



GLEN EIRA  
CITY COUNCIL

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

# Glen Eira City Council Integrated Planning and Reporting Framework



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THE *GLEN EIRA CITY COUNCIL INTEGRATED PLANNING AND REPORTING FRAMEWORK* WAS ENDORSED BY THE EXECUTIVE TEAM ON 28 OCTOBER 2025.



## ACKNOWLEDGEMENT OF COUNTRY

Glen Eira City Council acknowledges the Boon Wurrung/ Bunurong and Wurundjeri Woi Wurrung peoples of the Kulin Nation as Traditional Owners and Custodians, and pays respect to their Elders past and present. We acknowledge and uphold their continuing relationship to land and waterways. Council extends its respect to all Aboriginal and Torres Strait Islander peoples.

Council honours the rich histories and cultures of First Nations peoples and recognises and values the important contribution of Aboriginal and Torres Strait Islander peoples in enriching our community. We support the Uluru Statement from the Heart and are committed to a *Reconciliation Action Plan* which is underpinned by the principles of self-determination. We work towards improved outcomes and long-term generational change, and to consolidate Glen Eira as a culturally safe place for Aboriginal and Torres Strait Islander peoples. We are committed to achieving equality for Aboriginal and Torres Strait Islander people to live healthy and prosperous lives and to improve life outcomes for current and future generations.

Glen Eira resides on country that always was, and always will be, Aboriginal land.



## FOREWORD

### FROM THE CHIEF EXECUTIVE OFFICER

The approach we take to planning and reporting impacts everything we do at Council. That's why we developed our first *Integrated Planning and Reporting Framework* in 2021.

As a council, it is essential that we plan well with our community's priorities in mind. It's important that we involve the community and stakeholders, so we truly understand and address their needs, preferences, and challenges. An inclusive and participatory planning approach results in better plans and ultimately, fosters trust between Council and our community.

The *Framework* helps us plan to do the right things at the right time, with the right people involved and for the right reason. In a time of financial constraints, it helps us to balance our community's wants and needs with our capacity to deliver.

The *Framework* also ensures that our monitoring and reporting processes provide evidence to help us to make good decisions. By tracking our progress, we can determine if we can and will achieve our plans or if we need to adjust our approach.

It also supports us to keep our community informed about the work we do. It's important that our community, including our staff, understand that everything we do is based on sound planning. This builds trust that we are working collaboratively to make a difference for them. Transparent reporting supports our staff and our community to understand our progress in achieving the plans they contributed to.

Four years on, having learned a lot from our first *Framework*, we have updated and improved it. It is now more meaningful for our staff and will better help you understand how your role fits into the bigger picture — so you see how you contribute to our community's quality of life and sense of connection to place.

Ultimately, this *Framework* is about how we can make our planning more collaborative and our reporting more impactful for our community. We want this *Framework* to support you to embrace innovation, look to the long term, and set tangible and achievable work goals.

Lucy Roffey  
**Chief Executive Officer**

# INTRODUCTION

The *Framework* supports staff who have planning or reporting responsibilities to take an integrated approach.

This means ensuring our plans:

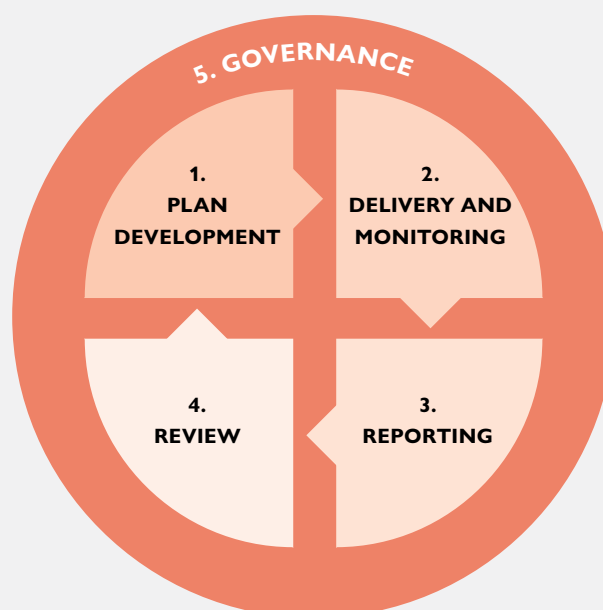
- contribute to achieving our *Community Vision* — by focusing on long term impacts
- are connected to our *Council Plan* — so they align with our strategic priorities and work towards common goals
- are considered in our resource plans — so that we prioritise putting our budget and time into what matters most
- are monitored — so we keep track of our progress and performance
- are reported on transparently — so that we are accountable and keep our community and staff informed
- are reviewed — to ensure they remain relevant.

This *Framework* responds to those requirements through the four stages of the strategy lifecycle.

## Strategy lifecycle

- 1. Plan development** involves deciding what we are going to do, informed by community and stakeholder engagement, while considering the available and required resources.
- 2. Delivery and monitoring** means doing the things in the plan and keeping track of what's happening.
- 3. Reporting** involves keeping our staff, our community and relevant stakeholders informed about how we're going.
- 4. Review** is when we decide whether to replace a strategic plan with a new one, refresh an existing plan, or close it off on completion or if priorities change.
- 5. Governance** oversees all four stages, providing appropriate oversight in the development, monitoring and reporting, and delivery of strategic plans.

The *Framework* is supported by further tools for staff to plan and report effectively.



**Figure 1:** Strategy lifecycle

## Principles and values

The *Local Government Act 2020* (the Act) provides the strategic planning principles<sup>1</sup> that guide all councils to plan and report in a consistent, transparent way. The principles ensure we consider relevant factors and respond to community needs when planning and reporting.

Our approach not only responds to the principles, it also reflects our organisational values. Together, the principles and our values create an approach built on a culture of trust, responsiveness and shared purpose.

The principles and our values make our planning and reporting more meaningful and impactful for our community.

### THE PRINCIPLES MEAN THAT OUR PLANNING MUST:

**Take an integrated approach to planning, monitoring and performance reporting.**

**Plan for the resources needed for effective implementation.**

### OUR VALUES LEAD OUR RESPONSE.

**Collaboration** — working better together

**Respect** — being understanding and considerate

**Innovation** — expressing ideas and adding value

### FOR OUR APPROACH, THIS MEANS WE...

Develop our plans collaboratively across different teams at Council.

Engage thoughtfully with our community to reflect their diverse needs.

Try new ways of doing things.

Allocate our limited resources wisely.

**Address the *Community Vision*.**

**Service Excellence** — delivering for our customers

Consider our diverse community's needs now, and in the future.

**Identify and address the risks to effective implementation.**

**Be monitored and reviewed regularly to identify and address changing circumstances.**

**Integrity** — being open and honest

Acknowledge challenges when we plan and report.

Are transparent in our reporting.

Are open to adapting our plans.

<sup>1</sup>Section 89 of the Act.



### Key challenges and opportunities

Our planning and reporting approach addresses many challenges, including how to:

- prioritise the many goals we want to achieve by aligning our goals to our *Community Vision* and *Council Plan*
- ensure our plans are adequately resourced through the interaction with our resource plans
- give our plans the best chance of success by managing risk
- remain consistent with our own and regional, state and national policies and plans by working together even when we have differences
- ensure Council's decisions and actions are fair and legal by considering the relevant rules and regulations.

By planning and reporting well, we can take advantage of opportunities such as:

- Building trust with our community and staff — by asking them for their ideas and opinions, being open and honest about what we are doing, and by sharing our progress so they know what's happening
- Thriving through change and uncertainty — by using information and data to adapt our plans when the unexpected happens, or if improvement is necessary
- Finding better ways to do things — through innovation, learning from other organisations and leveraging new technology.

A close-up photograph of a person's hands writing in a notebook. The person is wearing a white shirt and a patterned vest. They are holding a blue pen and writing on a piece of paper. The background is blurred, showing other people in a meeting setting. A semi-transparent orange circle is overlaid on the right side of the image, containing the text "PLAN DEVELOPMENT".

# **PLAN DEVELOPMENT**

## OUR PLANNING

Planning is the process of setting our goals and priorities and outlining the things we are going to do to achieve them over a fixed timeframe. As we plan, we must ensure we have sufficient resources to implement each plan and that we balance our goals with appropriate resource allocation. Organisational Strategy guides and supports the development of plans.

For a new plan to be developed, or an existing plan to be renewed, approval must be sought to ensure it aligns with our strategic priorities and resourcing capacity.

See **5. Governance** for detail about the approval process.

We have plans across Council for different purposes and timeframes.

Some plans help us determine *why we do what we do* (long and medium term), some outline *how we will do it* (medium term), and others detail *what we will do* (short term).

The long and medium-term plans lay out big overarching goals, which feed into short-term plans for the relevant department, or even staff member, to deliver.

Other plans might also be developed to meet legislative obligations, such as building control responsibilities under the *Building Act Victoria*. Some plans might also require approval outside Council, such as those approved by Victorian Government.

Together our plans are integrated, like pieces of a puzzle, creating a picture that informs our community about what we intend to do. Our integrated plans guide staff across Council to work together to deliver high quality facilities and services.

Our integrated approach also means that existing plans are reviewed and updated, where relevant, when our *Council Plan* is renewed.

See **Appendix A** for descriptions of the different types of plans. **Appendix B** provides information about plans and reports that are mandatory for all councils under the Act.



## OUR PLANS ARE INTEGRATED



**Figure 2:** Integrated planning and reporting

## RESOURCE PLANS

Each plan must estimate the financial, people and physical resources needed to deliver its goals. These feed into our organisational resource plans to make sure we have the resources required to do all the things we plan.

Our resource plans cover:

- **Financial resources** — *Financial Plan, Revenue and Rating Plan and Budget*
- **People resources** — *Workforce Plan*
- **Physical resources** — *Asset Plan and subplans*

We review our resource plans regularly to make sure we have the money and staff to achieve what we commit to do. Our governance processes, including the annual budget and planning process, check that the resources for new and existing plans and projects are considered in our resource plans. By making sure all these plans fit together, we can manage our resources well while providing value for our community.

Our resource plans are connected to each other and work together. For example, the *Financial Plan* includes the costs to manage our assets in line with our *Asset Plan*. Our *Revenue and Rating Plan* helps Council know how we will generate the income we need for the *Financial Plan* and *Budget*. And our *Workforce Plan* enables us to plan for staffing needs for each department, funded through our *Budget*.

See **Appendix B** for more information about these mandatory resource plans.





# **DELIVERY AND MONITORING**

Each plan owner is responsible for delivering and monitoring their plan once approved. Plans must describe how they will be monitored and delivered.

## Delivery

Once a strategic plan is approved, staff start to implement the plan through action plans and departmental business plans. In these short-term plans, initiatives and deliverables are set out in greater detail and responsibilities are allocated to the relevant teams and people. Delivery continues until the end date set in the plan, or until we achieve what we said we would do.

## Monitoring

It's not always possible to achieve our plans on time and on budget — and sometimes obstacles prevent us from completing them at all.

Plan owners must regularly monitor the implementation of their plans to know whether their teams are on track towards achieving the plan's objectives. They can then identify any challenges early and decide if community needs or organisational resources have changed enough to change the plan. This monitoring also enables regular internal and external reporting on the progress and outcomes of the plan.

See section 3. Reporting for more information.



Monitoring is done by collecting data and information corresponding to various performance measures. Plan owners provide evidence of how performance has changed over time and whether it is moving toward the target. Measures are developed during the planning process, and the type of measure used depends on the plan type.

| PLAN TYPE                                                    | MEASURE TYPE               | WHAT IS MEASURED                                                                                          | HOW WE MEASURE                                     |
|--------------------------------------------------------------|----------------------------|-----------------------------------------------------------------------------------------------------------|----------------------------------------------------|
| Strategic plans including our <i>Council Plan and Budget</i> | Strategic indicators       | Whether we have achieved the plan's strategic objectives.                                                 | Results published in reports to the community.     |
| Service plans and business plans                             | Key performance indicators | Workload (input and output), efficiency (cost and time) and service standards (satisfaction and quality). | Monitored and reported internally.                 |
| Action plans                                                 | Actions                    | What we have done compared with what we planned to do.                                                    | Milestones and/or percentage of actions completed. |

On top of monitoring by plan owners, Organisational Strategy also leads organisational-level monitoring across the entire portfolio of strategies and plans. They use information gathered from statutory, organisational and strategy reporting, as well as internal and external environmental scanning. Organisational monitoring supports plan owners with the successful implementation of strategic plans, as well as individual projects through the enterprise *Project Management Framework*.

These health checks are provided to the Governance, Risk and Planning Committee (GRPC), so that it may make recommendations on delivery confidence. The GRPC may also recommend significant changes of direction during the life of the strategy or plan based on monitoring.

See section **4. Review** for more information.



# REPORTING

Strategic plans must describe how they will be monitored and evaluated, including the frequency of reporting and to whom the reports will be made.

Reporting is essential to keep our community informed about what Council is doing and how well we are doing it. This transparency builds trust and confidence. Councils have a special duty to be open and honest with their communities, and are held to a higher level of accountability than the private sector.

In some cases, legislation requires us to produce reports and may specify their contents or timing. For example, we must produce an *Annual Report* every year that includes our financial statements and the results of *Local Government Performance Framework (LGPRF)* measures.

## Audiences

Reports present the results of each plan's performance measures, including the results of strategic indicators. These results are supported by commentary to explain the reason for any unexpected performance, including failure to move towards the target or to complete milestones by due dates.

The purpose and format of reporting varies to meet the needs of the intended audience.

| AUDIENCE                           | PURPOSE                                                                                                                           | SUCCESS MEASURE                                         |
|------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------|
| Our community (external)           | Transparently communicate and be accountable for our performance and progress in implementing our plans and keeping our promises. | Reports are read by our community.                      |
| Stakeholders (external)            | Meet legislative or funding requirements as required.                                                                             | Reports meet all requirements.                          |
| Our staff (internal)               | Keep staff informed about service performance and project progress. Celebrate successes and learn from challenges.                | Reports are read by staff.                              |
| Councillors and leaders (internal) | Empower decision-makers to adjust or take corrective action where necessary based on our performance.                             | Evidence presented in reports supports decision-making. |

## ORGANISATIONAL REPORTING

Organisational reporting is coordinated by Public Affairs, and for financial reporting, by Finance. We have the below commitments to report externally to our community and external stakeholders and internally to our councillors, leaders and all staff.

Keeping our community informed isn't about burying information in reports. We bring data to life through our 'always on' communications and reporting approach, using compelling storytelling. Instead of waiting for annual or half-yearly reports, we continuously share specific and engaging findings from our reports with our community in ways that will resonate with them. In doing so, we ensure that the community is routinely informed about Council's achievements, building a visible evidence base for how we are delivering our commitments.

| FREQUENCY          | REPORTS                                                                                                                             |
|--------------------|-------------------------------------------------------------------------------------------------------------------------------------|
| <b>Annual</b>      | <i>Annual Report covering our Council Plan and Budget, Local Government Performance Reporting Framework</i>                         |
| <b>Half yearly</b> | <i>Performance Report covering our Council Plan</i>                                                                                 |
| <b>Monthly</b>     | <i>Financial Management Report and (internal) Executive Management Dashboard</i>                                                    |
| <b>Always on</b>   | <i>Data shared through storytelling on our external communications channels, including social media, website and Glen Eira News</i> |

## PLAN REPORTING

Plans that sit beneath the *Council Plan* are the responsibility of designated plan owners to report on. Plan owners are accountable for monitoring progress, evaluating outcomes, and ensuring alignment with broader strategic objectives.

Plan owners must report internally and externally on their strategy's performance in line with any statutory requirements. If no statutory requirements exist, plan owners must report at least annually. A template is available to support consistent presentation, transparency and accountability.

Plan owners are encouraged to adopt 'always-on' reporting approaches by working with the Engagement and Insights team. These may include regular progress snapshots that keep internal stakeholders and our community informed in real time.

A close-up photograph of a person's hand typing on a laptop keyboard. The hand is wearing a black beaded bracelet and a thin gold chain. The person is wearing an orange long-sleeved shirt. A semi-transparent red circle is overlaid on the upper right portion of the image, containing the word "REVIEW" in white, bold, sans-serif capital letters. The background is blurred, showing a desk with a colorful abstract painting and a smartphone.

**REVIEW**

Community needs and strategic priorities evolve over time, so new or revised plans must incorporate planned review dates to ensure they remain relevant. Plan owners must ensure that strategic efforts remain responsive to changing community needs and organisational priorities.

A review asks:

- Have we made progress in our strategic actions?
- What outcomes have been produced?
- What challenges have emerged?
- What new trends have emerged?
- Is the plan still fit for purpose?
- Should the plan be refreshed or completed early?

### Review schedule

Plan owners must review their plans in line with any statutory requirements. If none exist, the following review schedule is recommended:

- Short and medium-term plans (up to four years) are reviewed mid-way through the life of the plan.
- Long-term plans (over four years) are reviewed at least once every four years to align with Council terms and Council Plans.
- All plans are reviewed at the end of the plan's life.

As a plan approaches its end, it is essential to pause and reflect, rather than defaulting to a rollover. This moment provides a valuable opportunity to assess whether the plan has achieved its intended outcomes, whether the strategic context has shifted, and whether the issue it addresses remains a priority.

Performance reporting plays a critical role in this decision-making process. Insights drawn from monitoring and evaluation reveal whether the plan has delivered sustainable results that can be embedded into business-as-usual, or whether continued strategic focus is required.

### Review outcomes

The outcome of a review should be guided by a combination of performance data, stakeholder feedback, environmental scanning, and organisational readiness and resourcing.

There are three pathways to consider.

- 1. Develop a new plan** to respond to emerging trends or newly identified issues.
- 2. Refresh the existing plan** to apply new methods to an enduring priority.
- 3. Formally close the plan** and embed its successful elements into ongoing operations.

If a plan is refreshed following a review process, the financial impacts should also be assessed. Any changes must be reflected in the *Financial Plan*.

The below decision-making framework ensures that strategic planning remains dynamic, evidence-based and aligned with the evolving needs of our community and organisation.

#### NEW PLAN

- > Emerging trends or issues
- > New methods or approach
- > High demand for change



#### REFRESH PLAN

- > Enduring trends or issues
- > New methods or approach
- > High demand for continuity



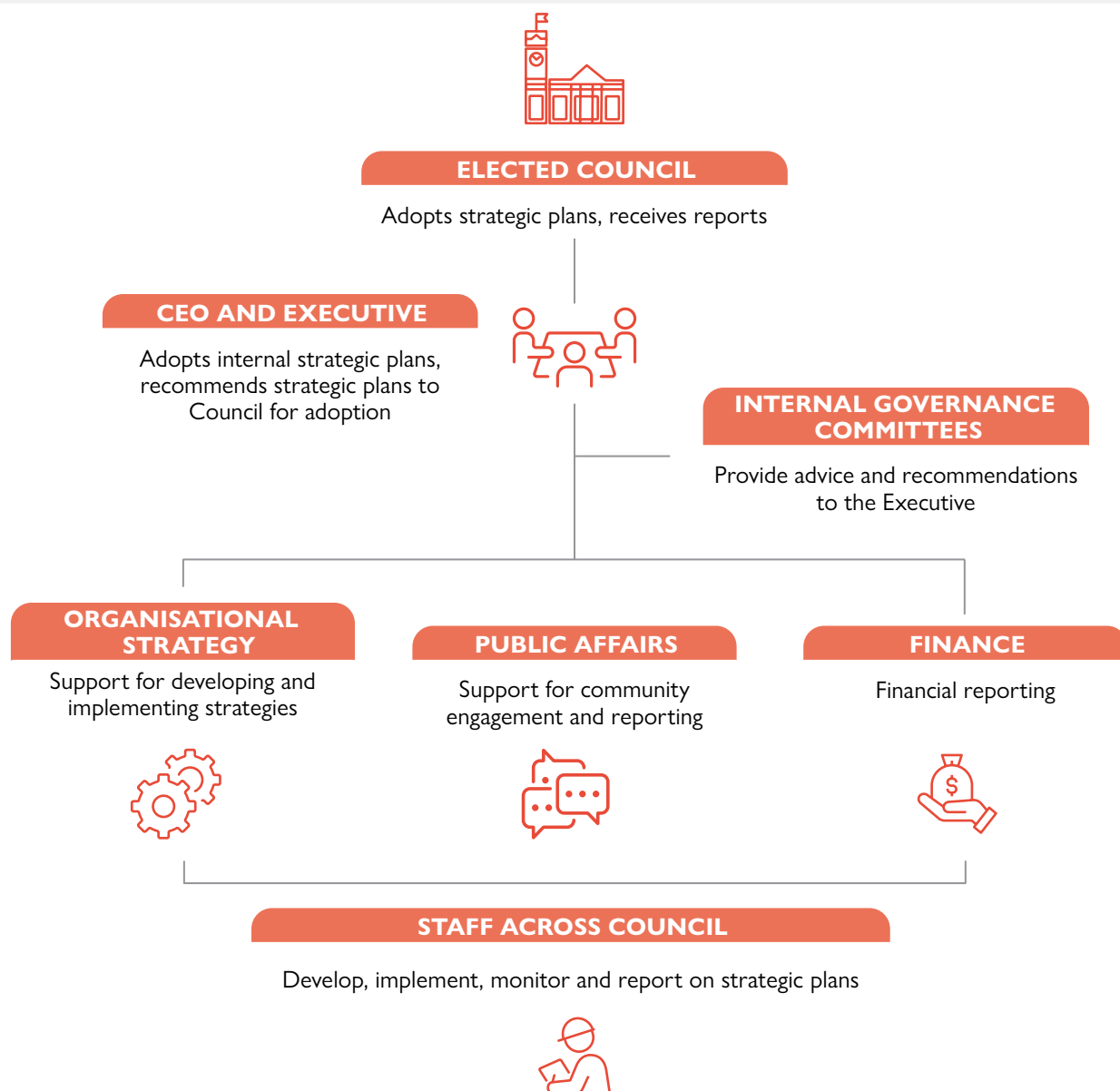
#### CLOSE PLAN

- > Outcomes achieved
- > Sustainable approach
- > Satisfied demand



A photograph of the Caulfield City Hall at dusk. The building is a white, classical-style structure with a prominent portico supported by six white columns. Above the columns, the words "CAULFIELD CITY HALL" are inscribed in gold lettering. A clock tower rises from the center of the building, topped with a flagpole flying the Australian flag. The interior of the portico is illuminated with vibrant, multi-colored lights (red, orange, yellow, green, blue). A large, semi-transparent red circle is overlaid on the right side of the image, partially obscuring the building and the sky.

# GOVERNANCE



Our governance structures provide assurance to our Council and community that there is appropriate oversight for our planning and reporting activities.

Good governance ensures that planning and reporting:

- supports good decision-making
- is aligned with Council's strategic objectives and the *Community Vision*
- does not duplicate, compete with or contradict itself
- is transparent
- complies with rules and regulations.

Many rules and regulations influence Council's operations and activities. These include legislation, policy directives, and guidelines from both the Victorian and Australian Governments. Additionally, other stakeholders or funding bodies may impose specific requirements. All planning and reporting must comply with these authorising conditions.

See **Appendix C** for more information.

## PLAN APPROVAL

When a new plan or a revision to a strategic plan is being proposed, a plan owner should first seek the support of the relevant Director. The plan owner must then obtain approval to develop the strategic plan from the Governance, Risk and Planning Committee.

Drafts of the new or revised strategic plans and their related action plans are reviewed by the GRPC, before being endorsed by the Executive. The Executive, within the limits of its delegated authority, will determine whether it has final approval or whether Council should consider the document for adoption.

The approval process is as follows. More detailed information is available in the *Strategy Development Guidelines and Toolkit*.

1. **Plan owner** seeks approval to develop the strategic plan from **GRPC**.
2. **Plan owner** undertakes engagement and research.
3. **Public Affairs** provides community and stakeholder engagement support, as well as communications support and planning.
4. **Plan owner** drafts the plan.
5. **GRPC** reviews the draft and recommends the plan for Executive approval.
6. **Executive** recommends the plan for final approval.
7. **Council** or **Chief Executive Officer** (or another delegated staff member or committee) provides final approval.
8. **Plan owner** adds plan to the strategy register.
9. **Public Affairs** provides communications support, including sharing the plan with the community and stakeholders.

**Organisational Strategy guides and supports this process from start to finish.**

## PLAN CLOSURE

A plan must be formally closed at the end of its life, or if the GRPC recommends early closure as a result of a review. This requires the plan owner to prepare a final report on the strategic plan, including the status of strategic indicators and actions across the life of the plan. Any targets or deliverables that were not achieved must be identified.

The plan owner must prepare a paper to the approving authority (Executive or Council), accompanied by the final report as follows:

- If the closure occurs at the end of the strategic plan's life — a paper noting the plan has come to an end.
- If the closure is to occur before the end of the plan's life — a paper recommending that the plan be revoked.

Only the approving authority has the power to decide to close the plan before the end of its life.

In either case, where there are any incomplete items, the paper should recommend a pathway to achieve them or an explanation of why it no longer appropriate or possible to pursue the item.



# APPENDICES



## APPENDIX A:

### DEFINITIONS

| TERM                                           | MEANING                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
|------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Actions                                        | The things we plan to do and when we will start and complete them. They are broken down into smaller milestones that are key steps along the way to completing the action. An example of how we plan and report through actions is our <i>Council Plan Annual Action Plan</i> .                                                                                                                                                                                                                                                                                                                              |
| Action plan                                    | One-year plans that describe the tangible things we do to achieve our strategic plans. They detail the timeframe within which we will complete projects and initiatives, with milestones along the way that make it possible to track our progress.                                                                                                                                                                                                                                                                                                                                                          |
| Business plan                                  | Departmental plans that are reviewed and updated each financial year. They help our managers plan to deliver and improve services. They detail projects and initiatives from our strategic plans their departments have responsibility for. They also outline financial and workforce resources allocated to the department in our <i>Budget</i> .                                                                                                                                                                                                                                                           |
| Community                                      | The municipal community as defined in the <i>Local Government Act 2020</i> .                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| Executive                                      | Council's Chief Executive Officer and the staff reporting directly to them. This includes Directors, the Chief Financial Officer and Chief People Officer.                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| Integrated planning and reporting              | An organisational system that aligns strategic objectives, resources, and performance monitoring within a clear framework. It ensures coordinated decision-making, transparent progress tracking, and accountability across all levels of the organisation for all strategies and plans.                                                                                                                                                                                                                                                                                                                     |
| Key performance indicators (KPIs)              | <p>KPIs measure performance over time to tell us how efficient or effective we are. Staff involved in the service or activity collect data at regular intervals to demonstrate evidence of performance. We monitor performance by establishing a baseline of the normal or expected results for each KPI, then setting targets for the results we want to achieve.</p> <p>The <i>Local Government Performance Reporting Framework (LGPRF)</i>, provides a model for how KPIs help us measure and report the performance of services in a consistent way, making sure we are transparent and accountable.</p> |
| Local Government Performance Framework (LGPRF) | A mandatory system of performance reporting for all Victorian councils. It ensures that councils are measuring and reporting on their performance in a consistent way to promote transparency and accountability in the local government sector.                                                                                                                                                                                                                                                                                                                                                             |

## APPENDIX A: CONTINUED

| TERM                          | MEANING                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
|-------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Plan owner                    | The person, identified by their position title, who is responsible for the development, implementation, monitoring, reporting and review of a plan. For strategic plans, this is usually a member of Council's Senior Leadership Group.                                                                                                                                                                                                                                                    |
| Reporting                     | The process of sorting and presenting the information and data gathered through monitoring to tell a story — sharing the right information, in a format that is easy for the relevant audience to understand. Reports can take the form of a static document or an interactive dashboard.                                                                                                                                                                                                  |
| Service plan                  | These four-year plans describe Council's services, like waste collection or libraries. They make sure our services meet our community's needs now and in the medium term.                                                                                                                                                                                                                                                                                                                  |
| Strategic plans or strategies | Council develops detailed strategies or plans that focus on specific areas, like health, safety, or the environment that relate to the goals set out in the <i>Council Plan</i> . Strategic plans sometimes relate to our legislated responsibilities. For example, the <i>Domestic Animal Management Plan</i> is required by the <i>Domestic Animals Act 1994</i> .                                                                                                                       |
| Strategic indicators          | These are KPIs that tell us whether we are achieving our strategic objectives. For example, they measure things that tell us how good it is to live in Glen Eira. Strategic indicators cannot generally be measured frequently, as the results don't change often, and the data can be difficult to collect. Examples of strategic indicators are the ones we set every four years in our <i>Council Plan</i> and the high-level financial performance indicators from our <i>Budget</i> . |

## APPENDIX B: LEGISLATION

Relevant legislation to this *Framework* includes:

- *Local Government Act 2020*
- *Local Government (Planning and Reporting) Regulations 2020*
- *Australian Accounting Standards*

The Act requires all councils to have the following plans in place.

| PLAN             | DURATION                               | DESCRIPTION                                                                                                                                                                                                                                                                                                   | REFERENCE     |
|------------------|----------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------|
| Workforce plan   | At least four years                    | Looks at our or how many staff we need, the skills they should have, and sets out measures for gender equality, diversity and inclusiveness.                                                                                                                                                                  | Section 46(4) |
| Community vision | At least the next 10 financial years   | Describes what the community wants to achieve together with Council in the long-term future.                                                                                                                                                                                                                  | Section 88    |
| Council plan     | At least the next four financial years | Sets Council's strategic objectives, such as providing more quality open space or improving community wellbeing, as well as initiatives and priorities for services, facilities and infrastructure. Also outlines strategic indicators which tell us how we are progressing towards the strategic objectives. | Section 90    |
| Financial plan   | At least the next 10 financial years   | Plans for Council's financial income and expenditure. It shows how much money is needed and where it will come from. It helps Council make good decisions about spending so that it can continue to provide quality services and facilities in the long term.                                                 | Section 91    |

## APPENDIX B: CONTINUED

| PLAN                    | DURATION                                                          | DESCRIPTION                                                                                                                                                                                                                                                                                                                                                                                                                            | REFERENCE  |
|-------------------------|-------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------|
| Asset plan              | At least the next 10 financial years                              | Explains how Council will take care of buildings, roads, parks, and other major physical assets. It includes creating, maintaining, upgrading, and disposing of assets at the end of their useful life.                                                                                                                                                                                                                                | Section 92 |
| Revenue and rating plan | At least the next four financial years                            | Covers how Council will generate income, including how we will collect rates on different types of properties, and how much. It also considers fees for services, and other contributions such as government grants.                                                                                                                                                                                                                   | Section 93 |
| Budget                  | Each financial year and subsequent three years (total four years) | Details how much money Council will spend on services and the commitments in our <i>Council Plan</i> and other adopted strategic plans. This includes allocating money to specific projects within those plans. The operating budget funds things like running libraries, and other community services, including paying for staff. The capital budget allocates money to things like fixing roads and upgrading community facilities. | Section 94 |

The Act requires all councils to prepare the following reports.

| REPORT                  | PERIOD                             | DESCRIPTION                                                                          | REFERENCE  |
|-------------------------|------------------------------------|--------------------------------------------------------------------------------------|------------|
| Quarterly budget report | Financial year to quarter end date | Compares actual financial results to the <i>Budget</i> .                             | Section 97 |
| Annual report           | Financial year                     | Contains a statement of operations and audited performance and financial statements. | Section 98 |

## APPENDIX C:

# ROLES AND RESPONSIBILITIES

| ROLE                                           | RESPONSIBILITY                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
|------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Councillors and Mayor                          | <p>The elected Council plays a crucial role in governing planning and reporting. Their responsibilities include:</p> <ul style="list-style-type: none"> <li>• Engaging with the community: The Mayor leads engagement on the development of the <i>Council Plan</i><sup>2</sup>. Councillors participate in engagement with the community to ensure that plans and reporting reflect the community's needs and aspirations.</li> <li>• Adopting strategic plans: Council decides whether to adopt strategic plans recommended by the Executive.</li> <li>• Certifying performance statements<sup>3</sup>: Council certifies the performance statement and governance and management checklist as part of the <i>Annual Report</i> process.</li> <li>• Reporting: The Mayor must report to the community at least once a year on the implementation of the <i>Council Plan</i><sup>4</sup> through the <i>Annual Report</i>. Council reviews performance reports, including the <i>Annual Report</i>, to ensure transparency and accountability.</li> </ul> |
| Executive                                      | <p>The Executive is responsible for the overall effectiveness of planning and reporting, including compliance with this <i>Framework</i>. It oversees the development, review and amendment of strategic plans, including determining when such documents should be recommended to Council for adoption, within the limits of its delegated authority. Individual Executive team members are sponsors for the strategic plans within their directorate or department.</p> <p>The Executive also establishes and appoints members to governance committees that oversee strategy development in their area of expertise. It monitors strategic indicators to ensure a culture of continuous improvement.</p>                                                                                                                                                                                                                                                                                                                                                |
| Governance, Risk and Planning Committee (GRPC) | <p>The GRPC oversees and monitors planning and reporting processes. It reports to the Executive on effectiveness of planning and reporting, and recommends actions to ensure compliance with the <i>Framework</i>. It monitors the register of strategic plans and the pipeline for new or updated strategic plans, assesses requests for new plans, and directs those requests through the relevant governance committee.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |

<sup>2</sup> Section 18(c) of the Act.

<sup>3</sup> Section 99(3) of the Act.

<sup>4</sup> Section 18(d) of the Act.

## APPENDIX C: CONTINUED

| ROLE                    | RESPONSIBILITY                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
|-------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Governance committees   | Council has a range of internal governance committees which provide oversight and advice in their area of expertise, including making recommendations in relation to strategy development. The committees are the Technology and Transformation Government Committee; People, Culture and Safety Committee; and Place and Property Governance Committee. These committees play a role in ensuring the outcomes from relevant plans are being realised.                                                          |
| Organisational Strategy | The department supports the operation of the <i>Framework</i> , provides advice to the GRPC about the effectiveness and efficiency of the <i>Framework</i> , and maintains a register of all strategic plans. It supports staff across Council who develop, review or amend plans, builds organisational capacity in integrated strategic planning, and supports the delivery of strategic change programs. The department generates insights as needed when monitoring the organisation's strategic portfolio. |
| Public Affairs          | The department coordinates organisational engagement and reporting activities, and ensures the organisation is informed about performance and results. The Engagement and Insights team within Public Affairs produces organisational reports including the <i>Annual Report</i> and monthly reports to the Executive.                                                                                                                                                                                          |
| Finance                 | The department coordinates financial planning and reporting, including the development of the <i>Budget</i> , <i>Financial Plan</i> and <i>Revenue and Rating Plan</i> , and the production of financial statements.                                                                                                                                                                                                                                                                                            |
| Council staff           | Managers across Council are plan owners and are responsible for delivering, monitoring, reporting on and reviewing plans. Subject matter experts in their departments develop plans, and work collaboratively with the governance committees to follow the <i>Framework</i> principles.                                                                                                                                                                                                                         |
| Plan owners             | Plan owners are responsible for the development, implementation, monitoring of, and reporting on specific strategic plans that sit beneath the <i>Council Plan</i> . They play a critical role in ensuring that strategic actions are aligned with organisational priorities and community expectations. Plan owners are accountable for tracking progress against key objectives, engaging relevant stakeholders, and using performance data to inform decision-making.                                        |

Advisory Committees do not have a direct role or responsibility in planning and reporting, but may provide insights that inform the creation or update of strategic plans.

## APPENDIX D: SUPPORTING DOCUMENTS

The following documents help us develop our plans and reports in the right way.

| DOCUMENT                                           | PURPOSE                                                                                                                                                                                                                                                                                                                                                                     |
|----------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>PLAN DEVELOPMENT</b>                            |                                                                                                                                                                                                                                                                                                                                                                             |
| <i>Strategy Development Guidelines and Toolkit</i> | <ul style="list-style-type: none"> <li>Guides strategic planning to ensure plans are consistent and support the achievement of organisational goals.</li> <li>Outlines the steps and considerations in developing and updating strategic plans, including the approval process.</li> <li>Provides a toolkit of support materials for strategic plan development.</li> </ul> |
| <i>Strategy Initiation Document</i>                | <ul style="list-style-type: none"> <li>A form for owners and authors of new or revised strategic plans to present to the GRPC.</li> <li>Helps the GRPC decide whether the plan is required and to direct it through the relevant governance committee(s).</li> </ul>                                                                                                        |
| <i>Strategy template</i>                           | <ul style="list-style-type: none"> <li>Ensures a consistent structure for our strategic plans.</li> </ul>                                                                                                                                                                                                                                                                   |
| <i>Action plan template</i>                        | <ul style="list-style-type: none"> <li>Ensures a consistent structure for our action plans.</li> </ul>                                                                                                                                                                                                                                                                      |
| <i>Community Engagement Policy and Framework</i>   | <ul style="list-style-type: none"> <li>Describe our approach to community engagement, when and how we engage.</li> <li>Set criteria for levels of engagement, including deliberative engagement, depending on the significance and complexity of the matter as well as statutory requirements.</li> </ul>                                                                   |
| <i>Risk Management Policy and Framework</i>        | <ul style="list-style-type: none"> <li>Outlines our approach to managing risks to ensure their effective identification, assessment and mitigation.</li> <li>Supports staff to address potential challenges in plans, leading to more effective and sustainable outcomes.</li> </ul>                                                                                        |
| <i>Service Planning Framework</i>                  | <ul style="list-style-type: none"> <li>Outlines our approach to planning and delivering services</li> <li>Supports staff to plan for services that meet community needs, ensuring alignment with strategic goals and financial sustainability.</li> </ul>                                                                                                                   |
| <i>IPRF case study</i>                             | <ul style="list-style-type: none"> <li>Working example following the process of developing, delivering, monitoring, reporting on and reviewing a plan from start to finish.</li> <li>Demonstrates the lifecycle of a plan so plan owners and authors can understand their roles and responsibilities.</li> </ul>                                                            |

## APPENDIX D: CONTINUED

The following documents help us develop our plans and reports in the right way.

| DOCUMENT                                                  | PURPOSE                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
|-----------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>REPORTING</b>                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| <i>Performance Reporting Procedure</i>                    | <ul style="list-style-type: none"> <li>Defines responsibilities and processes for effective monitoring and transparent reporting of our strategic plans.</li> <li>Guides staff on content and details needed for organisational reports.</li> </ul>                                                                                                                                                                                                                                                                     |
| Strategic plan reporting template                         | <ul style="list-style-type: none"> <li>Supports plan owners to be accountable by reporting on their plans annually in a consistent and transparent manner.</li> </ul>                                                                                                                                                                                                                                                                                                                                                   |
| <b>REVIEW</b>                                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| Strategic plan scheduled review report                    | <ul style="list-style-type: none"> <li>Supports plan owners to review their strategic plan during its lifespan.</li> <li>Enables a check-in to ensure plans remain responsive to changing community needs and organisational priorities.</li> <li>May recommend an amendment or refresh of the strategic plan.</li> <li>May recommend closure before the end of the plan's expected duration where objectives have been achieved, embedded into ongoing operations, or are no longer desired or appropriate.</li> </ul> |
| Strategic plan closure report                             | <ul style="list-style-type: none"> <li>Supports plan owners to review their strategic plan at the end of its lifespan.</li> <li>Advises formal closure of the strategic plan.</li> <li>Where relevant, may recommend replacement by a new or refreshed strategic plan.</li> </ul>                                                                                                                                                                                                                                       |
| <b>GOVERNANCE</b>                                         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| <i>Public Transparency Policy</i>                         | <ul style="list-style-type: none"> <li>Outlines how we ensure transparency in our operations and decision-making processes.</li> <li>Directs staff to ensure strategic plans and reports are publicly available, excluding confidential information.</li> </ul>                                                                                                                                                                                                                                                         |
| <i>Integrated Planning and Reporting Framework Policy</i> | <ul style="list-style-type: none"> <li>Directs staff to follow the planning, reporting and review processes set out in our <i>Integrated Planning and Reporting Framework</i>.</li> <li>Supports compliance with the requirements of the <i>Local Government Act 2020</i>, including the strategic planning principles.</li> </ul>                                                                                                                                                                                      |



## GLEN EIRA CITY COUNCIL

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

## Glen Eira City Council

Corner Glen Eira and Hawthorn Roads, Caulfield

Mail address: PO Box 42  
Caulfield South, 3162

Phone: (03) 9524 3333  
[mail@gleneira.vic.gov.au](mailto:mail@gleneira.vic.gov.au)  
[www.gleneira.vic.gov.au](http://www.gleneira.vic.gov.au)

### National Relay Service

A phone solution for people who have a hearing or speech impairment. Internet relay users connect to NRS then ask for 03 9524 3333.

TTY dial 13 36 77 or Speak and Listen dial 1300 555 727  
then ask for 03 9524 3333. <https://internet-relay.nrscall.gov.au>

### Social media

#### Glen Eira City Council:

[www.facebook.com/GlenEiraCityCouncil](http://www.facebook.com/GlenEiraCityCouncil)

#### @cityofgleneira:

[www.instagram.com/cityofgleneira](http://www.instagram.com/cityofgleneira)

#### LinkedIn:

[www.linkedin.com/company/glen-eira-city-council](http://www.linkedin.com/company/glen-eira-city-council)

#### Glen Eira arts, gallery and events:

[www.facebook.com/gleneiraarts](http://www.facebook.com/gleneiraarts)  
[www.instagram.com/gleneiraarts](http://www.instagram.com/gleneiraarts)

#### Glen Eira Leisure:

[www.facebook.com/GESACOnline](http://www.facebook.com/GESACOnline)  
[www.instagram.com/gleneiraleisure](http://www.instagram.com/gleneiraleisure)

#### Glen Eira Libraries and Learning Centres:

[www.facebook.com/GlenEiraLibraries](http://www.facebook.com/GlenEiraLibraries)  
[www.instagram.com/gleneiralibraries](http://www.instagram.com/gleneiralibraries)

#### Glen Eira sustainable living:

[www.facebook.com/sustainablelivinggleneira](http://www.facebook.com/sustainablelivinggleneira)

#### Glen Eira Youth Services:

[www.facebook.com/GlenEiraYouthServices](http://www.facebook.com/GlenEiraYouthServices)  
[www.instagram.com/gleneirayouthservices](http://www.instagram.com/gleneirayouthservices)