



STRATEGIC DIRECTION ONE
**WELL INFORMED AND
TRANSPARENT DECISIONS
AND HIGHLY VALUED
SERVICES**

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

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, 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, 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, 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 which 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