\$ '000

Note 5 Our financial position (continued)

(d) Trade and other receivables

Current

Statutory receivables

Rates debtors *	14,101	12,161
Parking infringement debtors — Council	1,024	556
Parking infringement debtors — Fines Victoria	9,970	9,157
Provision for doubtful debts — parking infringements	(9,075)	(8,297)
Net GST Receivable	2,141	1,513
Fire services property levy	1,594	1,362

Non-statutory receivables

Other trade receivables **	3,050	2,827
Provision for doubtful debts — other trade receivables	(83)	(54)

Total trade and other receivables	22,722	19,225
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Short term receivables are carried at invoice amount. A provision for doubtful debts is recognised when there is objective evidence that an impairment has occurred.

* As part of Council's support to ratepayers during the pandemic, Council offered a deferral of rates during 2019-20 and 2020-21 and a Hardship Rates Relief Package during 2021-22. No interest charges were applied for late payments from 16 March 2020 to 30 June 2022.

** Other trade receivables are amounts due to Council for the provision of other services such as residential aged care, early learning centres, leisure and recreational facilities.

(i) Ageing of trade and other receivables

At balance date other debtors representing financial assets were past due but not impaired. The ageing of Council's other trade receivables (excluding statutory receivables) was:

Current (not yet overdue)	2,429	2,419
Past due by up to 30 days	212	162
Past due between 31 and 180 days	409	246
Total trade and other receivables	3,050	2,827

(ii) Movements in provisions for doubtful debts

Balance at the beginning of the year	(8,351)	(8,406)
(Increase) / decrease in provisions recognised during the year	(807)	55
Balance at end of year	(9,158)	(8,351)

	2022 \$'000	2021 \$'000
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Note 5 Our financial position (continued)

5.2 Non-financial assets

(a) Other assets

Current

Accrued income	85	51
Property deposits*	1,224	-
Prepayments	1,812	1,919
Total other assets	3,121	1,970

* Property deposits relates to the acquisition of parcels of land in line with Council's *Open Space Strategy*. These deposits will be recognised in Council's Capital Works Statement once the final settlement has occurred. The settlements for these property acquisitions are expected to occur during the 2022-23 and 2023-24 financial years.

5.2 (b) Intangible assets

Computer software and licences — at cost	9,600	8,987
Accumulated amortisation	(7,088)	(6,165)
Total intangible assets	2,512	2,822

Movements for the year

Computer software and licences — as at 1 July	2,822	2,629
Additions	613	980
Amortisation expense	(923)	(787)
Net book value at 30 June	2,512	2,822

Intangible assets with finite lives are amortised as an expense on a systematic basis over the asset's useful life. Amortisation is generally calculated on a straight line basis, at a rate that allocates the asset value, less any estimated residual value over its estimated useful life. Estimates of the remaining useful lives and amortisation method are reviewed at least annually, and adjustments made where appropriate.

Refer note 6.2 table for amortisation period and threshold limit.

	2022 \$'000	2021 \$'000
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5.3 Payables, trust funds and deposits and unearned income/revenue

(a) Trade and other payables

Current

Non-statutory payables

Trade payables *	12,148	9,111
Accrued expenses	5,974	5,323

Total trade and other payables	18,122	14,434
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* Trade payables have increased due to higher volumes of operating and capital invoices received as at 30 June.

(b) Trust funds and deposits

Current

Residential aged care bonds and deposits	5,073	6,644
Refundable deposits	6,834	6,093
Fire services property levy	1,949	1,794
COVID-19 business support refunds	-	161
	13,856	14,692

Current — expected to be refundable after 12 months

Residential aged care bonds and deposits	11,836	15,503
	11,836	15,503

Total trust funds and deposits	25,692	30,195
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Amounts received as deposits and retention amounts controlled by Council are recognised as trust funds until they are returned, transferred in accordance with the purpose of the receipt, or forfeited. Trust funds that are forfeited, resulting in Council gaining control of the funds, are to be recognised as revenue at the time of the forfeit.

Purpose and nature of items:

Residential aged care bonds and deposits — relate to resident accommodation bonds and deposits for Council's nursing home at Warrawee. These amounts are to be refunded (less retention income) when residents leave the facility. Council forecasts that 30 per cent (2020–21: 30 per cent) of residential aged care bonds and deposits will fall due within 12 months after the end of the period.

Refundable deposits — are taken by Council as a form of surety in a number of circumstances, including in relation to building works, tender deposits, contract deposits and the use of civic facilities.

Fire services property levy — Council is the collection agent for the fire services property levy on behalf of the State Government. Council remits amounts received on a quarterly basis. Amounts disclosed here will be remitted to the State Government in line with that process.

	2022 \$'000	2021 \$'000
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5.3 Payables (continued)

(c) Unearned income

Current

Grants received in advance — operating	-	310
Grants received in advance — capital *	739	4,205
Revenue received in advance **	4,446	-
Total unearned income	5,185	4,515

Unearned income/revenue represents contract liabilities and reflect consideration received in advance from customers in respect of the below. Unearned income/revenue are derecognised and recorded as revenue when promised goods and services are transferred to the customer. Refer to Note 3.

* Capital grants

(i) *Local Roads and Community Infrastructure Program* (Phase Three) (\$424k). Phase three of the LRCI Program will run from 1 January 2022 to 30 June 2023 with projects required to be physically completed by 31 December 2023. The extension of the LRCI Program is a temporary, targeted stimulus measure responding to the economic impacts of the COVID-19 pandemic.

(ii) 2022 Community Cricket Program *Community Facilities Stream* for Murrumbeena Park Cricket Multipurpose Facility (\$90k). Construction of a new multipurpose training facility at Murrumbeena Park in Murrumbeena, providing a five bay cricket and netball multipurpose facility to benefit the Murrumbeena Cricket Club, Murrumbeena Football Netball Club and local community.

(iii) Centenary Park Playspace Upgrade (\$225k). Funding received for the construction of a basketball/netball half court (acrylic surface), a basketball half court (synthetic turf to existing cricket net training facility) and seating areas at Centenary Park.

** Revenue received in advance

Council entered into an agreement with the State of Victoria through the Level Crossing Removal Project to maintain the section of Linear Park within the municipal boundary. This is a ten year agreement with the full payment received in advance (\$4.45m). Income will be recognised as the contractual obligations are fulfilled.

	2022 \$'000	2021 \$'000
5.4 Interest-bearing liabilities		
Current		
Bank borrowings — secured	3,811	3,806
	3,811	3,806
Non-current		
Bank borrowings — secured	-	3,811
Treasury Corporation of Victoria borrowings - secured*	3,331	-
	3,331	3,811
Total	7,142	7,617
All borrowings are secured over the General Rates of Council.		

(a) The maturity profile for Council's borrowings is:

Not later than one year	3,811	3,806
Later than one year and not later than five years	3,331	3,811
	7,142	7,617

Borrowings are initially measured at fair value, being the cost of the interest-bearing liabilities, net of transaction costs. The measurement basis subsequent to initial recognition depends on whether Council has categorised its interest-bearing liabilities as either financial liabilities designated at fair value through the profit and loss, or financial liabilities at amortised cost.

Any difference between the initial recognised amount and the redemption value is recognised in the net result over the period of the borrowing using the effective interest method. The classification depends on the nature and purpose of the interest-bearing liabilities. Council determines the classification of its interest-bearing liabilities at initial recognition.

* Treasury Corporation of Victoria (TCV) Borrowings

On the 4 February 2020, Council resolved to approve the lodgement of an application for a loan of \$10m under the *2019 Community Infrastructure Loans Scheme* for the Eat Street Community Space Project and the Bentleigh Library redevelopment.

As at 30 June 2022, Council has drawn down \$3.33m from this loan, on an interest only basis for the construction of the Bentleigh Library and Youth Hub redevelopment project. It is Council's intention that the loan will be converted in to a fixed loan agreement at a future date post 30 June 2023.

5.5 Provisions

2022	Annual leave	Long service leave	Sick leave	Total
	\$ '000	\$ '000	\$ '000	\$ '000
Balance at beginning of the financial year	6,118	11,931	7	18,056
Additional provisions	5,719	905	(4)	6,620
Amounts used	(6,065)	(1,783)	-	(7,848)
Increase in the discounted amount arising because of time and the effect of any change in the discount rate	-	(81)	-	(81)
Balance at the end of the financial year	5,772	10,972	3	16,747
2021				
Balance at beginning of the financial year	5,202	11,813	9	17,024
Additional provisions	6,245	1,613	(2)	7,856
Amounts used	(5,329)	(1,517)	-	(6,846)
Increase in the discounted amount arising because of time and the effect of any change in the discount rate	-	22	-	22
Balance at the end of the financial year	6,118	11,931	7	18,056
			2022	2021
			\$ '000	\$ '000
Employee provisions				
Current provisions expected to be wholly settled within 12 months				
Annual leave			4,278	4,577
Long service leave			1,387	1,287
Sick leave			3	7
			5,668	5,871
Current provisions expected to be wholly settled after 12 months				
Annual leave			1,495	1,542
Long service leave			8,610	9,245
			10,105	10,787
Total current provisions			15,773	16,658
Non-current				
Long service leave			974	1,398
Total non-current provisions			974	1,398
Aggregate carrying amount of employee provisions:				
Current provisions			15,773	16,658
Non-current provisions			974	1,398
Total aggregate carrying amount of employee provisions			16,747	18,056

5.5 Provisions (continued)

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

	2022	2021
Weighted average increase in employee costs	2.50%	2.50%
Weighted average discount rates	3.69%	1.49%
Weighted average settlement period	14.20 years	14.17 years

The calculation of employee costs includes all relevant on-costs and are calculated as follows at reporting date.

Wages, salaries and annual leave

Liabilities for wages and salaries, including non-monetary benefits, annual leave and accumulated sick leave expected to be wholly settled within 12 months of the reporting date, are recognised in the provision for employee benefits in respect of employee services up to the reporting date, classified as current liabilities and measured at their nominal values.

Liabilities that are not expected to be wholly settled within 12 months of the reporting date are recognised in the provision for employee benefits as current liabilities, measured at present value of the amounts expected to be paid when the liabilities are settled using the remuneration rate expected to apply at the time of settlement.

Long service leave

Liability for long service leave (LSL) is recognised in the provision for employee benefits.

Current liability — unconditional LSL representing seven years' service is disclosed as a current liability even when Council does not expect to settle the liability within 12 months because it will not have the unconditional right to defer settlement of the entitlement should an employee take leave within 12 months.

The components of this current liability are measured at:

- present value — component that is not expected to be settled within 12 months.
- nominal value — component that is expected to be settled within 12 months.

Non-current liability — conditional LSL representing less than seven years' service is disclosed as a non-current liability. There is an unconditional right to defer settlement of the entitlement until the employee has completed the requisite years of service.

Non-current LSL liability is measured at present value.

Sick leave

It was the former City of Caulfield's policy to make payments equivalent to 50 per cent of unused sick leave to some sections of its workforce on their retirement due to age or disability. This became payable after completing five years of service. There are no new entrants into the scheme since award restructuring in 1991. Provision for the estimated amount of this benefit for eligible employees is shown in note 5.5 as a current provision. Liability is measured at nominal value.

5.6 Financing Arrangements

The Council has the following funding arrangements in place as at 30 June 2022.

	2022 \$ '000	2021 \$ '000
Credit card facilities	200	200
Other facilities — bank guarantees	321	321
Treasury Corporation of Victoria loan facilities *	10,000	-
Total facilities	10,521	521
Used facilities (note 5.4)	(3,331)	-
Unused facilities	7,190	521

* Council has received \$10m loan approval under the 2019 *Community Infrastructure Loans Scheme* for the Eat Street Community Space Project and the Bentleigh Library and Youth Hub redevelopment.

5.7 Commitments

Council has entered into the following commitments:

Operating expenditure commitments — includes provision for the following: banking facilities; street cleaning; parking services; archival storage; cleaning services; audit services; agency staff; publications; telecommunications; delivered meals; litter bin collection; cleaning of public toilets; garbage collection; recyclables collection; green waste collection; building maintenance services; traffic management; and engineering services.

Capital expenditure commitments — includes provision for the following: land; park redevelopments; pavilion works; building improvements; landscaping; streetscape works; plant and equipment and road works.

Commitments are not recognised in the Balance Sheet. Commitments are disclosed at their nominal value by way of note and presented inclusive of the GST payable.

(a) Commitments for expenditure

2022	Not later than 1 year \$ '000	Later than 1 year but less than 2 years \$ '000	Later than 2 years but less than 5 years \$ '000	Later than 5 years \$ '000	Total \$ '000
Operating					
Cleaning services	1,677	850	-	-	2,527
Community and aged care	1,402	1,383	430	-	3,215
Consultancies	428	-	-	-	428
Licences and support	321	129	34	-	484
Maintenance	3,724	628	-	-	4,352
Traffic and parking management	3,648	304	-	-	3,952
Waste and sustainability	14,417	6,392	12,257	4,107	37,173
Other contractual obligations	2,246	1,346	219	-	3,811
Total operating commitments	27,863	11,032	12,940	4,107	55,942
Capital					
Buildings	8,058	248	6	-	8,312
Land	7,277	3,735	-	-	11,012
Open Space and Recreation	3,957	-	-	-	3,957
Parks and Gardens	1,235	-	-	-	1,235
Plant and Equipment	535	267	-	-	802
Roads	2,752	-	-	-	2,752
Total capital expenditure commitments*	23,814	4,250	6	-	28,070

* The increase in capital commitments during 2021-22 include committed works for Council's strategic projects such as the Murrumbeena Community Hub, Carnegie Memorial Swimming Pool, Lord Reserve Pavilion, Bentleigh Library and Youth Hub and Bentleigh Eat Street Plaza. In addition, Council has entered into commitments to purchase land as part of Council's *Open Space Strategy*.

5.7 Commitments (continued)

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

5.8 Leases

At inception of a contract, all entities would assess whether a contract is, or contains, a lease. A contract is, or contains, a lease if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration. To identify whether a contract conveys the right to control the use of an identified asset, it is necessary to assess whether:

- The contract involves the use of an identified asset;
- The customer has the right to obtain substantially all of the economic benefits from use of the asset throughout the period of use; and
- The customer has the right to direct the use of the asset.

This policy is applied to contracts entered into, or changed, on or after 1 July 2019.

As a lessee, Council recognises a right-of-use asset and a lease liability at the lease commencement date. The right-of-use asset is initially measured at cost which comprises the initial amount of the lease liability adjusted for:

- any lease payments made at or before the commencement date less any lease incentives received; plus
- any initial direct costs incurred; and
- an estimate of costs to dismantle and remove the underlying asset or to restore the underlying asset or the site on which it is located.

The right-of-use asset is subsequently depreciated using the straight-line method from the commencement date to the earlier of the end of the useful life of the right-of-use asset or the end of the lease term. The estimated useful lives of right-of-use assets are determined on the same basis as those of property, plant and equipment. In addition, the right-of-use asset is periodically reduced by impairment losses, if any, and adjusted for certain measurements of the lease liability.

The lease liability is initially measured at the present value of the lease payments that are not paid at the commencement date, discounted using the interest rate implicit in the lease or, if that rate cannot be readily determined, an appropriate incremental borrowing rate. Generally, Council uses an appropriate incremental borrowing rate as the discount rate (4 per cent as at 30 June 2022).

Lease payments included in the measurement of the lease liability comprise the following:

- Fixed payments
- Variable lease payments that depend on an index or a rate, initially measured using the index or rate as at the commencement date;
- Amounts expected to be payable under a residual value guarantee; and
- The exercise price under a purchase option that Council is reasonably certain to exercise, lease payments in an optional renewal period if Council is reasonably certain to exercise an extension option, and penalties for early termination of a lease unless Council is reasonably certain not to terminate early.

When the lease liability is remeasured in this way, a corresponding adjustment is made to the carrying amount of the right-of-use asset, or is recorded in profit or loss if the carrying amount of the right-of-use asset has been reduced to zero.

Council has elected to apply the temporary option available under AASB 16 Leases which allows not-for-profit entities to not measure right-of-use assets at initial recognition at fair value in respect of leases that have significantly below-market terms.

5.8 Leases (continued)

Right-of-Use Assets	Property 2022 \$'000	Equipment 2022 \$'000	Total 2022 \$'000
Balance at 1 July 2021	3,022	383	3,405
Additions	-	-	-
Amortisation charge	(890)	(109)	(999)
Balance at 30 June 2022	2,132	274	2,406

Right-of-Use Assets	Property 2021 \$'000	Equipment 2021 \$'000	Total 2021 \$'000
Balance at 1 July 2020	3,684	166	3,850
Additions	197	366	563
Amortisation charge	(859)	(149)	(1,008)
Balance at 30 June 2021	3,022	383	3,405

Lease Liabilities	2022 \$'000	2021 \$'000
Maturity analysis - contractual undiscounted cash flows		
Less than one year	1,108	1,181
One to five years	1,745	2,411
More than five years	33	416
Total undiscounted lease liabilities as at 30 June	2,886	4,008

Lease liabilities included in the Balance Sheet at 30 June	2022 \$'000	2021 \$'000
Current	1,109	1,181
Non-current	1,598	2,452
Total lease liabilities	2,707	3,633

Short-term and low value leases

Council has elected not to recognise right-of-use assets and lease liabilities for short-term leases of machinery that have a lease term of 12 months or less and leases of low-value assets (individual assets worth less than existing capitalisation thresholds for a like asset up to a maximum of \$10,000), including IT equipment. Council recognises the lease payments associated with these leases as an expense on a straight-line basis over the lease term.

	2022 \$'000	2021 \$'000
Expenses relating to:		
Leases of low value assets	7	7
Total	7	7

Non-cancellable lease commitments - Short-term and low-value leases

Commitments for minimum lease payments for short-term and low-value leases are payable as follows:

Payable:

	2022 \$'000	2021 \$'000
Within one year	7	7
Later than one year but not later than five years	13	14
Later than 5 years	2	5
Total lease commitments	22	26

Note 6 Assets we manage

6.1 Investments in joint operations

Glen Eira City Council has entered into a joint operation in connection with the Regional Landfill Clayton South Joint Venture. The main activity was the provision of a refuse disposal site for councils. The registered office and principal place of business of the Joint Venture is Clayton Road, Clayton South, VIC 3169.

The landfill site is jointly owned by five councils including Glen Eira City Council and the equity is distributed accordingly: Boroondara 35.22 per cent, Glen Eira 21.10 per cent, Monash 16.80 per cent, Stonnington 12.76 per cent and Whitehorse 14.12 per cent. An updated joint venture agreement was signed by the five Council's on the 18th September 2020.

The Joint Venturers are obligated to restore the landfill site to a particular standard. The site ceased operation at the end of January 2016 and restoration work has commenced.

The Joint Venture Councils are required to progressively rehabilitate the site post closure and provide for future monitoring and after care of the site as well as a number of other obligations. The Joint Venturers have received a report into the post closure after care management cost assessment at the landfill. This report looked at the components of the after care assessment at the landfill.

Council has received the unaudited accounts of the joint operation and Council's 21.1 per cent share of the net liabilities employed in the joint operations is included in the Financial Statements as follows:

6.1 (a) Summarised Statement of Comprehensive Income	2022	2021
for the year ended 30 June 2022	\$ '000	\$ '000
Total income	423	29
Total expenses	11	2,260
Share of net surplus / (loss) of joint operations	412	(2,231)
Summarised Balance Sheet		
as at 30 June 2022		
Assets		
Current assets	142	151
Total assets	142	151
Liabilities		
Current liabilities	227	426
Non-current liabilities	3,534	3,755
Total liabilities	3,761	4,181
Net liabilities	(3,619)	(4,030)
Equity / (deficit)		
Accumulated deficit	(3,619)	(4,030)
Total (deficit)	(3,619)	(4,030)
Adjusted for rehabilitation costs (refer to note 6.1(b))	3,755	4,176
Total investment in joint operations (excluding rehabilitation costs)	136	146

2022
\$ '000

2021
\$ '000

6.1 Investments in joint operations (continued)

6.1 (b) Other liabilities

Provision for environmental rehabilitation	3,755	4,176
Total other liabilities	3,755	4,176

At the reporting date the Joint Venture recognised a provision for rehabilitation works which is measured at the present value of the Joint Venturers' best estimate of the costs associated with remediation of the site. Remediation is expected to be completed by 2050.

The calculation of the provision is based on a review of the Annual and planned equipment replacement aftercare costs of the site. These costs have been inflated at 2 per cent per year. The present value calculation uses the Milliman Group of 100 discount rate forecasts for 30 years.

The provision is assessed at the end of each reporting period in order to ensure it accurately reflects the cost of closing and restoring the site.

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

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

Summarised statement of cash flows

Net cash used in operating activities	(1)	(464)
Net decrease in cash and cash equivalents	(1)	(464)

Summary of joint operations

Movements for the year

Share of joint operations as at 1 July	(4,030)	(1,799)
Share of net surplus/loss of joint operations	412	(2,231)
Share of total equity of joint operations as at 30 June	(3,618)	(4,030)

Accounting for investments in joint operations

Council's interest in joint operations are accounted for using the equity method. Under this method, the interest is initially recognised in the Balance Sheet at cost and adjusted thereafter to recognise Council's share of the net assets of the entities. Council's share of the financial result of the entity is recognised in the Comprehensive Income Statement.

No matters or circumstances have arisen since the end of the financial year which significantly affected or may significantly affect the operations of the Joint Venture, the results of those operations, or the state of affairs of the Joint Venture in future financial years.

6.2 Property, infrastructure plant and equipment

Summary of property, infrastructure plant and equipment

	Carrying amount 30 June 2021	Acquisitions	Revaluation	Depreciation	Disposal	Net transfers	Carrying amount 30 June 2022
	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000
Land	1,951,711	9,673	182,629	-	-	-	2,144,013
Buildings	187,766	-	(377)	(5,506)	(2,696)	4,206	183,393
Plant and equipment	12,378	-	-	(3,667)	(90)	2,051	10,672
Infrastructure	328,333	-	57,503	(15,271)	(415)	15,410	385,559
Art collection and municipal regalia	2,422	-	-	-	-	-	2,422
Work in progress	17,271	44,257	-	-	-	(21,667)	39,861
	2,499,880	53,930	239,755	(24,444)	(3,201)	-	2,765,920

Summary of work in progress (WIP)

	Opening WIP	Additions	Transfers to completed assets	Closing WIP
	\$ '000	\$ '000	\$ '000	\$ '000
Land and buildings	9,145	18,739	(4,206)	23,678
Plant and equipment	508	2,319	(2,051)	776
Infrastructure	7,618	23,199	(15,410)	15,407
	17,271	44,257	(21,667)	39,861

6.2 Property, infrastructure plant and equipment (continued)

(a) Property	Notes	Land - specialised	Land under roads	Total land	Buildings - non specialised	Buildings - specialised	Leasehold improvements	Total buildings	Total property
		\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000
At fair value 1 July 2021		1,235,488	716,223	1,951,711	249,900	48,284	382	298,566	2,250,277
Accumulated depreciation		-	-	-	(99,284)	(11,267)	(248)	(110,800)	(110,800)
Work in progress		-	-	-	8,479	666	-	9,145	9,145
Balance at 1 July 2021		1,235,488	716,223	1,951,711	159,095	37,683	134	196,911	2,148,622
Movements in fair value									
Acquisition of assets at fair value (including work in progress transfers)		9,673	-	9,673	2,476	1,730	-	4,206	13,879
Revaluation at fair value	9.1(a)	102,030	80,599	182,629	(576)	199	-	(377)	182,252
Fair value of assets disposed	4.6	-	-	-	(5,881)	-	-	(5,881)	(5,881)
Net work in progress movement		-	-	-	13,516	1,017	-	14,533	14,533
		111,703	80,599	192,302	9,535	2,946	-	12,481	204,783
Movements in accumulated depreciation									
Depreciation	4.3	-	-	-	(4,380)	(1,108)	(18)	(5,506)	(5,506)
Accumulated depreciation of disposals	4.6	-	-	-	3,185	-	-	3,185	3,185
		-	-	-	(1,195)	(1,108)	(18)	(2,321)	(2,321)
At fair value 30 June 2022		1,347,191	796,822	2,144,013	245,919	50,213	382	296,514	2,440,527
Accumulated depreciation at 30 June 2022		-	-	-	(100,479)	(12,375)	(266)	(113,121)	(113,121)
Work in progress		-	-	-	21,995	1,683	-	23,678	23,678
Carrying amount at 30 June 2022		1,347,191	796,822	2,144,013	167,435	39,521	116	207,071	2,351,084

6.2 Property, infrastructure plant and equipment (continued)

(b) Infrastructure	Notes	Roads	Footpaths, furniture and signs	Drains	Parks and gardens	Total infrastructure
		\$ '000	\$ '000	\$ '000	\$ '000	\$ '000
At fair value 1 July 2021		285,806	128,688	197,027	113,106	724,627
Accumulated depreciation		(152,814)	(80,954)	(107,727)	(54,797)	(396,292)
Work in progress		6,477	-	-	1,141	7,618
Balance at 1 July 2021		139,469	47,734	89,300	59,450	335,953
Movements in fair value						
Acquisition of assets at fair value (including work in progress transfers)		5,371	3,190	3,699	3,150	15,410
Revaluation at fair value	9.1(a)	27,547	(4,141)	17,142	16,955	57,503
Fair value of assets disposed	4.6	(980)	-	(155)	(273)	(1,408)
Net work in progress movement		(914)	153	2,075	6,475	7,789
		31,024	(798)	22,761	26,307	79,294
Movements in accumulated depreciation						
Depreciation	4.3	(5,593)	(1,772)	(2,155)	(5,751)	(15,271)
Accumulated depreciation of disposals	4.6	701		119	173	993
		(4,892)	(1,772)	(2,036)	(5,578)	(14,278)
At fair value 30 June 2022		317,744	127,737	217,713	132,938	796,132
Accumulated depreciation at 30 June 2022		(157,706)	(82,726)	(109,763)	(60,375)	(410,570)
Work in progress		5,563	153	2,075	7,616	15,407
Carrying amount at 30 June 2022		165,601	45,164	110,025	80,179	400,969

6.2 Property, infrastructure plant and equipment (continued)

(c) Plant and equipment	Notes	Plant and equipment	Furniture and equipment	Total plant and equipment
		\$ '000	\$ '000	\$ '000
At cost 1 July 2021		12,308	41,243	53,551
Accumulated depreciation		(7,436)	(33,739)	(41,174)
Work in progress		-	508	508
Balance at 1 July 2021		4,872	8,013	12,885
Movements in cost				
Acquisition of assets at fair value (including work in progress transfers)		315	1,736	2,051
Cost of assets disposed	4.4	(1,008)	(1,382)	(2,390)
Net work in progress movement		-	268	268
		(693)	622	(71)
Movements in accumulated depreciation				
Depreciation	4.3	(1,069)	(2,598)	(3,667)
Accumulated depreciation of disposals	4.4	926	1,374	2,300
		(143)	(1,224)	(1,367)
At cost 30 June 2022		11,615	41,597	53,212
Accumulated depreciation at 30 June 2022		(7,579)	(34,964)	(42,542)
Work in progress		-	776	776
Carrying amount at 30 June 2022		4,036	7,410	11,447

6.2 Property, infrastructure plant and equipment (continued)

(d) Art collection and municipal regalia	Notes	Art collection and municipal regalia	Total art collection and municipal regalia
		\$ '000	\$ '000
At fair value 1 July 2021		2,422	2,422
Balance at 1 July 2021		2,422	2,422
Movements in fair value			
Acquisition of assets		-	-
Revaluation increments at fair value	9.1(a)	-	-
Fair value of assets disposed	4.4	-	-
		-	-
At fair value 30 June 2022		2,422	2,422
Carrying amount at 30 June 2022		2,422	2,422

6.2 Property, infrastructure plant and equipment (continued)

Acquisition

The fair value method of accounting is used for all acquisitions of assets, being the fair value of assets provided as consideration at the date of acquisition plus any incidental costs attributable to the acquisition. Fair value is the amount for which the asset could be exchanged between knowledgeable willing parties in an arm's length transaction.

Where assets are constructed by Council, cost includes all materials used in construction, direct labour, borrowing costs incurred during construction, and an appropriate share of directly attributable variable and fixed overheads.

In accordance with Council's policy, the threshold limits have applied when recognising assets within an applicable asset class and unless otherwise stated are consistent with the prior year.

Asset recognition depreciation periods	Depreciation/ amortisation period	Threshold limit	
Property			
Buildings	(15–120 years)	\$10,000	*
Land	(indefinite)	-	
Land under roads	(indefinite)	-	
Leasehold improvements	(20 years)	\$500	
Plant and equipment			
Computer equipment	(3–5 years)	\$500	
Furniture and equipment	(5–10 years)	\$10,000	
Motor vehicles and trucks	(5–8 years)	\$500	
Plant and equipment	(3–15 years)	\$500	
Sports equipment (leased)	(4 years)	-	
Art collection and municipal regalia			
Art collection	(indefinite)	-	
Municipal regalia	(indefinite)	-	
Infrastructure			
Car parks	(30–34 years)	\$15,000	*
Drains	(100 years)	\$1,500	
Footpaths	(41–65 years)	-	*
Kerbs and channels	(101–132 years)	\$1,000	*
Local area traffic management devices	(27–66 years)	\$1,000–\$50,000	*
Right of ways	(38–107 years)	\$3,000	*
Roads substructure	(141–180 years)	\$2,000	*
Roads surfaces	(27–51 years)	\$2,000	*
Street furniture and signs	(15–27 years)	\$100–\$2,000	*
Parks and gardens improvements	(5–60 years)	\$1,500	
Recreational facilities	(5–60 years)	\$1,500	
Intangibles			
Software and software licences	(5 years)	\$10,000	
Right of use assets			
Property and equipment	(1–7 years)	\$10,000	

* updates to useful lives have occurred due to the condition audits as part of Council's formal revaluations during 2021-22.

6.2 Property, infrastructure plant and equipment (continued)

Land under roads

Council recognises land under roads it controls at fair value.

Depreciation and amortisation of property, infrastructure, plant and equipment and other assets

Buildings, land improvements, plant and equipment, infrastructure and other assets having limited useful lives are systematically depreciated over their useful lives to Council in a manner that reflects consumption of the service potential embodied in those assets. Estimates of remaining useful lives and residual values are made on a regular basis with major asset classes reassessed annually. Depreciation rates and methods are reviewed annually.

Where assets have separate identifiable components that are subject to regular replacement, these components are assigned distinct useful lives and residual values and a separate depreciation rate is determined for each component.

Land, land under roads, art collection and municipal regalia are not depreciated.

Straight line depreciation is charged based on the residual useful life as determined each year.

Repairs and maintenance

Routine maintenance, repair costs, and minor renewal costs are expensed as incurred. Where the repair relates to the replacement of a component of an asset and the cost exceeds the capitalisation threshold the cost is capitalised and depreciated. The carrying value of the replaced asset is expensed.

Leasehold improvements

Leasehold improvements are recognised at cost and are amortised over the unexpired period of the lease or the estimated useful life of the improvement, whichever is the shorter. At balance date, leasehold improvements are amortised over a 20-year period.

Committees of Management

Where Council has been appointed as Committee of Management, the value of the asset has been included in Council's Financial Statements.

6.2 Property, infrastructure plant and equipment (continued)

(e) Valuations of land and buildings

Valuations of land and buildings were undertaken by a qualified independent valuer, Michael Dore (A.A.P.I.) Certified Practising Valuer from Patel Dore Valuers. The valuations of land and buildings are at fair value, being market value based on highest and best use permitted by relevant land planning provisions. Where land use is restricted through existing planning provisions the valuation is reduced to reflect this limitation. This adjustment is an unobservable input in the valuation. The adjustment has no impact on the Comprehensive Income Statement.

The real estate market is being impacted by the uncertainty that the COVID-19 outbreak has caused. Market conditions are changing daily at present. As at the date of valuation we consider that there is significant market uncertainty.

Specialised land is valued at fair value using site values adjusted for englobo (undeveloped and/or unserviced) characteristics, access rights and private interests of other parties and entitlements of infrastructure assets and services. This adjustment is an unobservable input in the valuation. The adjustment has no impact on the Comprehensive Income Statement.

Any significant movements in the unobservable inputs for land and land under roads will have a significant impact on the fair value of these assets.

Details of Council's land and buildings and information about the fair value hierarchy as at 30 June 2022 are as follows:

	Level 1 \$ '000	Level 2 \$ '000	Level 3 \$ '000	Date of Valuation
Land — specialised	-	-	1,347,191	01/2022
Land under roads	-	-	796,822	01/2022
Buildings — specialised	-	-	37,838	01/2022
Buildings — non specialised	-	145,440	-	01/2022
Total land and buildings	-	145,440	2,181,850	

(f) Valuations of infrastructure

Valuations of infrastructure assets, except for Parks and gardens assets, have been assessed by Glen Eira City Council's Director Community Assets and Leisure, Niall McDonagh Bachelor of Engineering (Civil), Masters of Business Administration (MBA) as at 30 June 2022.

Parks and gardens assets were assessed by Glen Eira City Council's Manager Parks and Environment, Mark Dornau as at 31 October 2021.

The valuation of infrastructure assets is at fair value based on current replacement cost less accumulated depreciation as at the date of valuation.

Details of the Council's infrastructure and information about the fair value hierarchy as at 30 June 2022 are as follows:

	Level 1 \$ '000	Level 2 \$ '000	Level 3 \$ '000	Date of Valuation
Roads	-	-	160,038	05/2022
Footpaths, furniture and signs	-	-	45,011	05/2022
Drains	-	-	107,950	05/2022
Parks and gardens	-	-	72,562	10/2021
Total infrastructure	-	-	385,561	

6.2 Property, infrastructure plant and equipment (continued)

(g) Valuation of art collection and municipal regalia

Art collection assets were assessed by Lauraine Diggins, Director Fine Art Pty Ltd as at 1 January 2020. The basis of valuation was market value.

Details of Council's art collection and municipal regalia and information about the fair value hierarchy as at 30 June 2022 are as follows:

	Level 1 \$ '000	Level 2 \$ '000	Level 3 \$ '000	Date of Valuation
Art collection and municipal regalia	-	2,422	-	01/2020
Total art collection and municipal regalia	-	2,422	-	

(h) Description of significant unobservable inputs into level 3 valuations

Specialised land and land under roads is valued using a market based direct comparison technique. Significant unobservable inputs include the extent and impact of restriction of use and the market cost of land per square metre. The extent and impact of restrictions on use varies and results in a reduction to surrounding land values between five per cent and 95 per cent. The market value of land varies significantly depending on the location of the land and the current market conditions. 2021–22 land values range between approximately \$292 and \$5,000 per square metre.

Specialised buildings are valued using a current replacement cost technique. Significant unobservable inputs include the current replacement cost and remaining useful lives of the buildings. Current replacement cost is calculated on a square metre basis ranging from \$395 to \$5,834 per square metre. The remaining useful lives of the buildings are determined on the basis of the current condition of buildings and vary from 18 years to 103 years. Replacement cost is sensitive to changes in market conditions, with any increase or decrease in cost flowing through to the valuation. Useful lives of buildings are sensitive to changes in expectations or requirements that could either shorten or extend the useful lives of buildings.

Infrastructure assets are valued based on the current replacement cost. Significant unobservable inputs include the current replacement cost and remaining useful lives of infrastructure. The remaining useful lives of infrastructure assets are determined on the basis of the current condition of the asset and vary from two years to 140 years. Replacement cost is sensitive to changes in market conditions, with any increase or decrease in cost flowing through to the valuation. Useful lives of infrastructure are sensitive to changes in use, expectations or requirements that could either shorten or extend the useful lives of infrastructure assets.

	2022 \$'000	2021 \$'000
Reconciliation of specialised land		
Land	1,347,191	1,235,488
Land under roads	796,822	716,223
Total specialised land	2,144,012	1,951,710

Note 7 People and relationships

7.1 Council and key management remuneration

(a) Related parties

Parent entity

Glen Eira City Council

Subsidiaries, associates and joint operations

Interests in joint operations are detailed in note 6.1

(b) Key management personnel

Key management personnel (KMP) are those people with the authority and responsibility for planning, directing and controlling the activities of Glen Eira City Council. The Councillors, Chief Executive Officer and other key management personnel are deemed KMP. Details of persons holding the position of Councillor or other members of key management personnel at any time during the year are:

Councillors

Anne-Marie Cade	Councillor	1 July 2021—30 June 2022
David Zyngier	Councillor	1 July 2021—30 June 2022
Jim Magee	Deputy Mayor	1 July 2021—2 November 2021
	Mayor	3 November 2021—30 June 2022
Li Zhang	Councillor	1 July 2021—2 November 2021
	Deputy Mayor	3 November 2021—30 June 2022
Margaret Esakoff	Mayor	1 July 2021—2 November 2021
	Councillor	3 November 2021—30 June 2022
Neil Pilling*	Councillor	1 July 2021—30 April 2022
Sam Parasol	Councillor	1 July 2021—30 June 2022
Simone Zmood	Councillor	1 July 2021—30 June 2022
Sue Pennicuik**	Councillor	3 May 2022—30 June 2022
Tony Athanasopoulos	Councillor	1 July 2021—30 June 2022

* Councillor Neil Pilling resigned from his position as Councillor effective 30 April 2022.

** Councillor Sue Pennicuik was declared elected on 3 May 2022 due to the vacancy caused by Councillor Neil Pilling.

Chief Executive Officer and other key management personnel

Kellie Vise	Chief Transformation Officer	1 July 2021—30 June 2022
Mark Saunders	Director Community Wellbeing	1 July 2021—30 June 2022
	Executive Manager People and Culture	1 July 2021—10 May 2022
	Director Community Assets and Leisure	1 July 2021—30 June 2022
Niall McDonagh	Director Community Wellbeing	1 July 2021—23 March 2022
Peter Jones*	Director Corporate Services	1 July 2021—30 June 2022
Peter Swabey	Chief Executive Officer	1 July 2021—30 June 2022
Rebecca McKenzie	Director Planning, Place and Sustainability	1 July 2021—30 June 2022
Ron Torres		

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

	2022 No.	2021 No.
Summary		
Total number of Councillors	10	14
Chief Executive Officer and other key management personnel	8	9
Total key management personnel	18	23

7.1 Council and key management remuneration (continued)

(c) Remuneration of key management personnel

	2022 \$ '000	2021 \$ '000
Total remuneration of key management personnel was as follows:		
Short-term benefits (salary and annual leave)	2,263	2,193
Post-employment benefits (superannuation)	246	266
Long-term benefits (long service leave)	53	53
Total	2,562	2,512

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

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

Income range:	2022 No.	2021 No.
\$0–\$9,999	1	1
\$10,000–\$19,999	-	4
\$20,000–\$29,999	-	5
\$30,000–\$39,999	6	3
\$50,000–\$59,999	1	-
\$60,000–\$69,999	1	-
\$90,000–\$99,999	1	1
\$100,000–\$109,999	-	1
\$130,000–\$139,999	1	-
\$170,000–\$179,999	-	1
\$200,000–\$209,999	1	1
\$220,000–\$229,999	1	2
\$240,000–\$249,999	-	1
\$270,000–\$279,999	1	-
\$280,000–\$289,999	2	2
\$300,000–\$309,999	1	-
\$400,000–\$409,999	-	1
\$410,000–\$419,999	1	-
Total key management personnel	18	23

(d) Transactions with related parties

There were no transactions with related parties which required disclosure during the 2021–22 or 2020–21 reporting years.

(e) Outstanding balances with related parties

There were no outstanding balances with related parties which required disclosure during the 2021–22 or 2020–21 reporting years.

(f) Loans to/from related parties

No loans have been made, guaranteed, or secured by Council to related parties which required disclosure during the 2021–22 or 2020–21 reporting years.

(g) Commitments to/from related parties

No commitments have been made, guaranteed, or secured by Council to related parties which required disclosure during the 2021–22 or 2020–21 reporting years.

7.2 Senior officer remuneration

A Senior Officer is an officer of Council, other than key management personnel, who:

- has management responsibilities and reports directly to the Chief Executive; or
- whose total annual remuneration exceeds \$151,000 (\$151,000 in 2020–21).

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

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

Income range:	2022	2021
	No.	No.
<\$151,000	5	8
\$151,000–\$159,999	2	2
\$160,000–\$169,999	3	3
\$170,000–\$179,999	8	7
\$180,000–\$189,999	6	3
\$190,000–\$199,999	2	3
\$200,000–\$209,999	-	1
\$210,000–\$219,999	1	-
\$260,000–\$269,999	-	1
Total senior officers	27	28
Remuneration	2022	2021
	\$ '000	\$ '000
Short-term benefits (salary and annual leave)	3,887	3,900
Post-employment benefits (superannuation)	466	455
Long-term benefits (long service leave)	108	103
Total remuneration for the reporting year for senior officers amounted to:	4,461	4,458

Note 8 Managing uncertainties

8.1 Contingent assets and liabilities

Contingent assets and liabilities are not recognised in the Balance Sheet, but are disclosed by way of a note and, if quantifiable, are measured at nominal value. Contingent assets and liabilities are presented inclusive of GST receivable or payable respectively.

Contingent assets

Contingent assets are possible assets that arise from past events, whose existence will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events not wholly within the control of the Council.

At balance date the Council are not aware of any contingent assets (2021: Nil)

Contingent liabilities

Contingent liabilities are:

- possible obligations that arise from past events, whose existence will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events not wholly within the control of the Council; or
- present obligations that arise from past events but are not recognised because:
 - it is not probable that an outflow of resources embodying economic benefits will be required to settle the obligation; or
 - the amount of the obligation cannot be measured with sufficient reliability.

The following are potential contingencies considered by council.

(a) Arising from legal matters

Council is presently involved in several confidential legal matters, which are being conducted through Council's solicitors.

As these matters are yet to be finalised and the financial outcomes are unable to be reliably estimated, no allowance for these contingencies has been made in the *Financial Report*.

(b) Arising from insurable claims

As a major enterprise, Council is subject to claims that may arise in areas such as: public liability for injury and/or property damage; professional indemnity for wrongful advice; Councillors' and officers' liability; employment practices liability; and discrimination.

Council maintains a comprehensive insurance portfolio in respect of all identified areas of potential liability. Council presently has no outstanding claims in these areas except in respect of public liability. Council has insurance coverage that exceeds the requirements of legislation and that is more than adequate to cover any outstanding claims that fall within the terms of the insurance coverage.

Council has no claims that fall outside the insurance coverage except for those which are not covered because they are 'under excess' in respect of the applicable coverage.

Council's liability therefore, is limited to minor 'under excess' claims and the 'under excess' component of claims that fall within the insurance coverage. Council makes allowance for these 'under excess' contingent liabilities in its *Annual Budget*.

8.1 Contingent assets and liabilities (continued)

(c) Liability Mutual Insurance

Council is a participant of the MAV Liability Mutual Insurance (LMI) Scheme. The LMI scheme provides public liability and professional indemnity insurance cover. The LMI scheme states that each participant will remain liable to make further contributions to the scheme in respect of any insurance year in which it was a participant to the extent of its participant's share of any shortfall in the provision set aside in respect of that insurance year, and such liability will continue whether or not the participant remains a participant in future insurance years.

(d) Superannuation

Council has obligations under a defined benefit superannuation scheme that may result in the need to make additional contributions to the scheme, matters relating to this potential obligation are outlined below. As a result of the volatility in financial markets the likelihood of making such contributions in future periods exists.

The COVID-19 restrictions have begun to be tentatively lifted around the world and the equity markets have continued to improve. However the economic disruption from the COVID-19 restrictions has the potential to raise market volatility again.

(e) Regional Landfill Clayton South Joint Operation

Rehabilitation works

Five councils have entered into a joint operation in connection with the Clayton Regional Landfill Joint Operation. The main activity was the provision of a refuse disposal site for councils.

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

The Joint Venture ceased to operate as a commercial land fill at the end of January 2016 and as such it is no longer able to generate income from ongoing operations to continue to meet obligations under its licence agreement with the EPA for a period of 30 years following closure.

The Joint Venturers are obligated to restore the landfill site to a particular standard. The site ceased operation at the end of January 2016 and restoration work has commenced.

The Joint Venture Councils are required to progressively rehabilitate the site post closure and provide for future monitoring and after care of the site as well as a number of other obligations. The Joint Venturers have received a report into the post closure after care management cost assessment at the landfill.

At the reporting date the Joint Venture recognised a provision for rehabilitation works which is measured at the present value of the Joint Venturers' best estimate of the costs associated with remediation of the site. Remediation is expected to be completed by 2050. The provision is assessed at the end of each reporting period in order to ensure it accurately reflects the cost of closing and restoring the site. Further costs may arise for the future after care of the landfill site, however, at this stage, these costs are too uncertain to reliably determine.

8.1 Contingent assets and liabilities (continued)

(f) Infringements Review

On 20 May 2019 the Ombudsman wrote to the Minister for Local Government and the Mayors and CEOs of Port Phillip, Stonnington and Glen Eira Councils notifying them of her intention to investigate the matter of councils' use of third party contractors in the administration of parking infringement reviews. While the practice of outsourcing infringement reviews was not unique to those three municipalities, the investigation's scope was restricted to those three councils on the basis of complaints received directly by the Ombudsman.

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

8.2 Change in accounting standards

Certain new Australian Accounting Standards and interpretations have been published that are not mandatory for the 30 June 2022 reporting period. Council assesses the impact of these new standards. As at 30 June 2022 there were no new accounting standards or interpretations issued by the AASB which are applicable for the year ending 30 June 2023 that are expected to impact Council.

8.3 Financial instruments

(a) Objectives and policies

Council's principal financial instruments comprise cash assets, term deposits, receivables (excluding statutory receivables), payables (excluding statutory payables), trust funds and deposits and bank and TCV borrowings. Details of the significant accounting policies and methods adopted, including the criteria for recognition, the basis of measurement and the basis on which income and expenses are recognised, in respect of each class of financial asset, financial liability and equity instrument is disclosed in notes of the Financial Statements. Risk management is carried out by senior management under policies approved by Council. These policies include identification and analysis of the risk exposure to Council and appropriate procedures, controls and risk minimisation.

(b) Market risk

Market risk is the risk that the fair value or future cash flows of our financial instruments will fluctuate because of changes in market prices. Council's exposures to market risk is primarily through interest rate risk with only insignificant exposure to other price risks and no exposure to foreign currency risk.

(c) Interest rate risk

Interest rate risk refers to the risk that the value of a financial instrument or cash flows associated with the instrument will fluctuate due to changes in market interest rates. Our interest rate liability risk arises primarily from long-term loans and borrowings at fixed rates. Council does not hold any interest-bearing financial instruments that are measured at fair value, and therefore has no exposure to fair value interest rate risk. Cash flow interest rate risk is the risk that the future cash flows of a financial instrument will fluctuate because of changes in market interest rates. Council has minimal exposure to cash flow interest rate risk through its cash and deposits that are at floating rates.

There has been no significant change in the Council's exposure, or its objectives, policies and processes for managing interest rate risk or the methods used to measure this risk from the previous reporting period.

Investment of surplus funds is made with approved financial institutions under the Local Government Act 2020. Council manages interest rate risk by adopting an investment policy that ensures:

- diversification of investment product;
- monitoring of return on investment; and
- benchmarking of returns and comparison with budget.

There has been no significant change in the Council's exposure, or its objectives, policies and processes for managing interest rate risk or the methods used to measure this risk from the previous reporting period.

Interest rate movements have not been sufficiently significant during the year to have an impact on the Council's year end result.

(d) Credit risk

Credit risk is the risk that a contracting entity will not complete its obligations under a financial instrument and cause Council to make a financial loss. Council have exposure to credit risk on some financial assets included in the balance sheet. Particularly significant areas of credit risk exist in relation to outstanding fees and fines as well as loans and receivables from sporting clubs and associations. To help manage this risk:

- council have a policy for establishing credit limits for the entities council deal with;
- council may require collateral where appropriate; and
- council only invest surplus funds with financial institutions which have a recognised credit rating specified in council's investment policy.

Receivables consist of a large number of customers, spread across the ratepayer, business and government sectors. Credit risk associated with Council's financial assets is minimal because the main debtor is secured by a charge over the rateable property.

There are no material financial assets that are individually determined to be impaired.

8.3 Financial instruments (continued)

(d) Credit risk (continued)

We may also be subject to credit risk for transactions which are not included in the Balance Sheet, such as when we provide a guarantee for another party. Details of our contingent liabilities are disclosed in note 8.1.

The maximum exposure to credit risk at the reporting date to recognised financial assets is the carrying amount, net of any provisions for impairment of those assets, as disclosed in the Balance Sheet and notes to the Financial Statements. Council does not hold any collateral.

(e) Liquidity risk

Liquidity risk includes the risk that, as a result of our operational liquidity requirements or not having sufficient funds to settle a transaction when required, we will be forced to sell a financial asset at below value or may be unable to settle or recover a financial asset.

To help reduce these risks Council:

- has readily accessible standby facilities and other funding arrangements in place;
- has a liquidity portfolio structure that requires surplus funds to be invested within various bands of liquid instruments;
- monitors budget to actual performance on a regular basis; and
- sets limits on borrowings relating to the percentage of loans to rate revenue and percentage of loan principal repayments to rate revenue.

Council's maximum exposure to liquidity risk is the carrying amounts of financial liabilities as disclosed in the face of the Balance Sheet are deemed insignificant based on prior periods' data and current assessment of risk.

There has been no significant change in Council's exposure, or its objectives, policies and processes for managing liquidity risk or the methods used to measure this risk from the previous reporting period.

With the exception of borrowings, all financial liabilities are expected to be settled within normal terms of trade. Details of the maturity profile for borrowings are disclosed at note 5.4.

Unless otherwise stated, the carrying amounts of financial instruments reflect their fair value.

(f) Financial instruments — sensitivity disclosure analysis

Taking into account past performance, future expectations, economic forecasts, and management's knowledge and experience of the financial markets, Council believes the following movements are 'reasonably possible' over the next 12 months:

- A parallel shift of plus one and minus one per cent in market interest rates (AUD) from year-end rates of 0.85 per cent (assuming cash remains steady throughout the year).

These movements will not have a material impact on the valuation of Council's financial assets and liabilities, nor will they have a material impact on the results of Council's operations.

8.4 Fair value measurement

Fair value hierarchy

Council's financial assets and liabilities are not valued in accordance with the fair value hierarchy, Council's financial assets and liabilities are measured at amortised cost.

Fair value measurement

Council measures certain assets and liabilities at fair value where required or permitted by Australian Accounting Standards. *AASB 13 Fair Value Measurement*, aims to improve consistency and reduce complexity by providing a definition of fair value and a single source of fair value measurement and disclosure requirements for use across Australian Accounting Standards.

AASB 13 defines fair value as the price that would be received to sell an asset, or paid to transfer a liability, in an orderly transaction between market participants at the measurement date. Fair value under AASB 13 is an exit price regardless of whether that price is directly observable or estimated using another valuation technique.

All assets and liabilities for which fair value is measured or disclosed in the Financial Statements are categorised within a fair value hierarchy, described as follows, based on the lowest level input that is significant to the fair value measurement as a whole:

Level 1 — Quoted (unadjusted) market prices in active markets for identical assets or liabilities.

Level 2 — Valuation techniques for which the lowest level input that is significant to the fair value measurement is directly or indirectly observable.

Level 3 — Valuation techniques for which the lowest level input that is significant to the fair value measurement is unobservable.

For the purpose of fair value disclosures, Council has determined classes of assets and liabilities on the basis of the nature, characteristics and risks of the asset or liability and the level of the fair value hierarchy as explained above.

In addition, Council determines whether transfers have occurred between levels in the hierarchy by re-assessing categorisation (based on the lowest level input that is significant to the fair value measurement as a whole) at the end of each reporting period.

Revaluation

Subsequent to the initial recognition of assets, non-current physical assets, other than plant and equipment, are measured at their fair value, being the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. At balance date, Council reviewed the carrying value of the individual classes of assets measured at fair value to ensure that each asset materially approximated its fair value. Where the carrying value materially differed from the fair value at balance date, the class of asset was revalued.

Fair value valuations are determined in accordance with a valuation hierarchy. Changes to the valuation hierarchy will only occur if an external change in the restrictions or limitations of use of an asset result in changes to the permissible or practical highest and best use of the asset. Further details regarding the fair value hierarchy are disclosed at note 6.2, Property, infrastructure, plant and equipment.

In addition, Council undertakes a formal revaluation at the following intervals:

- Art collection every five years
- Infrastructure assets every four years and replacement costs adjusted annually
- Land and buildings every two years
- Land under roads every two years
- Municipal regalia every five years
- Parks and gardens every five years

The valuation is performed either by experienced Council officers or independent experts.

Where the assets are revalued, the revaluation increments are credited directly to the asset revaluation reserve except to the extent that an increment reverses a prior year decrement for that class of asset that had been recognised as an expense in which case the increment is recognised as revenue up to the amount of the expense. Revaluation decrements are recognised as an expense except where prior increments are included in the asset revaluation reserve for that class of asset in which case the decrement is taken to the reserve to the extent of the remaining increments. Within the same class of assets, revaluation increments and decrements within the year are offset.

Impairment of assets

At each reporting date, Council reviews the carrying value of its assets to determine whether there is any indication that these assets have been impaired. If such an indication exists, the recoverable amount of the asset, being the higher of the asset's fair value less costs to sell and value in use, is compared to the assets carrying value. Any excess of the assets carrying value over its recoverable amount is expensed to the Comprehensive Income Statement, unless the asset is carried at the revalued amount in which case, the impairment loss is recognised directly against the revaluation surplus in respect of the same class of asset to the extent that the impairment loss does not exceed the amount in the revaluation surplus for that same class of asset.

8.5 Events occurring after balance date

Borrowings

Following on from the resolution on the 28th June 2022, Council has since entered into a loan facilities relationship with Treasury Corporation Victoria which will support funding for Council's strategic projects.

Other events

Council will be subject to the changing environment of the COVID-19 pandemic.

While 'business as usual' is slowly returning during 2021-22 to Council operations, the financial impact of the last few years will continue to flow through to future years. It is expected that it will take some time for Council's income streams to return to pre-COVID levels.

However, COVID-19 is not the only factor impacting Council's financial situation. Construction escalations and unanticipated cost of living increases are all pointing to an increasing escalation in the level of financial and economic risk for Council.

Note 9 Other matters

9.1 Reserves

(a) Asset revaluation reserve

2022	Balance at beginning of reporting period \$ '000	Increment/ (decrement) \$ '000	Balance at end of reporting period \$ '000
Property			
Land	896,279	102,030	998,309
Land under roads	354,245	80,599	434,844
Buildings	89,854	(377)	89,477
Infrastructure			
Road assets	108,129	27,547	135,676
Footpaths	24,236	(4,141)	20,095
Drainage	18,111	17,142	35,253
Parks and gardens	24,298	16,955	41,253
Art collection and municipal regalia			
Art collection	1,601	-	1,601
Balance	1,516,753	239,755	1,756,508
2021	Balance at beginning of reporting period \$ '000	Increment/ (decrement) \$ '000	Balance at end of reporting period \$ '000
Property			
Land	740,334	155,945	896,279
Land under roads	264,649	89,596	354,245
Buildings	89,854	-	89,854
Infrastructure			
Road assets	108,198	(69)	108,129
Footpaths	24,236	-	24,236
Drainage	18,127	(16)	18,111
Parks and gardens	24,298	-	24,298
Art collection and municipal regalia			
Art collection	1,601	-	1,601
Balance	1,271,297	245,456	1,516,753
The asset revaluation reserve is used to record the net movement of Council's assets over time.			

9.1 Reserves (continued)

(b) Public open space reserve

	Balance at beginning of reporting period \$ '000	Transfers from accumulated surplus \$ '000	Transfers to accumulated surplus \$ '000	Balance at end of reporting period \$ '000
2022				
Public open space reserve	26,260	4,387	(11,040)	19,607
Balance	26,260	4,387	(11,040)	19,607
2021				
Public open space reserve	24,195	5,804	(3,739)	26,260
Balance	24,195	5,804	(3,739)	26,260

Council collects a Public Open Space contribution in many circumstances when land is subdivided within the municipality. The requirement for this is in the Glen Eira Planning Scheme at clause 53.01.

As part of applicable subdivisions, a landowner is required to make a contribution of 5.7% of the site value, which Council uses to either purchase land to create new open spaces such as public parks, playgrounds and reserves, or to make improvements within our existing open space areas. Our open space planning is informed by the City of Glen Eira Open Space Strategy Refresh 2020.

Council has commenced a process to increase the Public Open Space contribution rate to 8.3% of the site value. It is anticipated that an increased contribution rate will be implemented by early 2023.

Transfers from the public open space reserve during the financial year reflect the funding of eligible open space capital works projects.

(c) Summary of reserves

	Balance at beginning of reporting period \$ '000	Increment/ (decrement) and transfers \$ '000	Balance at end of reporting period \$ '000
2022			
Asset revaluation reserve	1,516,753	239,755	1,756,508
Public open space reserve	26,260	(6,653)	19,607
Balance	1,543,013	233,102	1,776,115
2021			
Asset revaluation reserve	1,271,297	245,456	1,516,753
Public open space reserve	24,195	2,065	26,260
Balance	1,295,492	247,521	1,543,013

	Notes	2022 \$ '000	2021 \$ '000
9.2 Reconciliation of cash flows from operating activities to surplus			
Surplus for the year		14,234	516
Capitalised salaries	4.1(a)	(2,291)	(2,412)
Depreciation and amortisation	4.3	24,444	24,060
Amortisation — intangible assets	4.4	923	787
Amortisation — right of use assets	4.5	1,062	1,007
Loss on sale/disposal of property, infrastructure, plant and equipment	4.6	2,663	1,145
Borrowing costs	4.7	190	308
Finance costs	4.8	192	191
Share of net (surplus) / loss of joint operations	6.1	(412)	2,231
Change in assets and liabilities:			
Increase in trade and other receivables	5.1(d)	(3,531)	(5,712)
Decrease / (increase) in other assets	5.2(a)	107	(681)
Increase / (decrease) in payables	5.3(a)	1,850	(2,011)
Decrease in trust funds and other deposits	5.3(b)	(4,503)	(10,212)
Increase in unearned income	5.3(c)	670	3,481
(Decrease) / increase in provisions	5.5	(1,309)	1,032
Net cash provided by operating activities		34,289	13,730

9.3 Superannuation

Glen Eira City Council makes employer superannuation contributions in respect of its employees to the Local Authorities Superannuation Fund (the Fund), the HESTA Superannuation Fund (HESTA) and other employee nominated funds in accordance with employment arrangements.

The HESTA Fund and other employee nominated funds are defined contribution plans and no further liability accrues to the employer as the benefits accruing to the employees are represented by their share of the net assets of their nominated superannuation funds.

The Fund has two categories of membership, Accumulation and Defined Benefit, each of which is funded differently. Obligations for contributions to the Fund are recognised in the Comprehensive Income Statement as an expense when they are made or due.

Accumulation

The Fund's accumulation category, Vision MySuper/Vision Super Saver, receives both employer and employee contributions on a progressive basis. Employer contributions are normally based on a fixed percentage of employee earnings (for the year ended 30 June 2022, this was 10.0% as required under Superannuation Guarantee (SG) legislation (2021: 9.5%)).

Defined Benefit

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

There is no proportional split of the defined benefit liabilities, assets or costs between the participating employers as the defined benefit obligation is a floating obligation between the participating employers and the only time that the aggregate obligation is allocated to specific employers is when a call is made. As a result, the level of participation of Glen Eira City Council in the Fund cannot be measured as a percentage compared with other participating employers. Therefore, the Fund Actuary is unable to allocate benefit liabilities, assets and costs between employers for the purposes of AASB 119.

Funding arrangements

Council makes employer contributions to the Defined Benefit category of the Fund at rates determined by the Trustee on the advice of the Fund Actuary.

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

The vested benefit index (VBI) of the Defined Benefit category of which Council is a contributing employer was 109.8%. The financial assumptions used to calculate the VBI were:

Net investment returns 4.75% pa

Salary information 2.75% pa

Price inflation (CPI) 2.25% pa.

As at 30 June 2022, an interim actuarial investigation is underway as the Fund provides lifetime pensions in the Defined Benefit category. It is expected to be completed by 31 October 2022.

Vision Super has advised that the VBI at 30 June 2022 was 102.2%. Council was notified of the 30 June 2022 VBI during August 2022 (2021: August 2021). The financial assumptions used to calculate this VBI were:

Net investment returns 5.5%

Salary information 2.5%pa to 30 June 2023, and 3.5%pa thereafter

Price inflation (CPI) 3.0% pa

The VBI is used as the primary funding indicator. Because the VBI was above 100%, the 30 June 2021 actuarial investigation determined the Defined Benefit category was in a satisfactory financial position and that no change was necessary to the Defined Benefit category's funding arrangements from prior years

9.3 Superannuation (continued)

Employer contributions

Regular contributions

On the basis of the results of the 2021 interim actuarial investigation conducted by the Fund Actuary, Council makes employer contributions to the Fund's Defined Benefit category at rates determined by the Fund's Trustee. For the year ended 30 June 2022, this rate was 10.0% of members' salaries (9.5% in 2020/21). This rate is expected to increase in line with any increases in the SG contribution rate and was reviewed as part of the 30 June 2020 triennial valuation.

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

Funding calls

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

In the event that the Fund Actuary determines that there is a shortfall based on the above requirement, the Fund's participating employers (including Council) are required to make an employer contribution to cover the shortfall.

Using the agreed methodology, the shortfall amount is apportioned between the participating employers based on the pre-1 July 1993 and post-30 June 1993 service liabilities of the Fund's Defined Benefit category, together with the employer's payroll at 30 June 1993 and at the date the shortfall has been calculated.

Due to the nature of the contractual obligations between the participating employers and the Fund, and that the Fund includes lifetime pensioners and their reversionary beneficiaries, it is unlikely that the Fund will be wound up.

If there is a surplus in the Fund, the surplus cannot be returned to the participating employers.

In the event that a participating employer is wound-up, the defined benefit obligations of that employer will be transferred to that employer's successor.

The 2021 interim actuarial investigation surplus amounts

An actuarial investigation is conducted annually for the Defined Benefit category of which Council is a contributing employer. Generally, a full actuarial investigation is conducted every three years and interim actuarial investigations are conducted for each intervening year. An interim investigation was conducted as at 30 June 2021 and the last full investigation was conducted as at 30 June 2020.

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

	2021 (Interim) \$m	2020 (Triennial) \$m
A VBI surplus	214.7	100.0
A total service liability surplus	270.3	200.0
A discounted accrued benefits surplus	285.2	217.8

9.3 Superannuation (continued)

The VBI surplus means that the market value of the fund's assets supporting the defined benefit obligations exceed the vested benefits that the defined benefit members would have been entitled to if they had all exited on 30 June 2021.

The total service liability surplus means that the current value of the assets in the Fund's Defined Benefit category plus expected future contributions exceeds the value of expected future benefits and expenses as at 30 June 2021.

The discounted accrued benefit surplus means that the current value of the assets in the Fund's Defined Benefit category exceeds the value of benefits payable in the future but accrued in respect of service to 30 June 2021.

Council was notified of the 30 June 2021 VBI during August 2021 (2020: August 2020).

The 2022 interim actuarial investigation

An interim actuarial investigation is being conducted for the Fund's position as at 30 June 2022 as the Fund provides lifetime pensions in the Defined Benefit category. It is anticipated that this actuarial investigation will be completed by October 2022. Council was notified of the 30 June 2022 VBI during August 2022 (2021: August 2021).

Contributions by Council (excluding any unfunded liability payments) to the above superannuation plans for the financial year ended 30 June 2022 are detailed below:

Scheme	Type of Scheme	Rate	2022 \$m	2021 \$m
Vision Super	Defined Benefit	10% (2021 9.5%)	0.2	0.2
Vision Super	Accumulation Fund	10% (2021 9.5%)	4.02	4.04

There was \$436k of contributions outstanding. There were no loans were issued from or to the above schemes as at 30 June 2022.

The expected contributions to be paid to the Defined Benefit category of Vision Super for the year ended 30 June 2023 is nil.

9.4 Residential aged care facilities

2020-21 Closure of Spurway Nursing Home

On 16 March 2021, Council resolved to consolidate its Residential Aged Care Services onto two sites, namely 'Rosstown Community' and the 'Warrawee Nursing Home'. The Spurway Community nursing home ceased providing residential aged care services on 1 April 2021.

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

- (a) Spurway's size, layout and design, including shared bathrooms and small rooms, limits its ability to meet residents' needs into the future and its long-term viability as a residential aged care facility. Council recognised the need to explore options for a sustainable approach to aged care into the future.
- (b) Lack of appropriate economies of scale associated with the small 30 bed facility and financial losses.

2021-22 Closure of Rosstown Nursing Home

On the 16 November 2021, Council resolved to further consolidate its residential aged care services onto a single site (Warrawee). The Rosstown Community nursing home ceased providing residential aged care services on 26 November 2021. The closure was due to increasing risk factors associated with the Rosstown site which were primarily driven by a critical shortage of nursing staff to effectively provide quality resident care and maintain operations. The shortage of staff at Rosstown Community was driven by:

- (a) The Department of Health requirements limiting aged care workers to a single site.
- (b) Agency staff having been previously used as a contingent workforce to backfill personal leave and annual leave; however, this option was not available due to the pressures of the pandemic across the Victorian public health sector. In addition, the border closures at State and international level had impacted the sector's labour pipeline.
- (c) Mandatory vaccination requirements led to a number of qualified staff leaving the sector.
- (d) COVID-19 outbreaks became more prevalent in residential aged care facilities, leading to the requirement to isolate and placing pressure on the availability of agency staff.

Segment Reporting

Council is required to disclose a segment note including residential aged care operations as defined under the *Aged Care Act 1997*. The reporting requirements include a detailed Income Statement and Balance Sheet.

The operations of the facilities have been included in the Comprehensive Income Statement, Balance Sheet, Statement of Cash Flows and Statement of Changes in Equity of Council. Terminology in the following Income Statement and Balance Sheet has been used in accordance with the Department of Social Services' disclosure requirements.

9.4 Residential aged care facilities

Income Statement for residential aged care facilities for the year ended 30 June 2022	2022 \$ '000	2021 \$ '000
Income		
Resident charges	1,683	2,643
Government grants	5,465	6,939
Investment income	188	188
Other income	56	-
Total income	7,392	9,770
Expenses		
Wages and superannuation — care *	6,575	9,619
Wages and superannuation — administration	447	623
Wages and superannuation — other	2,493	3,722
Staff on-costs	1,122	1,445
Training	7	7
Agency costs	693	221
Materials and consumables	861	1,096
Contractor payments	317	413
COVID-19 pandemic prevention expenses **	120	1,093
Maintenance	1,246	619
Utility services	235	304
Other expenses	174	197
Management fees	845	511
Indirect overheads	1,128	1,298
Depreciation on property, plant and equipment	748	755
Total expenses	17,011	21,923
Deficit	(9,619)	(12,153)

* The decrease in wages reflects the savings of consolidating Spurway and Rosstown facilities into Warrawee.

** Relates to pandemic prevention expenses (predominately in 2020-21) associated with COVID-19 and includes: personal protective equipment and clothing, cleaning materials such as: sanitisers, gloves, cleaning products and other prevention materials.

9.4 Residential aged care facilities (continued)

Balance Sheet for residential aged care facilities as at 30 June 2022	2022 \$ '000	2021 \$ '000
Current assets		
Cash and financial assets	16,909	22,147
Trade and other receivables	98	94
Total current assets	17,007	22,241
Non-current assets		
Property, plant and equipment *	36,775	33,851
Total non-current assets	36,775	33,851
Total assets	53,782	56,092
Current liabilities		
Trade and other payables	71	79
Residential aged care bonds and deposits	16,909	22,147
Employee provisions	2,121	2,512
Total current liabilities	19,101	24,738
Non-current liabilities		
Employee provisions	120	167
Total non-current liabilities	120	167
Total liabilities	19,221	24,905

The information provided above in connection with the Residential Aged Care Balance Sheet is derived from selected disclosure of key asset and liability accounts included in Glen Eira City Council's core Balance Sheet.

*Property, plant and equipment in 2020-21 and 2021-22 includes land and buildings in relation to the Spurway, Rosstown and Warrawee sites.

9.5 Special committees and other activities

There are no material special committees or other activities to disclose at reporting date.

10 Change in Accounting Policy

There have been no changes to accounting policies in the 2021-22 year.

There are no pending accounting standards that are likely to have a material impact on council.

In my opinion, the accompanying performance statement has been prepared in accordance with the *Local Government Act 2020* and the *Local Government (Planning and Reporting) Regulations 2020*.



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

Principal Accounting Officer

Dated: 30 August 2022

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

In our opinion, the accompanying Performance Statement of the Glen Eira City Council for the year ended 30 June 2022 presents fairly the results of Council's performance in accordance with the *Local Government Act 2020* and the *Local Government (Planning and Reporting) Regulations 2020*.

The performance statement contains the relevant performance indicators, measures and results in relation to service performance, financial performance and sustainable capacity.

At the date of signing, we are not aware of any circumstances that would render any particulars in the performance statement to be misleading or inaccurate.

We have been authorised by the council and by the *Local Government (Planning and Reporting) Regulations 2020* to certify this performance statement in its final form.



Jim Magee

Mayor

Dated: 30 August 2022

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



Li Zhang

Deputy Mayor

Dated: 30 August 2022

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



Rebecca McKenzie

Chief Executive Officer

Dated: 30 August 2022

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



Victorian Auditor-General's Office

Independent Auditor's Report

To the Councillors of Glen Eira City Council

Opinion	<p>I have audited the accompanying performance statement of Glen Eira City Council (the council) which comprises the:</p> <ul style="list-style-type: none"> • description of municipality for the year ended 30 June 2022 • sustainable capacity indicators for the year ended 30 June 2022 • service performance indicators for the year ended 30 June 2022 • financial performance indicators for the year ended 30 June 2022 • other information and • certification of the performance statement. <p>In my opinion, the performance statement of Glen Eira City Council in respect of the year ended 30 June 2022 presents fairly, in all material respects, in accordance with the performance reporting requirements of Part 4 of the <i>Local Government Act 2020 and Local Government (Planning and Reporting) Regulations 2020</i>.</p>
Basis for Opinion	<p>I have conducted my audit in accordance with the <i>Audit Act 1994</i> which incorporates the Australian Standards on Assurance Engagements. I further describe my responsibilities under that Act and those standards in the <i>Auditor's Responsibilities for the Audit of the performance statement</i> section of my report.</p> <p>My independence is established by the <i>Constitution Act 1975</i>. My staff and I are independent of the council in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 <i>Code of Ethics for Professional Accountants</i> (the Code) that are relevant to my audit of the performance statement in Victoria. My staff and I have also fulfilled our other ethical responsibilities in accordance with the Code.</p> <p>I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.</p>
Councillors' responsibilities for the performance statement	<p>The Councillors are responsible for the preparation and fair presentation of the performance statement in accordance with the performance reporting requirements of the <i>Local Government Act 2020</i> and the <i>Local Government (Planning and Reporting) Regulations 2020</i> and for such internal control as the Councillors determines is necessary to enable the preparation and fair presentation of a performance statement that is free from material misstatement, whether due to fraud or error.</p>

**Auditor's
responsibilities for the
audit of the
performance
statement**

As required by the *Audit Act 1994*, my responsibility is to express an opinion on the performance statement based on the audit. My objectives for the audit are to obtain reasonable assurance about whether the performance statement as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Standards on Assurance Engagements will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the decisions of users taken on the basis of this performance statement.

As part of an audit in accordance with the Australian Standards on Assurance Engagements, I exercise professional judgement and maintain professional scepticism throughout the audit. I also:

- identify and assess the risks of material misstatement of the performance statement, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the council's internal control
- evaluate the overall presentation, structure and content of the performance statement, including the disclosures, and whether performance statement represents the underlying events and results in a manner that achieves fair presentation.

I communicate with the Councillors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

MELBOURNE
16 September 2022



Travis Derricott
as delegate for the Auditor-General of Victoria

Description of municipality

The City of Glen Eira is located in Melbourne's south-east suburbs, approximately 10 kilometres from Melbourne's central business district. It was created in 1994 following the merger of the former City of Caulfield and the nearby suburbs of Bentleigh, Bentleigh East, McKinnon and parts of Ormond, which were all in the former City of Moorabbin.

The City of Glen Eira spans 38.67 square kilometres* and includes the suburbs of Bentleigh; Bentleigh East; Carnegie; Caulfield; Caulfield East; Caulfield North; Caulfield South; Elsternwick; Gardenvale; Glen Huntly; McKinnon; Murrumbeena; Ormond; and part of the suburbs of Brighton East and St Kilda East.

Glen Eira is home to 155,123** people across 59,792* households, from more than 160 different cultural backgrounds. It's also the centre of Melbourne's Jewish community.

* Source: Australian Bureau of Statistics, Census of Population and Housing 2021.

** Source: Australian Bureau of Statistics, Estimated Resident Population, 30 June 2021.

Indicator/Measure	Results				Material variations
	2019	2020	2021	2022	
Population					
Expenses per head of municipal population	\$ 1,069	\$ 1,105	\$ 1,128	\$ 1,123	
[Total expenses/Municipal population]					
Infrastructure per head of municipal population	\$ 3,463	\$ 3,488	\$ 3,465	\$ 4,009	The movement for 2021-22 is due to increased value of our infrastructure, through new capital works and revaluation of assets.
[Value of infrastructure/Municipal population]					
Population density per length of road	309	314	318	311	
[Municipal population/Kilometres of local roads]					
Own-source revenue					
Own-source revenue per head of municipal population	\$ 1,007	\$ 945	\$ 874	\$ 976	Our ability to earn fee income was greatly impacted by COVID-19 during 2020 and 2021. This movement reflects increased fee income from parking and Glen Eira Leisure during 2021-22 and is expected to continue to improve in future years.
[Own-source revenue/Municipal population]					
Recurrent grants					
Recurrent grants per head of municipal population	\$ 156	\$ 144	\$ 142	\$ 146	
[Recurrent grants/Municipal population]					

Indicator/Measure	Results				Material variations
	2019	2020	2021	2022	
Disadvantage					
Relative socio-economic disadvantage	10	10	10	10	
[Index of relative socio-economic disadvantage by decile]					
Workforce turnover					
Percentage of staff turnover	12%	12%	17%	22%	Normal natural attrition, redundancies in residential aged care facilities, and terminations in order to satisfy mandated workforce vaccination requirements.
[Number of permanent staff resignations and terminations / Average number of permanent staff for the financial year] x100					

Definitions

“adjusted underlying revenue” means total income other than:

- (a) non-recurrent grants used to fund capital expenditure; and
- (b) non-monetary asset contributions; and
- (c) contributions to fund capital expenditure from sources other than those referred to above

“infrastructure” means non-current property, plant and equipment excluding land

“local road” means a sealed or unsealed road for which Council is the responsible road authority under the *Road Management Act 2004*

“population” means the resident population estimated by Council

“own-source revenue” means adjusted underlying revenue other than revenue that is not under the control of Council (including government grants)

“relative socio-economic disadvantage”, in relation to a municipality, means the relative socio-economic disadvantage, expressed as a decile for the relevant financial year, of the area in which the municipality is located according to the Index of Relative Socio-Economic Disadvantage (Catalogue Number 2033.0.55.001) of SEIFA

“SEIFA” means the Socio-Economic Indexes for Areas published from time to time by the Australian Bureau of Statistics on its internet website

“unrestricted cash” means all cash and cash equivalents other than restricted cash.

Service/Indicator/Measure	Results				Material variations	
	2019	2020	2021	2022		
Aquatic facilities						
Utilisation						
Utilisation of aquatic facilities	11	8	2	4	Due to the COVID-19 restrictions Glen Eira Leisure facilities were closed and restricted for significant parts of 2020-21 which resulted in less access for patrons. As lockdowns eased in late 2021, we were able to reopen our facilities to the public.	
[Number of visits to aquatic facilities / Municipal population]						
Animal management						
Health and safety						
Animal management prosecutions	New in 2020	100%	100%	100%		
[Number of successful animal management prosecutions / Number of animal management prosecutions]						

Service/Indicator/Measure	Results				Material variations
	2019	2020	2021	2022	
Food safety					
Health and safety					
Critical and major non-compliance notifications	97%	100%	96%	99%	
[Number of critical non-compliance notifications and major non-compliance notifications about a food premises followed up / Number of critical non-compliance notifications and major non-compliance notifications about food premises] x100					
Governance					
Satisfaction					
Satisfaction with Council decisions	61	58	59	62	
[Community satisfaction rating out of 100 with how Council has performed in making decisions in the interest of the community]					

Service/Indicator/Measure	Results				Material variations
	2019	2020	2021	2022	
Libraries					
Participation					
Active library members	17%	16%	14%	12%	COVID restrictions and social hesitancy resulted in fewer people actively using the library service.
[Number of active library borrowers in the last three years /					
The sum of the population for the last three years]					
x100					
Maternal and child health					
Participation					
Participation in the MCH service	81%	77%	71%	73%	
[Number of children who attend the MCH service at least once (in the year) /					
Number of children enrolled in the MCH service]					
x100					

Service/Indicator/Measure	Results				Material variations	
	2019	2020	2021	2022		
Maternal and child health						
Participation						
Participation in the MCH service by Aboriginal children	95%	100%	86%	78%	The participation of Aboriginal children enrolled who participate in the MCH service has met the set target range. Participation by Aboriginal children fluctuates due to the small number of registered Aboriginal children and this may occur when a child transfers in or out of Council part way through a year.	
[Number of aboriginal children who attend the MCH service at least once (in the year) /						
Number of aboriginal children enrolled in the MCH service] x100						
Roads						
Satisfaction						
Satisfaction with sealed local roads	70	73	70	69		
[Community satisfaction rating out of 100 with how Council has performed on the condition of sealed local roads]						

Service/Indicator/Measure	Results				Material variations
	2019	2020	2021	2022	
Statutory Planning					
Decision making					
Council planning decisions upheld at VCAT	72%	83%	59%	67%	Glen Eira City Council had a very low number of planning applications (total of 41 applications) that were appealed to VCAT in the reporting year. Of these decisions, only nine set aside the decision of Council, while 14 of the appeals were settled through mediation, being more than a third of the appeals lodged with VCAT. The collective results suggest that Council is on balance making positive decisions on applications.
[Number of VCAT decisions that did not set aside Council's decision in relation to a planning application/ Number of VCAT decisions in relation to planning applications] x100					
Waste Collection					
Waste diversion					
Kerbside collection waste diverted from landfill	46%	49%	49%	62%	Glen Eira City Council diverted more waste from landfill due to a change in collection frequencies. Starting in late July 2021, green food and organic bins are collected weekly, and red general waste bins are collected fortnightly. The change in frequencies has supported more organic waste to be diverted from landfill, and reduced the total tonnes sent to landfill.
[Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins] x100					

Definitions

"Aboriginal child" means a child who is an Aboriginal person

"Aboriginal person" has the same meaning as in the *Aboriginal Heritage Act 2006*

"active library member" means a member of a library who has borrowed a book from the library

"annual report" means an annual report prepared by a council under sections 98 of the *Act*

"class 1 food premises" means food premises, within the meaning of the *Food Act 1984*, that have been declared as class 1 food premises under section 19C of that *Act*

"class 2 food premises" means food premises, within the meaning of the *Food Act 1984*, that have been declared as class 2 food premises under section 19C of that *Act*

"critical non-compliance outcome notification" means a notification received by council under section 19N(3) or (4) of the *Food Act 1984*, or advice given to council by an authorised officer under that *Act*, of a deficiency that poses an immediate serious threat to public health

"food premises" has the same meaning as in the *Food Act 1984*

"local road" means a sealed or unsealed road for which Council is the responsible road authority under the *Road Management Act 2004*

"major non-compliance outcome notification" means a notification received by a council under section 19N(3) or (4) of the *Food Act 1984*, or advice given to council by an authorised officer under that *Act*, of a deficiency that does not pose an immediate serious threat to public health but may do so if no remedial action is taken

"MCH" means the Maternal and Child Health Service provided by a Council to support the health and development of children within the municipality from birth until school age

"population" means the resident population estimated by council

Performance Statement
Financial performance indicators
for the year ended 30 June 2022

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Results					Forecasts				
Dimension/ <i>Indicator</i> /Measure	2019	2020	2021	2022	2023	2024	2025	2026	Material variations
Efficiency									
<i>Expenditure level</i>									
Expenses per property assessment [Total expenses / Number of property assessments]	\$ 2,450	\$ 2,543	\$ 2,561	\$ 2,485	\$ 2,608	\$ 2,590	\$ 2,685	\$ 2,702	
<i>Revenue level</i>									
Average rate per property assessment [General rates and Municipal charges / Number of property assessments]	New in 2020	\$ 1,404	\$ 1,428	\$ 1,452	\$ 1,479	\$ 1,506	\$ 1,536	\$ 1,566	
Liquidity									
<i>Working capital</i>									
Current assets compared to current liabilities [Current assets / Current liabilities] x100	140%	127%	121%	102%	100%	88%	83%	89%	Council's working capital ratio is expected to fall below 100% in the next few years due to the impact of COVID-19 and a large investment in strategic capital works projects. Our long term aim is to return to a working capital ratio of over 100 per cent, however during the build of our major projects it has been considered acceptable for our liquidity to temporarily drop below this level.
<i>Unrestricted cash</i>									
Unrestricted cash compared to current liabilities [Unrestricted cash / Current liabilities] x100	38%	34%	(15%)	27%	39%	28%	24%	29%	Unrestricted cash movement is due to timing of term deposits at June 2021. Term deposits over 90 days are not included in unrestricted cash, however are easily accessed if required. Future year movements are due to changes in loan borrowings.

Performance Statement
Financial performance indicators (continued)
for the year ended 30 June 2022

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	Results				Forecasts				
Dimension/ <i>Indicator</i> /Measure	2019	2020	2021	2022	2023	2024	2025	2026	Material variations
Obligations									
<i>Loans and borrowings</i>									
Loans and borrowings compared to rates [Interest-bearing loans and borrowings / Rate revenue] x100	14%	10%	6%	6%	28%	46%	42%	38%	Our loan borrowings are moving in line with scheduled repayments. Further borrowings are scheduled across 2022-23 and 2023-24 and repayments are in line with our <i>10 Year Financial Plan</i> .
<i>Loans and borrowings</i>									
Loans and borrowings repayments compared to rates [Interest and principal repayments on interest-bearing loans and borrowings / Rate revenue] x100	4%	4%	3%	3%	3%	2%	4%	4%	This indicator will fluctuate over the next three years as scheduled repayments for existing loans come to an end and we start repayment arrangements for new borrowings.
Indebtedness									
Non-current liabilities compared to own source revenue [Non-current liabilities / Own source revenue] x100	10%	10%	9%	6%	25%	38%	34%	32%	Non-current liabilities have decreased in 2021-22 due to the scheduled repayment of existing loans. In 2022-23 and 2023-24 non-current liabilities will increase due to new loan borrowings that have been provided to fund major capital works projects.
<i>Asset renewal and upgrade</i>									
Asset renewal and upgrade compared to depreciation [Asset renewal and upgrade expenses / Asset depreciation] x100	New in 2020	120%	89%	112%	141%	220%	101%	89%	The 2021-22 renewal works included works unable to be completed in 2020-21. Large spends on capital works are expected in 2022-23 and 2023-24 including construction of several major strategic projects.

[illegible]

Definitions

"adjusted underlying revenue" means total income other than:

- (a) non-recurrent grants used to fund capital expenditure; and
- (b) non-monetary asset contributions; and
- (c) contributions to fund capital expenditure from sources other than those referred to above

"adjusted underlying surplus (or deficit)" means adjusted underlying revenue less total expenditure

"asset renewal expenditure" means expenditure on an existing asset or on replacing an existing asset that returns the service capability of the asset to its original capability

"current assets" has the same meaning as in the AAS

"current liabilities" has the same meaning as in the AAS

"non-current assets" means all assets other than current assets

"non-current liabilities" means all liabilities other than current liabilities

"non-recurrent grant" means a grant obtained on the condition that it be expended in a specified manner and is not expected to be received again during the period covered by a council's *Financial Plan*

"own-source revenue" means adjusted underlying revenue other than revenue that is not under the control of Council (including government grants)

"population" means the resident population estimated by Council

"rate revenue" means revenue from general rates, municipal charges, service rates and service charges

"recurrent grant" means a grant other than a non-recurrent grant

"residential rates" means revenue from general rates, municipal charges, service rates and service charges levied on residential properties

"restricted cash" means cash and cash equivalents, within the meaning of the AAS, that are not available for use other than for a purpose for which it is restricted, and includes cash to be used to fund capital works expenditure from the previous financial year

"unrestricted cash" means all cash and cash equivalents other than restricted cash

1. Basis of preparation

Council is required to prepare and include a performance statement within its annual report. The performance statement includes the results of the prescribed sustainable capacity, service performance and financial performance indicators and measures together with a description of the municipal district and an explanation of material variations in the results. This statement has been prepared to meet the requirements of the *Local Government Act 2020* and *Local Government (Planning and Reporting) Regulations 2020*.

Where applicable the results in the performance statement have been prepared on accounting bases consistent with those reported in the Financial Statements. The other results are based on information drawn from council information systems or from third parties (e.g. Australian Bureau of Statistics).

The performance statement presents the actual results for the current year and for the prescribed financial performance indicators and measures, the results forecast by the council's Financial Plan. The *Local Government (Planning and Reporting) Regulations 2020* requires explanation of any material variations in the results contained in the performance statement. Council has adopted materiality thresholds relevant to each indicator and measure and explanations have not been provided for variations below the materiality thresholds unless the variance is considered to be material because of its nature.

The forecast figures included in the performance statement are those adopted by council in its Financial Plan on 28 June 2022. The Financial Plan includes estimates based on key assumptions about the future that were relevant at the time of adoption and aimed at achieving sustainability over the long term. Detailed information on the actual financial results is contained in the General Purpose Financial Statements. The Financial Plan is available on Council's website : www.gleneira.vic.gov.au



GLEN EIRA
CITY COUNCIL

Glen Eira City Council

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National Relay Service

If you are deaf, hearing-impaired, or speech-impaired, we ask that you call us via the National Relay Service and then ask for (03) 9524 3333.

Online: <https://internet-relay.nrsccall.gov.au>

Teletypewriter (TTY): 13 36 77

Speak and Listen: 1300 555 727

Social media

Glen Eira City Council:

www.facebook.com/GlenEiraCityCouncil

@cityofgleneira:

www.instagram.com/cityofgleneira

Glen Eira arts, gallery and events:

www.facebook.com/gleneiraarts

Glen Eira Leisure:

www.facebook.com/GESACOnline

<https://www.instagram.com/gleneiraleisure>

Glen Eira Libraries and Learning Centres:

www.facebook.com/GlenEiraLibraries

<https://www.instagram.com/gleneiralibraries>

Glen Eira Youth Services:

www.facebook.com/GlenEiraYouthServices

www.instagram.com/gleneirayouthservices

Glen Eira sustainable living:

www.facebook.com/sustainablelivinggleneira

