

ANNUAL REPORT

2022-23



City of
KINGSTON



Acknowledgement of Country

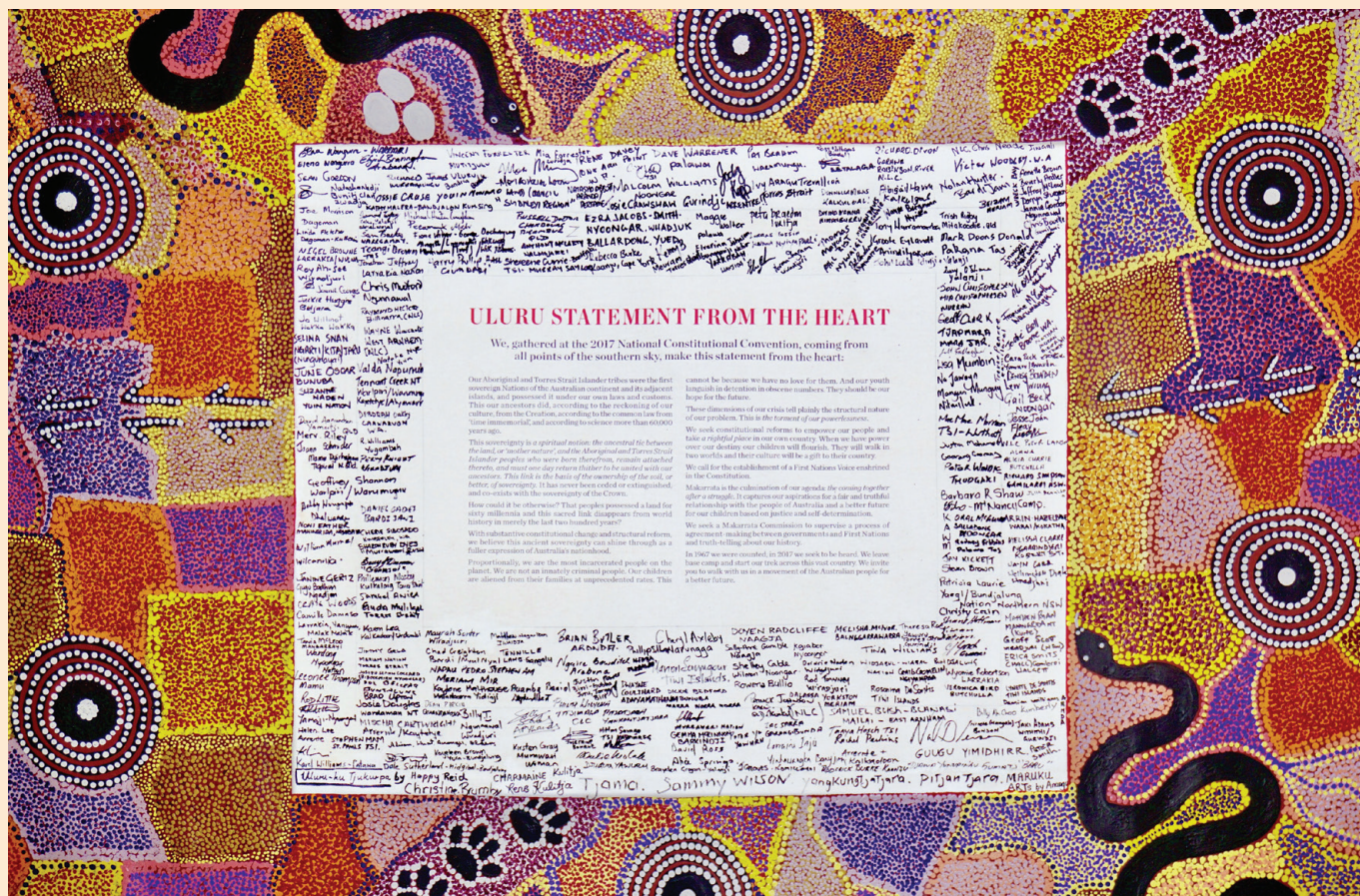
The City of Kingston proudly acknowledges the Bunurong People of the Kulin Nation as the Traditional Owners and Custodians of this land, and we pay our respect to their Elders, past, present and emerging.

Council acknowledges the Bunurong's continuing relationship to the land and waterways and respects that their connection and spiritual identity are maintained through ancient ceremonies, songlines, dance, art and living culture.

Council pays tribute to the invaluable contributions of the Bunurong and other Aboriginal and Torres Strait Island elders who have guided and continue to guide the work we do.

Photo courtesy of Yanni Creative





Uluru Statement from the Heart

Kingston Council demonstrated its deep commitment to walk together with Australia's First Nations peoples by unanimously supporting the Uluru Statement from the Heart in January 2023.

Councillors unanimously voted to take this important step and proudly shared their support in a strong sign of unity and leadership on this extremely important issue. It is recognised that Council is the level of government closest to the community, and the declaration of support for the Uluru Statement from the Heart highlights this issue within the Kingston municipality. Supporting constitutional recognition for Aboriginal and Torres Strait Islander peoples and communities – to have a voice in political decisions affecting them – is a key part of this journey.

Kingston Mayor Hadi Saab also joined 38 mayors from across Australia in signing a joint Statement of Mayors in support of the Uluru Statement from the Heart. Kingston Council continued to inform and raise awareness about the referendum on the Voice to Parliament, encouraging Kingston residents to take part.

This strong support for the Uluru Statement reflects the Council's deep commitment to reconciliation, reflected in the Council Plan and innovative **Reconciliation Action Plan**.





OUR PURPOSE

Working with our community, we will protect and enhance wellbeing for current and future generations.

COMMUNITY VISION

Kingston is a resilient, inclusive and diverse community.

We are building the most liveable and sustainable city in Victoria.

We champion and nurture our green and open spaces, creating a safe, healthy environment.

Our shared legacy connects our community, embracing innovation, making Kingston the place to live.

COUNCIL'S VISION

We are an inclusive, resilient community with a thriving economy, where we all share a safe, sustainable environment.





WELCOME

The City of Kingston is proud to present the Annual Report 2022–23 to our community. The Annual Report describes Council's operations, achievements and challenges over the past financial year in relation to the Our Roadmap: Council Plan 2021–2025 and Annual Budget 2022–2023.

The City of Kingston is committed to transparent reporting and being accountable to our community. Council measures its performance in compliance with the *Local Government Act 2020* (the Act) and *Local Government (Planning and Reporting) Regulations 2020* (the Regulations).

This report is designed for a wide audience that reflects the great diversity of our community here in Kingston, including residents and ratepayers, workers and local businesses, government agencies and departments, and other organisations.

As part of our commitment to being environmentally sustainable, we encourage you to read this report online by visiting **kingston.vic.gov.au**. If you prefer viewing a printed version, copies are available for reading at our libraries and the City of Kingston Cheltenham Office (1230 Nepean Highway, Cheltenham).

For further information, contact Customer Care on 1300 653 356.



CONTENTS

| | | | |
|--|-----------|---|------------|
| WELCOME | 3 | How we report on performance | 35 |
| A message from your Mayor | 5 | Strategic direction: Liveable | 36 |
| A message from our CEO | 6 | Strategic direction: Sustainable | 43 |
| YOUR CITY | 7 | Strategic direction: Prosperous | 50 |
| Our councillors | 8 | Strategic direction: Healthy and inclusive | 54 |
| Meet our Executive Leadership Team | 11 | Strategic direction: Safe | 66 |
| City snapshot | 13 | Strategic direction: Well-governed | 75 |
| Our community | 14 | OUR ORGANISATION | 84 |
| What matters to Kingston | 15 | Our corporate values | 85 |
| OUR YEAR IN REVIEW | 17 | Our organisation structure | 86 |
| Highlights of the year | 18 | Our people profile | 87 |
| Major capital works | 20 | Supporting our people | 88 |
| Awards and finalists | 21 | Our volunteers | 90 |
| Community events calendar | 22 | OUR GOVERNANCE | 91 |
| Our community grants | 23 | Good governance | 92 |
| What your rates and charges provided you in 2022-23 | 24 | OUR STATUTORY INFORMATION | 100 |
| Financial performance summary | 25 | Statutory information | 101 |
| OUR PERFORMANCE | 28 | OUR PERFORMANCE STATEMENT | 105 |
| Integrated Strategic Planning and Reporting Framework | 29 | Performance Statement | 106 |
| Our Community Vision | 31 | Certification of the Performance Statement | 118 |
| Our Roadmap: Council Plan 2021-2025 | 32 | Independent Auditor's Report | 119 |
| Public Health & Wellbeing Plan 2021-2025 | 33 | OUR FINANCIAL REPORT | 121 |
| Climate and Ecological Emergency Response Plan 2030 | 34 | Annual Financial Report | 122 |
| | | Glossary of terms | 190 |



A MESSAGE FROM YOUR MAYOR

On behalf of all your Councillors, I am proud to present our Annual Report 2022–23.

The community's vision of a liveable, sustainable, prosperous, safe, well-governed, healthy, and inclusive Kingston is embodied in all we have done and achieved in the past year.

Our work this year has positively impacted our community – from our infants and pre-schoolers to our young people, families and seniors.

Planning for our new district-level Aquatic and Leisure Centre, the largest capital works project in our history, has powered ahead, and we know it's a project you are excited about. So far, there have been more than 5,200 community submissions as we've progressed this plan. And it's not just this project you've engaged with, we've received record numbers of submissions across all our consultations over the last 12 months. Your input helps us deliver better outcomes, so thank you for joining the conversation.

We have continued to invest in our much-loved local shopping strips. For example, Chandler Street (Parkdale), Clarinda's Centre Road Shopping Centre and Follett Road (Cheltenham) have been revamped. A permanent piazza at Owen Street, Mordialloc, and pop-up live music events at the common next to Highett Library have enhanced those spaces too.

Maintaining vital infrastructure is always a key component of our work, and this year has been no different with local road improvements, footpath repair and public toilet upgrades. Major drainage and flood mitigation works have also been a focus. Construction of a new stormwater drainage system in Edithvale's Montrose, Kinross and Keith Avenues was completed, and drainage improvement projects are underway at Bicentennial Park, Bonbeach Reserve, and between 24 Langgrigg Avenue and Clydebank Road in Edithvale.

In a residential pocket of Chelsea, Tarella Road Reserve has been opened to the public and is a wonderful natural asset for locals to enjoy for years to come. The popular Peter Scullin Reserve play space renewal is underway, and a large 'Play your way' community consultation is ongoing as we plan the future of play and recreation spaces in Kingston.

With our little ones in mind, I'm delighted to say Elonera Preschool has been expanded, and planning for the redevelopment of North Cheltenham Preschool is well underway and set for delivery next year. We also worked closely with young people to develop a new Youth Strategy to better support, connect and celebrate young people aged 12 to 25.

Aspendale Life Saving Club and Mentone Life Saving Club are now modern, fit-for-purpose clubs thanks to major redevelopments, and improvements to Carrum

Life Saving Club and Chelsea Yacht Club are some of the investments we continue to make along our foreshore.

Investment in our Green Wedge is ongoing, and this year saw the start of construction of a new park, Elder Street South Reserve in Clarinda. We continue to work in partnership with the Victorian Government to deliver the Chain-of-Parks. Last year, we secured 83 hectares of land to help us create that linked series of parks, trails and green open space running from Karkarook Park to Braeside Park.

With sustainability being an ongoing priority of Council, we have adopted an Integrated Water Strategy. We have also increased Kingston's tree canopy by 4,200 trees to help with urban cooling, launched our educational 'Plastic Free Kingston' and soft plastics recycling initiatives and inaugural Sustainable Business Awards. These are all just part of our ongoing local response to the global climate crisis.

A healthy and inclusive community is always a focus for us, and it's great to report that in the first year of our Family Violence Action Plan 2022–26, we've held a series of Healthy and Respectful Relationships workshops. We have also implemented mental health workshops with community groups this year, celebrated Cultural Diversity Week and NAIDOC Week with music, art, markets and more, and have continued our bid to secure a Rainbow Tick for our Youth Services. Importantly, we demonstrated our deep commitment to walk together with Australia's First Nations peoples by endorsing the Uluru Statement from the Heart. Councillors unanimously voted to take a public stand at this important time in the history of Australia. This is just one of many key achievements of Kingston's first Innovate Reconciliation Action Plan (RAP).

It's important to note that we have been not only rigorously engaging with you but listening to what you have to say. Our Talking Kingston online consultation, where you can share ideas to help us draft future budgets, is open to you 365 days a year.

I am very proud of our sector-leading 220-member Community Representative Panel and a 45-member Collaborative Engagement Group. They are already hard at work providing us with key insights and feedback about the issues affecting our community.

This is just a snapshot of how hard your Council is working to make Kingston the best it can be. Our Annual Report provides more detail and is part of our commitment to accountability and transparency.

Cr Hadi Saab
Mayor



A MESSAGE FROM OUR CEO

Looking back over the past year, I am incredibly proud of what has been achieved to deliver fantastic community outcomes as set out in the Council Plan. This Annual Report documents how we've been working to bring to life our community's vision and your elected Councillors' plan for our city.

Delivering high-quality services and creating a physical environment that meets the needs of our diverse community has been what all the hard work of the year has been about.

All of this, of course, is reliant on finances. Kingston Council has a strong track record of sound financial management. In 2022-23, Council achieved an operating surplus of approximately \$32.7 million. That high standard remains the backdrop of our ongoing investment in community-improving facilities and services. In 2022-23, we invested \$65.0 million in capital works to improve, maintain and renew our significant portfolio of community assets.

Sports ground and pavilion improvements, shopping centre rejuvenation, major drainage upgrades, thousands of square metres of local road reconstruction, public art projects, ongoing planning for a wonderful new Aquatic and Leisure Centre, and much, much more has been achieved.

The past year has also been one of significant improvement and change within the organisation. Following a significant re-alignment of the organisation, we have worked to improve key service areas, including our City Works team, which maintains key community infrastructure, and Kingston Arts to support our thriving creative industries community.

The organisation has also undertaken a wholesale Culture Program to identify strengths and focus on practical strategies for further improvements to make sure we are operating at our very best.

As we strive to ensure quality services and infrastructure for our community, we also focus on retaining and recruiting passionate and skilled staff to deliver them.

It is a great pleasure to say all our Family and Children's Centres have been rated by the Children's Education and Care Quality Authority as exceeding national standards, and Carrum FCC has been rated 'Excellent'.

Of course, we don't operate in a vacuum, and support from other levels of government is vital, enabling us to achieve even greater positive outcomes for our community.

We have advocated strongly on behalf of our community to shape Victorian Government projects, including the Level Crossing Removals and the Suburban Railway Loop, received funding for a range of local projects, co-delivered high-quality community services, and sought positive policy change.

This year our consistent and strong advocacy has seen us work closely with State and Federal Governments to jointly deliver projects such as upgrading the much-loved Peter Scullin Reserve playground, planning for the Kingston Fields sport and recreation precinct, acquiring land to progress the Chain of Parks and new scoreboards at Le Page Park and Highett Reserve. We will continue to grow those relationships and advocate for the best outcomes for Kingston.

I look back on the year with pride and wholeheartedly acknowledge the impressive body of work of Councillors and everyone in the organisation. I warmly thank them all.

There is no complacency with my pride. While we look back, we also plan and prepare for the future so we can continue delivering for this diverse community.

This Annual Report is an expression of our commitment to open, accountable democracy, and I encourage you all to read it.

Peter Bean
CEO



YOUR **CITY**





OUR COUNCILLORS



CR HADI SAAB, MAYOR
Karkarook Ward

Cr Saab was elected to Council in 2020. He is a Druze first-generation Australian, born to Lebanese and Syrian parents, who has lived in Clarinda for over 20 years. Bolstering advocacy, maintaining transparent communication with the community, climate action, promoting diversity and inclusion, and supporting young people and young adults are among Cr Saab's key priorities.

Cr Saab's highlights for the year include:

- establishing Kingston's soft plastics recycling program
- commencing construction on a new park, Elder Street South Reserve in Clarinda
- launching of the inaugural Sustainable Business Awards.



CR CHRIS HILL, DEPUTY MAYOR
Como Ward

Cr Hill was elected to Council in 2020 after chairing the Save the Edgy Committee and founding Kingston Save Our Streets. Chris lives in Mentone with his wife and two daughters. He is always keen to hear feedback from residents to create better outcomes for the broader community, providing better accessibility for our beaches, working with the State and other agencies to deliver more affordable housing and looking at opportunities for more off-leash dog parks.

Cr Hill's highlights for the year include:

- restoring the historically significant Nylex clock
- progressing construction of Mentone Life Saving Club
- recruiting a 220-member Community Representative Panel and a 45-member Collaborative Engagement Group to deliberate over complex issues and key strategic documents.

**CR TAM SIN BEARSLEY**
Yammerbook Ward

Cr Bearsley was elected to Council in October 2012 and lives in Aspendale Gardens with her husband and two adult children. She joined Council to improve community consultation and is particularly interested in supporting community groups and residents' associations, improving local amenities and strengthening budget controls.

Cr Bearsley's highlights for the year include:

- completing construction of the Aspendale Life Saving Club
- strong advocacy flagging process concerns on the proposed Rossdale golf course rezoning
- completing the new, first-class Aspendale Gardens Sports Ground, including four soccer pitches, two cricket ovals, nets and 12 modern lighting poles.

**CR TIM COCHRANE**
Melaleuca Ward

Cr Cochrane was elected to Council in 2020. If Tim is not at work as a firefighter, you will usually see him pounding the pavement with his wife Marlie and his two dogs, Humphrey and Charlie. His key priorities are to continue to advocate for improved amenities, common sense outcomes and a reduction in over-governance.

Cr Cochrane's highlights for the year include:

- progressing plans for our new Aquatic and Leisure Centre on Governor Road, Mordialloc
- commencing construction on the redevelopment of the much-loved Peter Scullin Reserve playground
- returning the MordiFest event in March 2023 following two years of cancellations due to COVID-19.

**CR JENNA DAVEY-BURNS**
Wattle Ward

Cr Davey-Burns was elected in November 2020. As a foster carer and volunteer, she knows the importance of community groups and sporting organisations. She sits on Council's Access and Equity and Arts and Culture committees, and is passionate about addressing climate change, sustainability and supporting small businesses.

A member of the Local Government Gender Equality Advisory Council and Trustee of the Queen Victoria Women's Centre, she is committed to making Kingston facilities accessible for all.

Cr Davey-Burns' highlights for the year include:

- unanimous Councillor endorsement of the Uluru Statement from the Heart
- revitalising the much-loved Follett Road shopping strip
- new outdoor activations around Highett Library.

**CR TRACEY DAVIES**
Chicquita Ward

Cr Davies was elected to Council in November 2020. She lives in Parkdale with her husband and two sons. Tracey is heavily involved in the local community, having volunteered with community sporting groups and schools for over 20 years. Tracey has been a lawyer since 1988 and has operated her firm for the past 10 years.

Cr Davies' highlights for the year include:

- developing a sporting facility improvement plan for Kingston Heath Reserve
- launching a new, accessible Kingston Libraries website
- strong advocacy for improved safety standards and development controls at Moorabbin Airport.

**CR DAVID EDEN**
Sandpiper Ward

Cr Eden was elected to Council in 2012, following years of community involvement, including participating on committees, fundraising and coordinating initiatives, such as Clean Up Australia Day. He is a local business owner passionate about protecting the environment, keeping rates down and regularly assessing Council services to ensure they remain responsive to community needs.

Cr Eden's highlights for the year include:

- funding upgrades and works at Chelsea Little Athletics Club
- undertaking major drainage and flood mitigation works including construction of a new stormwater drainage system in Montrose, Kinross, and Keith Avenues
- securing funding for upgrades to the Edithvale Shopping Strip.



OUR COUNCILLORS (CONTINUED)



CR CAMERON HOWE
Banksia Ward

Excelling in networking with the tenacity to secure investment, Cr Howe was elected in 2020 with a focus on infrastructure, after a decade of regional advocacy securing "more than \$540m". As an artist and outdoors enthusiast, Cameron sits on the Arts and Culture committee. He holds a business degree, majoring in management and marketing, with diverse experience consulting to or working with brands, media and ASX listed firms.

Cr Howe's highlights for the year include:

- \$12.5 million in recreational infrastructure at Roy Dore Reserve
- over \$3 million in maintenance and upgrades at Bonbeach Reserve
- progressing the international standard Patterson River sculpture trail.



CR GEORGE HUA
Caruana Ward

Cr Hua was elected to Council in October 2016. Through his experience running a financial technology business and previously running a local cafe, George is passionate about supporting small, family-owned businesses.

Cr Hua's highlights for the year include:

- a new partnership between Kingston and the Hawthorn Football Club to deliver a huge boost for local community sport into the future
- providing job and start-up support for local young entrepreneurs through a partnership with Holmesglen TAFE
- implementing Payble, a new flexible payment service for Kingston's ratepayers.



CR GEORGINA OXLEY
Longbeach Ward

Cr Oxley was elected to Council in October 2016 and has served as Mayor twice. She runs a local Kingston-based business, working in finance, marketing and HR management. She enjoys playing basketball and walking her dog Banjo on the beach.

Cr Oxley's highlights for the year include:

- opening Tarella Road Reserve to the public
- the upcoming upgrade of the netball courts at Bicentennial Park Netball Complex in Chelsea
- finalising plans to bring Disc Golf to Chelsea's Bicentennial Park.



CR STEVE STAIKOS
Bunjil Ward

Cr Staikos was elected to Council in 2008 and has served as Mayor four times. He sits on the board of the Municipal Association of Victoria and is passionate about social participation, multiculturalism, the environment and the arts. His priority areas include the Green Wedge, Sandbelt Open Space - Chain of Parks project, recycling, and the delivery of social housing.

Cr Staikos' highlights for the year include:

- improving safety and increasing connectivity with a major makeover to Bourke Road, Oakleigh South
- revitalising the strip shops on Centre Road Clarinda (corner Melaleuca Drive)
- launching the innovative Talking Kingston, a consultation open year-round for community feedback to help shape future budgets.

JUNIOR MAYOR

Kingston primary schools are invited to participate in the Junior Mayor election. The Junior Mayor assists the Mayor at a range of official Council events.

Eli Murphy, from Carrum Primary School, was Junior Mayor until May 2023, when Chelsea's St Joseph's Primary School student Alexandra Shewan was elected.



MEET OUR EXECUTIVE LEADERSHIP TEAM



PETER BEAN | CHIEF EXECUTIVE OFFICER

A skilled senior executive with significant local government experience, Peter has a solid performance history of innovative, team-centric leadership.

Responsible for a \$266.3 million business delivering more than 120 services to the community, Peter is a lifelong learner with an MBA, a Bachelor of Business (Local Government), and a Graduate Certificate in Local Government Management.

Peter has built significant expertise in all facets of local government with over

20 years' experience in the public sector, including at the cities of Melton, Moreland (now Merri-bek), Nillumbik Shire, Indigo Shire, Albury Shire and the former City of Mordialloc.

Peter's enthusiastic cultivation of strong stakeholder relationships and ardent commitment to the continued growth of a transparent, service-led organisation drive his open, collaborative approach to working with the broader Council team in creating a thriving, liveable Kingston.



JONATHAN GUTTMANN | GENERAL MANAGER PLANNING & PLACE

Jonathan joined Kingston as a Planning Student in 1995 and via a series of leadership roles, became General Manager Planning and Development in 2015.

Jonathan's rich knowledge of Kingston, developed over many years of interaction with the community and a wide range of businesses, makes him invaluable in the role as the City continues to evolve and grow.

Steeped in the planning and development work of the City, Jonathan brings a wealth

of expertise, on-the-ground knowledge and an empathetic understanding of the needs of the Kingston community.

Having been at the forefront of the formulation of many of the strategies that have influenced (and continue to influence) the direction of the City of Kingston, Jonathan is well placed to lead a team focused on the future. His passion for the work is reflected, too, in his investment in the mentoring and development of his team.



DAN HOGAN | GENERAL MANAGER CUSTOMER & CORPORATE SUPPORT

Having started his career in the private sector in manufacturing and fintech, Dan brings a commercial sensibility to local government, pursuing creative and collaborative solutions to organisational and community challenges.

Dan has 20 years' experience in management roles within Local Government, first with the Municipal Association of Victoria, followed by a senior management role at Melton City Council. Before commencing with Kingston, Dan

was the Director of Advocacy, Partnerships and Community Engagement at Brimbank City Council.

Dan has extensive experience across multiple functions and portfolios, including Advocacy; Community Engagement; Media and Communications; IT; Human Resources; Community Planning; Economic Development; Corporate Planning; Customer Experience; Councillor Support; and Legal and Governance.



MEET OUR **EXECUTIVE LEADERSHIP TEAM** (CONTINUED)



SALLY JONES | GENERAL MANAGER COMMUNITY STRENGTHENING

Sally is an accomplished and highly experienced Local Government professional. With more than 20 years in the sector, she has had significant periods of service at the local councils of Maribyrnong, Moonee Valley, Darebin, Port Phillip and Moorabool Shire.

Sally has experience across a very diverse range of portfolios. Her career has focused on Community Strengthening work including Aged Care, Family, Youth and Children's Services, Arts, Libraries

and Community Development. She also has broad experience across Recreation, Customer Service, Economic Development, Community Safety and Local Laws.

While at Darebin Council, Sally also undertook the role of Director Depot Services for 12 months. At Moorabool Shire, Sally played a lead role in the attainment of high levels of external funding to support the design and delivery of long-awaited community infrastructure.



SAMANTHA KRULL | GENERAL MANAGER INFRASTRUCTURE & OPEN SPACE

Samantha's local government and private sector experience in Australia and internationally brings a wealth of engineering and project management skills to the leadership team.

Samantha took her expertise to the local government sector 16 years ago following 15 years as a professional consulting structural engineer and project manager in Australia, South Africa and Hong Kong. She has worked in both metropolitan and growth councils leading multi-disciplinary teams to sustainably plan and deliver community infrastructure projects.

Her achievements were rewarded by The Institute of Public Works Engineers which awarded her the Victorian Sector Practitioner/Engineer of the Year Award in 2015.

With a demonstrated people-centred focus, Samantha drives excellence, innovation and continuous improvement in her infrastructure portfolio. Her impressive history of team leading, strategic planning and project delivery make her a great fit for a growing Kingston.



BERNARD ROHAN | CHIEF FINANCE OFFICER

A Fellow of CPA Australia with more than 20 years' experience in State and Local government, Bernard brings strong analytical, advisory and financial management skills to the team.

Bernard has also held senior budget and finance roles in the Department of Treasury and Finance, the former Department of Economic Development, Jobs, Transport and Resources, and the Emergency Services Telecommunications Authority, where he championed a business-partnering approach to finance.

Following his time as Chief Financial Officer of the City of Casey through three years of considerable growth and organisational change, Bernard has come to Kingston with a wealth of experience and proven ability to resolve complex budget and financial management matters.

A confident, experienced finance team leader, Bernard enthusiastically leads the way in sustaining resources and providing structure and principles for effective and transparent management of our financial activities.



CITY SNAPSHOT

OUR HISTORY

Kingston has a rich First Nations Australian history, and today we have a proud, vibrant Aboriginal culture.

The Bunurong people are deeply connected with the land and waterways. In good weather, they camped along the foreshore and in poor conditions, they found shelter in woodlands and near rocks. Middens and scar trees are left as evidence of Aboriginal activities and seasonal campsites.

The Wurundjeri-baluk clan lived further inland and belonged to the Kulin Nation, which occupied most of Western and Central Victoria. In the early 1840s, through colonial settlement, Aboriginal people were placed on a reserve in Mordialloc, which is now marked with the Aboriginal flag beside Mordialloc Creek.

OUR LOCATION

The City of Kingston is located approximately 20 km south-east of Melbourne, surrounded by the cities of Bayside, Glen Eira, Monash, Greater Dandenong and Frankston.

The City's landmarks are diverse and distinct. The area, known for its 'village-like' neighbourhoods, offers a relaxed lifestyle. Spanning 91 square kilometres with 13 kilometres of foreshore along Port Phillip Bay, it includes natural wetlands, historic market garden districts and numerous world-class golf courses. The community's prosperity is underpinned by the Moorabbin and Braeside manufacturing areas, vital shopping precincts, access to beautiful open spaces and an enviable choice of quality schools and tertiary institutions. This has attracted housing development and population growth, particularly in and around our activity centres, key renewal areas, transportation hubs and more popular coastal suburbs.

OUR SUBURBS

Kingston's suburbs include Aspendale, Aspendale Gardens, Bonbeach, Braeside, Carrum, Chelsea, Chelsea Heights, Cheltenham, Clarinda, Clayton South, Dingley Village, Edithvale, Heatherton, Highett, Mentone, Moorabbin, Moorabbin Airport, Mordialloc, Oakleigh South, Parkdale, Patterson Lakes and Waterways.





OUR COMMUNITY

POPULATION



159,908 people

Estimated population for the City of Kingston in 2022

195,819

Forecast population for 2041 (+22.7%)

41 years

Median age

DIVERSITY & INCLUSION



714

Identify as Aboriginal and/or Torres Strait Islander



UK, India, China, Greece, New Zealand

Top 5 overseas countries of birth



50,504

Born overseas



41,128

Speak a language other than English at home



9,311

Need assistance due to a disability



Greek, Mandarin, Russian, Italian, Vietnamese

Top 5 non-English languages



17,747

Provide unpaid care to a person with a disability, long-term illness or old age (14% of people aged 15+)

EDUCATION



40,750

Bachelor or higher degree



14,322

Diploma or advanced diploma



21,216

Vocational qualification



46,229

No qualification

HOUSEHOLDS



62,826

Households in 2021



20,541

Couples with children



16,393

People living alone



15,073

Couples without children



6,596

One-parent families

TENURE



22,910

Mortgage



21,187

Fully owned



15,423

Renting



JOBS

92,495

Local jobs in 2021-22

18,575

Local businesses in 2022



Top business industries:



» Construction



» Professional Scientific & Technical Services



» Rental, Hiring and Real Estate

81,285

Employed residents in 2021

Top 3 occupation types:

» Professionals

» Managers

» Clerical & Admin

Source: .id Consulting City of Kingston Community Profile, Social Atlas, Population Forecast, Economic Profile, ABS Census 2021.



WHAT MATTERS TO KINGSTON

OUR GROWING POPULATION

The City of Kingston is growing, with the population expected to increase by 20 per cent by 2041, with approximately 196,000 residents living in the municipality. Council will be working to facilitate new investment into areas, including new employment and affordable housing, whilst addressing the demands by other levels of government to provide for housing to accommodate this population growth.

Balancing the demands for services will also be key. Deliverables such as the commencement of a Service Planning and Review Framework will be pivotal as we plan for adaptable, capable, and sustainable Council services now and into the future.

OUR COMMUNITY

As a Council, Kingston exists to serve our community and provide excellent customer service in all that we do. In ensuring great customer service is delivered, we are implementing a suite of Customer First improvement projects to address system, process, and cultural changes to benefit our customers. Developing a Geographic Information System (GIS) to improve staff and community access to information is also underway, leading to more informed decision making for our community.

Supporting our community through service delivery is also an important focus for Council. Major reforms in aged care will change how the service is delivered. However, Council will continue to ensure we support our community's physical and mental health and wellbeing, including looking at the demand in light of an increase in the ageing population.

Arts, events, festivals and libraries are all expanding to meet the future needs of our community. There will be a rebuilding of the Kingston Arts Brand, with a focus on local and regional arts. This includes a stronger focus on programming and awareness for Kingston Arts facilities to deliver premium arts and events to our community. Our libraries will be reimagined to ensure they also meet the future needs of our communities.

Council will continue its journey and respond to the outcomes of the Referendum and Treaty Negotiations to advance reconciliation.

ECONOMIC FACTORS

Council is closely monitoring the challenging economic environment to ensure that high inflation, interest rates, and supply chain constraints are considered and planned for in delivering services and capital projects. As well as challenges in the construction sector and the impacts this has had on some local builders and associated contractors, there is considerable uncertainty in how these trends will unfold.

Unfortunately, this puts significant cost of living pressures on our community and their capacity to manage personal financial hardship. The increased cost of housing in both the purchase and rental markets is also impacting low-to-medium-income earners living in the municipality. There is also significant pressure on welfare and support organisations to meet the increasing demands of our community's needs.

Council continues to provide critical services to our community and will continue working with individual ratepayers on payment arrangements and other support options in these difficult times.

CLIMATE CHANGE

Climate change is affecting our beaches, biodiversity, infrastructure, residents and businesses. To reduce greenhouse gas emissions to lessen the adverse effects of climate change, Council declared a Climate and Ecological Emergency and endorsed the Climate and Ecological Emergency Response Plan (CEERP) to guide action.

Our ultimate target is net zero community emissions by 2030 and net zero by 2025 for our own emissions.

Furthermore, Council is also helping combat climate change, to ensure food security and improve liveability through the ongoing maintenance and servicing of the Green Wedge expansion, providing open space and conservation zones that protect and enhance biodiversity.



WHAT MATTERS TO KINGSTON (CONTINUED)

OUR RECREATION AND OPEN SPACE

Providing welcoming open spaces and areas for recreation is pivotal for Kingston. There has been a commitment of \$1 million to progress the planning of the Kingston Fields in Dingley Village, including a partnership with the Hawthorn Football Club to construct a community sports field and pavilion that will prioritise and showcase women's sport, including delivering new innovative sporting programs, events and partnerships to the community.

Progression is also underway with the new Aquatic and Leisure Centre to support the health and wellbeing of our community. The new facility will be built in Mordialloc and joint-funded by Council and the Australian Government, which has committed \$20 million to the project. The business case has been approved, and the new facility is anticipated to be opened to the public in early 2026.

VICTORIA'S BIG BUILD PROGRAM

Victoria's Big Build Program has seen major transport infrastructure in tandem with service reforms, new technology and development in policy to create a more connected Victoria and transform the way Victorians travel. This State Government initiative has certainly impacted the City of Kingston, with several projects being undertaken in the municipality. This includes a focus on Mordialloc, where early planning work is underway in relation to the Level Crossing Removal Project.

The approvals for the Suburban Rail Loop are also in place, where early works have commenced on establishing the area for the stabling site in Heatherton. Significant work will occur over the next few years, with this project due for completion in 2035.



OUR **YEAR IN REVIEW**





HIGHLIGHTS OF THE YEAR

We established a **new partnership between Council and Holmesglen TAFE**, providing job and start-up support for young local entrepreneurs.

We consulted our community on our new District Level Aquatic and Leisure Centre, including the appointment of a **Community Reference Group**.

Our **Integrated Water Cycle Strategy** was adopted in November 2022, outlining the vision and steps needed to become a water-sensitive city by 2040.

We welcomed back the much loved **'MordiFest'** in March 2023, following two years of cancellations due to COVID-19.

We **upgraded the lighting** across 10 of our ovals, greens and sports grounds.

Our Councillors unanimously endorsed the **'Uluru Statement from the Heart'** in January 2023.

We implemented our **Parklet Program**, allowing hospitality businesses to extend their outdoor dining.



We recruited a **220-member Community Representative Panel** and a **45-member Collaborative Engagement Group** to deliberate over complex issues and key strategic documents.



We completed the **Elonera Preschool expansion project**.

We strengthened Kingston's commitment to **child safety** by adopting an organisational-wide new Child Safe Strategy.

We planted over **4,200 trees** during the 2022 calendar year to increase Kingston's tree canopy.

We completed construction of the new **Mentone Life Saving Club and Aspendale Life Saving Club**.

We implemented a **Risk and Incident Management software program** to improve clinical risk and incident recording and reporting to align with Aged Care Quality Safety Standards.

We launched our **Kingston waste app Binston** to provide residents with accessible, tailored information on their waste service.

We launched a **new website for Kingston Libraries**, focusing on accessibility, functionality and simplicity.





We launched a
Commercial Kitchen Pilot Program
at Chelsea and Westall Hubs.

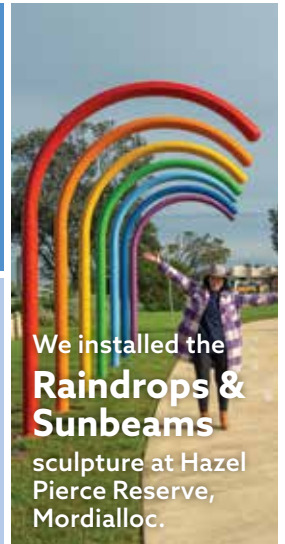


We continued to ensure that our
beautiful foreshore
was effectively maintained and upgraded.



We completed the
Parkdale and Clarinda Shopping Centre Enhancement projects.

We opened the
Tarella Road Reserve
to the public.



We installed the
Raindrops & Sunbeams
sculpture at Hazel
Pierce Reserve,
Mordialloc.

Our Traditional Owners provided a
Welcome to Country and Smoking Ceremony
at the Reconciliation Week flag raising event at the Derrimut Weelam Gathering Place.



We adopted a new
MyFlex Agreement
process to ensure equity and balance of individual, organisational, and customer needs.

We delivered a wide range of
arts and cultural programs,
including Morning Melodies, Dialogues, School Holiday programs, Gallery Exhibitions and the OptiKA photography competition.

We delivered the
Kingston Seniors Festival
with live activities and events designed to connect people to local senior's groups, clubs, organisations and services.



We advocated to the State Government to acquire land for our
Chain-of-Parks.



We delivered the
Primary School Road Safety Programs
for safer walking and cycling.

We implemented the
'16 Days of Activism Against Gender-Based Violence' campaign
to prevent family violence.

We consulted with our community for future signage requirements identified through the
Wayfinding Strategy.





MAJOR CAPITAL WORKS

During the 2022–23 financial year, Council's overall expenditure on capital works was \$65.0 million.

\$6.3M

We completed construction of the **Mentone Life Saving Club** building and commenced works on the **foreshore precinct**.

\$3.2M

We implemented the **GR Bricker Reserve Master Plan**.



\$1.1M

We progressed construction of the **Elder Street South Reserve**.



\$1.3M

We commenced construction on the **accessible playground** at **Peter Scullin Reserve, Mordialloc**.



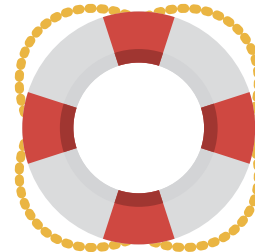
\$1.2M

We expanded our **library collections**.



\$12.3M

We made improvements to our local **roads and footpaths**.



\$2.6M

We completed construction of the **Aspendale Life Saving Club**.

\$1.8M

We made improvements to our **laptop fleet**.



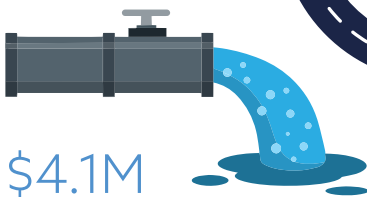
\$1.5M

We made improvements to the **Roy Dore Reserve tennis and netball courts**.



\$4.1M

We made improvements to our **drains**.



\$3.8M

We commenced construction on the **Regents Park Reserve Pavilion**.





AWARDS AND FINALISTS



AQUATICS & RECREATION VICTORIA (ARV) AWARDS

Group Exercise Instructor Award

Sue Terrell,
Waves Leisure Centre

WINNER



AQUATICS & RECREATION VICTORIA (ARV) AWARDS

Swim School Award

Waves Leisure Centre

WINNER

NATIONAL CUSTOMER SERVICE BENCHMARKING AUSTRALIA (CSBA) AWARDS 2022

Most Consistent Customer Experience Team Category

Customer Care Team

WINNER

MUNICIPAL ASSOCIATION OF VICTORIA (MAV) TECHNOLOGY AWARDS 2022

Customer Experience Category

The Scan It, Action It, Close It App

WINNER

NATIONAL CUSTOMER SERVICE BENCHMARKING AUSTRALIA (CSBA) AWARDS 2022

Customer Experience Agent of the Quarter Category

Yutong Zeng

WINNER

NATIONAL CUSTOMER SERVICE BENCHMARKING AUSTRALIA (CSBA) AWARDS 2022

Customer Experience Agent of the Year Category

Yutong Zeng

WINNER

LGPRO - AWARDS FOR EXCELLENCE 2023

Innovative Management Initiative Category

Speak Up Platform



FINALIST



VIC SPORT AWARDS

Local Government Initiative of the Year

Disc Golf Activations

FINALIST



AUSTRALIAN CHILDREN'S EDUCATION & CARE QUALITY AUTHORITY (ACECQA) RATING

National Quality Framework

Carrum Family and Children's Centre

AWARDED - EXCELLENT
(EXCEEDING NATIONAL QUALITY STANDARD)

VIC KIDS EAT WELL AWARDS 2022

Vic Kids Eat Well

City of Kingston -
Outside School Hours Care

NOMINEE

LINKED ORGANISATION OF LOCAL AUTHORITY ICT SOCIETIES (LOLA)

Association of Local Government Information Management - Achievement of the Year Award

Bin Evolution

NOMINEE



COMMUNITY EVENTS CALENDAR

The following events outline just some of our many events held for our community during 2022-23.

JULY 2022

- » **Open House Melbourne** (Kingston City Hall)
- » Monthly **Kingston Moviehouse**
- » **NAIDOC Week**
Dinner Dance, Flag Raising & Family Fun Day at the Derrimut Weelam Gathering Place

AUGUST 2022

- » **Morning Melodies**
- » **Volunteer Expo**
- » **Children's Book Week**
- » Quarterly **Sustainable Business Breakfast**

SEPTEMBER 2022

- » **Youth Art Expo**
- » **Melbourne Writers Festival**
- » **Jean Haile's Women's Health Week**
- » "100 Years of Memories" Celebrating Kingston Centenarians Luncheon

OCTOBER 2022

- » **Spring Fair**
- » **Bilingual Child Month Storytimes**
- » **Kingston Seniors Festival**

NOVEMBER 2022

- » **Speechie Library Talks**
- » **Mordialloc Traders Christmas Tree Lighting Event**
- » **Roll for Respect**
(as part of the 16 Days of Activism Against Gender-Based Violence)

DECEMBER 2022

- » **Carols by Kingston**
- » Monthly **Kingston Farmers Markets & Christmas Market**
- » **Christmas Lunch for Socially Isolated People**
(in collaboration with Salvation Army)
- » **Kingston Koorie Christmas Family Day**

JANUARY 2023

- » **Big Summer Read**
- » **Summer Play**
- » **Blak Market**

FEBRUARY 2023

- » **Skate of Mind**
- » **National Sustainable Living Festival**
- » **Midsumma Pride March**

MARCH 2023

- » **MordiFest**
- » **Women of the Year Awards**
- » **Artz Blitz Exhibition**
- » **Cultural Diversity Week Concert**

APRIL 2023

- » **Pet Expo**
- » **Comedy Fest's Neighbourhood Sessions**

MAY 2023

- » **Volunteer Appreciation Event**
- » **King Con!** Comics, Games and Pop Culture
- » **IDAHOBIT Film Screening**
- » **Reconciliation Week**
flag-raising event at the Derrimut Weelam Gathering Place

JUNE 2023

- » **Kingston Mentor Partners Program**
- » **Interfaith Bus Tour**



OUR COMMUNITY GRANTS

Kingston's Community Grants Program enables Council to partner with the local community. In 2022-23, a total of \$1,689,168 in grants was distributed to 282 community groups, organisations and individuals. The grants comprise:

**KINGSTON
CHARITABLE FUND****\$75,580****PARTNERSHIP
GRANTS****\$1,118,978****ANNUAL
GRANTS****\$318,512****CULTURAL
DIVERSITY MEAL****\$46,750****INDIVIDUAL
DEVELOPMENT****\$24,300****CHILDREN'S
WEEK****\$11,111****ARTS
GRANTS****\$27,000****QUICK
RESPONSE****\$41,700****FESTIVALS
AND EVENTS****\$25,237**



WHAT YOUR RATES AND CHARGES PROVIDED YOU IN 2022-23

For every \$100 of rates and charges that Council receives, we delivered the following services:

**CAPITAL
WORKS****\$26.31****AGED AND DISABILITY
SUPPORT****\$12.23****PARKS AND
MAINTENANCE****\$9.64****WASTE
MANAGEMENT****\$9.60****FAMILY AND
CHILDREN'S SERVICE****\$8.52****COMMUNITY
SERVICES****\$5.44****COMMUNITY
BUILDINGS****\$3.34****URBAN PLANNING
AND DEVELOPMENT****\$3.15****GOVERNANCE
AND REPORTING****\$3.12****LOCAL LAW EDUCATION
AND COMPLIANCE****\$3.04****LEISURE
CENTRES****\$2.93****ROADS AND
DRAINS****\$2.55****LIBRARY AND
EDUCATION SESSIONS****\$2.50****INFRASTRUCTURE
MANAGEMENT****\$2.40****COMMUNITY
RELATIONS AND EVENTS****\$1.84****ARTS****\$1.07****CUSTOMER SERVICE****\$0.98****YOUTH SERVICES****\$0.57****LAND USE
PLANNING****\$0.51****EMERGENCY
RESPONSE****\$0.26**



FINANCIAL PERFORMANCE SUMMARY

In 2022–23, Council had an operating surplus of \$32.7 million, and this result was \$17.5 million favourable to the adopted budget of \$15.2 million and was also \$0.5 million favourable compared to the \$32.2 million surplus reported in 2021–22. This result was influenced by:

COVID-19 IMPACT

During 2022–23, the COVID-19 pandemic continued to have some impact on Council's operations, primarily on revenue, due to Council allowing ratepayers to defer payment of their rates until 30 June 2023 and allowing ratepayers to set up payment arrangements after 30 June 2023. No interest was charged on overdue rates during the year.

RATES AND CHARGES

In 2022–23, rates and charges comprised \$159.2 million. This represented 57% of the total operating income of \$277.3 million, compared to \$155.5 million (61% of \$253.8 million) in 2021–22. The 2022–23 result was \$0.6 million unfavourable to budget.

GRANTS

Operating grants are \$11.5 million favourable to budget, including bringing forward the Victorian Local Government Grants Commission's financial assistance grants.

USER FEES

User fees of \$21.6 million were \$1.2 million favourable to the budget due to increased activity, particularly at the Waves Leisure Centre to pre-COVID-19 level.

Cash contributions of \$8.5 million (\$1.7 million favourable to budget) were received from developers to be held in reserve for use on future open space and stormwater projects.

INTEREST INCOME AND FINANCIAL ASSETS

Interest income on investment was \$4.3 million and \$3.9 million favourable to the budget. This is due to the higher interest received on investments due to higher than expected interest rates during the year.

CAPITAL WORKS

Council's total capital works expenditure was \$65.0 million (compared to \$64.4 million in 2021–22). This was \$15.4 million lower than the budget and mainly associated with a significant land acquisition for the proposed new aquatic centre, which occurred in 2021–22 and was recognised in 2021–22 while budgeted in 2022–23.

CASH FLOW

Total financial assets of \$141.3 million decreased by \$20.5 million during the year from \$161.8 million.

BALANCE SHEET

Council's net assets were \$2.9 billion. This was primarily associated with physical assets and included total property (\$1,833.4 million), infrastructure (\$900.3 million) and plant and equipment (\$11.5 million). The work-in-progress balance was \$50.4 million.

FUTURE FINANCIAL SUSTAINABILITY

The Victorian Auditor General reports to Parliament each year on the financial performance of Victoria's councils. The following indicators are used in the Auditor-General's report to reflect short and long-term sustainability:

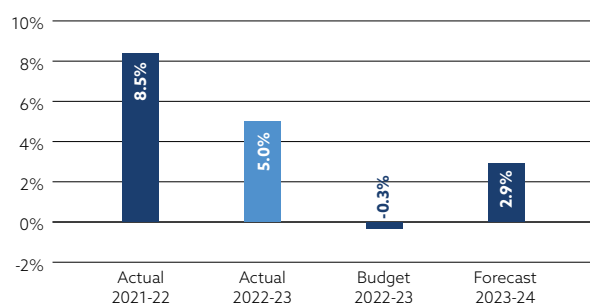
- Net Operating Result
- Liquidity
- Indebtedness
- Internal Financing
- Renewal Gap.

Kingston's performance in relation to these indicators is based on the last two years of actual results, along with the forecast for the next two years. The results highlight the trend of Kingston's financial sustainability in line with the methodology reported on by the Victorian Auditor-General.



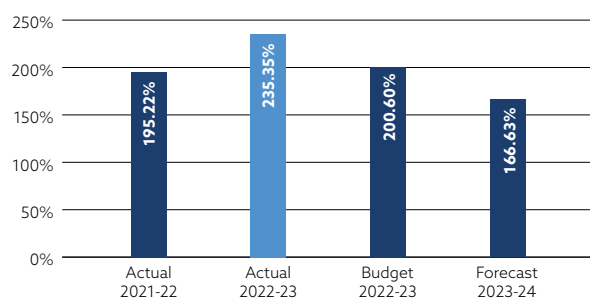
FINANCIAL PERFORMANCE SUMMARY (CONTINUED)

NET OPERATING RESULT



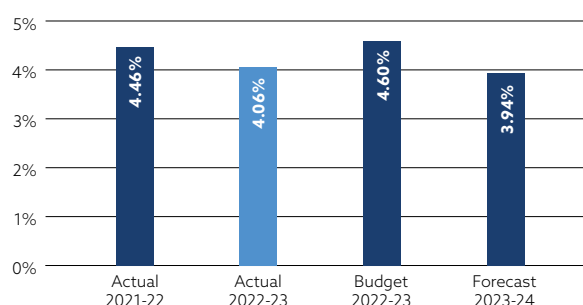
The net operating result reflects whether Council can generate enough revenue to cover operating costs (including the cost of replacing assets reflected in its depreciation expense). The result is calculated by dividing the underlying result by the underlying revenue for the year. The underlying revenue is Council's total revenue, less any non-monetary items. The 2022-23 result of 5.0% represents a decrease on the previous year. The forecast trend going forward is that the underlying result is a slight deficit, reflecting growth in expenses above the level of growth in revenue from rates, user fees, statutory fees and fines, and operating grants.

LIQUIDITY



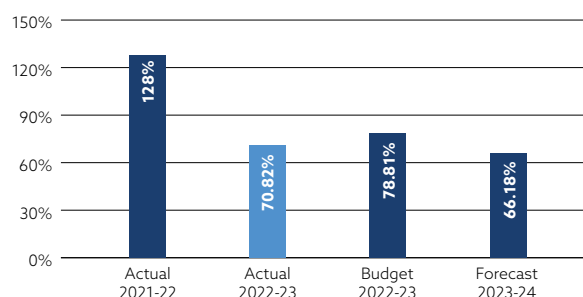
Liquidity ensures that Council has sufficient working capital to meet short-term commitments. It is calculated by dividing the total current assets by the total current liabilities. The liquidity result for 2022-23 was 235%, which indicates a strong financial position. However, some of the cash held at year-end will be required to fund the capital works program, as well as operational grant income received in advance to deliver community services.

INDEBTEDNESS



Indebtedness measures how reliant on debt Council is to fund its capital programs. It is calculated by dividing total non-current liabilities by Council's own source revenue. Own source revenue is the revenue Council can generate from its own sources, which essentially excludes grant income. The 2022-23 result of 4.06% reflects a stable position.

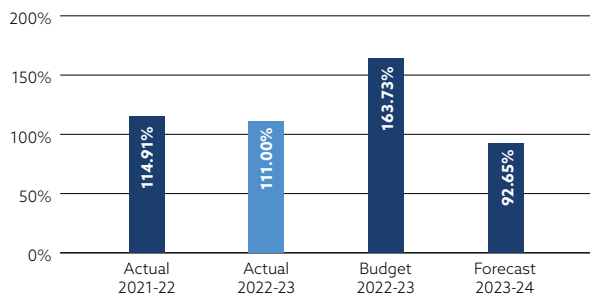
INTERNAL FINANCING



Internal financing measures the ability of Council to finance capital works from generated cash flow. The higher the percentage, the greater the ability to finance capital works from Council's own funds. It is calculated by dividing the net inflow of operating activity cash by actual cash outflows for capital works. The 2022-23 result of 70.8% is lower than the prior year but in line with the budget and future forecast. The result is due to timing issues within the capital works program, as funding of projects is spread across multiple years.



RENEWAL GAP



Council's renewal gap represents the renewal and upgrade of existing assets at a consistent rate. It is calculated by adding the renewal and upgrade expenditure together and dividing that by Council's depreciation expense. A score of more than 100% indicates a low risk of insufficient spending on our asset base. Council has a score of 111.0% for 2022-23, indicating assets are being maintained at a rate higher than they are depreciating.



OUR PERFORMANCE





INTEGRATED STRATEGIC PLANNING AND REPORTING FRAMEWORK

Our Integrated Strategic Planning and Reporting Framework guides Council in identifying community needs and aspirations over the long term (Community Vision), medium term (Council Plan) and short term (Annual Budget incorporating the Annual Action Plan and Capital Works Program), and how we stay accountable through our audited Annual Report.

Aligning to the Integrated Strategic Planning and Reporting Framework is Part 4 of the Act, which requires councils to prepare the following:

- Community Vision (for at least the next 10 financial years)
- Council Plan (for at least the next 4 financial years)
- Financial Plan (for at least the next 10 financial years)
- Asset Plan (for at least the next 10 financial years)
- Revenue and Rating Plan (for at least the next 4 financial years)
- Annual Budget (for the next 4 financial years)
- Quarterly Budget Report
- Annual Report (for each financial year)
- Financial Policies.

The Act, Part 2, also requires councils to prepare:

- a Workforce Plan (including projected staffing requirements for at least 4 years)

Kingston's Integrated Strategic Planning & Reporting Framework overleaf illustrates how these strategic documents fit together to help achieve our community's vision for Kingston.



KINGSTON'S INTEGRATED STRATEGIC PLANNING AND REPORTING FRAMEWORK



COMMUNITY VISION

Kingston is a resilient, inclusive and diverse community. We are building the most liveable and sustainable city in Victoria. We champion and nurture our green and open spaces creating a safe, healthy environment. Our shared legacy connects our community, embracing innovation, making Kingston the place to live.

LONG TERM 10 YEARS

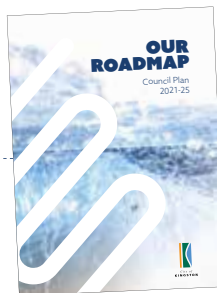
Asset Plan
2021 - 2031

Financial Plan
2022-2023 to
2031 - 2032

MEDIUM TERM 4 YEARS

Council Plan

Major Plans
& Strategies
including the
Municipal Public
Health and
Wellbeing Plan
and Climate
and Ecological
Emergency
Response Plan



Budget 1 + 3 Years
2021 - 2025

Workforce Plan
2021 - 2025

Revenue &
Rating Plan
2022 - 2026

COMMUNITY ENGAGEMENT

COMMUNITY ENGAGEMENT

Organisational Strategy*

SHORT TERM 1 YEAR

ANNUAL ORGANISATIONAL PLANNING:

- Development of Annual Action Plan
- Development of Budget
- Review of Capital Works
- Service Planning and Review Process

MONITORING OUR PERFORMANCE

Community
Satisfaction Survey

Annual Report including
Performance Statement
and Report of Operations

Local Government
Performance Reporting
Framework

Quarterly Council Plan
Progress Report

LEGEND

Processess, Plans, etc

Reports

*In development



OUR COMMUNITY VISION

The City of Kingston has worked closely with our community to set Council's direction for the future through our Community Vision. Our community has set an ambitious Community Vision which captures their priorities and aspirations.

The Community Vision for Kingston is:

Kingston is a resilient, inclusive and diverse community. We are building the most liveable and sustainable city in Victoria.

We champion and nurture our green and open spaces, creating a safe, healthy environment.

Our shared legacy connects our community, embracing innovation, making Kingston the place to live.

Our Community Vision provides a strong basis for long-term planning for Council. The Vision establishes a clear link between the aspirations of the community and Council decision making for the future.





OUR ROADMAP: COUNCIL PLAN 2021-2025

Every four years, we develop a Council Plan, which sets the organisation's strategic directions, objectives and strategies to help deliver on Council's long-term Community Vision.

Our Roadmap: Council Plan 2021-2025 details how we will ensure the Vision is attained whilst focusing on how we will work with our community, key stakeholders, community organisations, surrounding municipalities and other levels of government to achieve this.

The Council Plan is structured into six Strategic Directions and Strategic Objectives, which are as follows:

| Strategic Direction | Strategic Objective |
|---|--|
| LIVEABLE  | Our city will be a vibrant, enjoyable and easy place to live. |
| SUSTAINABLE  | We prioritise our environment and reduce our impact on the earth. |
| PROSPEROUS  | We will embrace the concept of a 20-minute neighbourhood, support the ongoing process of decentralisation and support people to live and work locally. |
| HEALTHY AND INCLUSIVE  | We are progressive, inclusive and prioritise the wellbeing of all members of our community. |
| SAFE  | Our community will feel safe, and be safe, in all aspects of their lives. |
| WELL-GOVERNED  | Council will be collaborative, accountable, transparent, responsive, well-informed and efficient. |



PUBLIC HEALTH & WELLBEING PLAN 2021-2025

The *Public Health and Wellbeing Act 2008* provides the legislative foundation for public health and wellbeing in Victoria. Under the Act, all local governments in Victoria must prepare a four-year Municipal Public Health and Wellbeing Plan (MPHWP) outlining areas for Council to focus on to 'protect, improve and promote public health and wellbeing'.



Our Public Health and Wellbeing Plan 2021-2025 provides the strategic direction for this work. It highlights our goals and objectives, and how we will work collaboratively across Council and with our partners to help create a strong, healthy and connected community.






The priorities of the Public Health and Wellbeing Plan 2021-2025 closely align with the Our Roadmap: Council Plan 2021-2025. As such, a broad range of strategies and action plans also deliver on MPHWP goals and objectives, such as the Arts and Cultural Strategy, Open Space Strategy, Sport and Recreation Strategy and Youth Services Strategy.

Furthermore, in the second year of the Public Health and Wellbeing Plan 2021-2025, a new annual action plan model was developed to streamline the implementation of our Public Health and Wellbeing Plan 2021-2025 through one strategic, coordinated and comprehensive action plan, and ensure the efficient use of staff and

material resources. The Year Two Health Plan Action Plan 2022-23 has been implemented by teams across Council in collaboration with the community and partners.

An intersectional and equity approach to the planning and delivery of actions has helped to reduce barriers and ensure equitable access and participation for diverse population groups, such as people with a disability, culturally and linguistically diverse communities, older people, children and young people and people who identify as lesbian, gay, bisexual, transgender, intersex and/or queer (LGBTIQ+). This approach enables actions to better consider individual experiences and the many layers that make up the people in our community, in turn having a greater positive outcome.

Go to kingston.vic.gov.au for more information about Kingston's Public Health and Wellbeing Plan 2021-2025.

| GOALS | OBJECTIVES |
|--|---|
|  GOAL 1: A healthy and well community | 1.1 Increase participation in physical activity 1.2 Increase healthy eating 1.3 Improve mental wellbeing 1.4 Reduce harm from alcohol and other drugs, smoking and gambling |
|  GOAL 2: A safe and secure community | 2.1 Improve safety in the home and community 2.2 Improve feelings of safety in the home and community 2.3 Reduce the prevalence of family violence |
|  GOAL 3: A kind and connected community | 3.1 Increase participation in community activities and volunteering 3.2 Reduce social isolation and loneliness 3.3 Reduce discrimination 3.4 Increase inclusion, respect and belonging |
|  GOAL 4: A liveable community | 4.1 Increase community understanding and resilience for health impacts of climate change 4.2 Increase availability of social and affordable housing 4.3 Increase equitable participation in the workforce and local economy 4.4 Increase accessible and equitable supply of facilities, services and activities 4.5 Increase access to and improve amenity of open spaces and the natural environment |
|  GOAL 5: An informed and empowered community | 5.1 Improve provision of accessible health and wellbeing information, programs and services 5.2 Increase participation in lifelong learning and education |



CLIMATE AND ECOLOGICAL EMERGENCY RESPONSE PLAN 2030

Council plays an important leadership role in the City of Kingston, supporting local action and influencing the transition to a more sustainable future.

In January 2020, Council declared a climate and ecological emergency and adopted the Climate and Ecological Emergency Response Plan (CEERP) in July 2021. Two key targets of the CEERP are net zero community emissions by 2030 and net zero emissions for our own operations as a Council by 2025.

While we have been working to reduce our emissions and support the community to live more sustainably, it is now time to accelerate our emissions reductions, strengthen the protection of our natural environment and ramp up how we support our community.

With a clear vision, we understand where and how we need to accelerate and support existing work to respond to the Climate Emergency and what needs to be done to facilitate the scope and scale of reduction within the community, which is needed to bring about meaningful change.







Council's CEERP will focus on the following priority areas to ensure this can be achieved:

Actions undertaken under each CEERP priority area aim to achieve the highest emission abatement potential in the shortest time. A range of Council-led actions have been implemented in 2022-23, and community emissions are trending down.

Our focus is now on careful planning to ensure a cost-effective transition by Council away from fossil fuels and supporting Kingston businesses and residents to reduce emissions.

Go to kingston.vic.gov.au for more information about Kingston's Climate and Ecological Emergency Response Plan.



| CEERP FOCUS AREAS | | OBJECTIVE | |
|--|-------------------------|-----------------|---|
|  LOW CARBON LIVING | LOW CARBON LIVING | Priority Area 1 | Support Low Carbon Living |
|  FUTURE PROOF INDUSTRY | FUTURE PROOF INDUSTRY | Priority Area 2 | Future Proof Business and Industry |
|  SUSTAINABLE TRANSPORT | SUSTAINABLE TRANSPORT | Priority Area 3 | Transition to Sustainable Transport |
|  TRANSFORM COUNCIL | TRANSFORM COUNCIL | Priority Area 4 | Transform Council Operations |
|  CAPTURE CARBON | CAPTURE CARBON | Priority Area 5 | Draw Down or Sequester Carbon from the Atmosphere |
|  ADAPT TO CLIMATE CHANGE | ADAPT TO CLIMATE CHANGE | Priority Area 6 | Adapt to Climate Change |



HOW WE REPORT ON PERFORMANCE

The City of Kingston is responsible for a broad range of services to support the wellbeing of our community, including family and children's services, aged care services, traffic management, open space, youth facilities, waste management, planning for appropriate development and ensuring accountability for Council's budget, to name a few.

The delivery of services, partnering, and advocating to achieve the strategic objectives are measured by a set of service performance indicators and measures. Council also has a range of responsibilities under Victorian and Australian legislation.

Council's performance for the 2022-23 year has been reported against each strategic objective to demonstrate how Council is performing in achieving the Our Roadmap: Council Plan 2021-2025.

Performance has been measured as follows:

- progress in relation to the major initiatives and initiatives identified in the budget
- results achieved in relation to the strategic indicators in the Council Plan
- services funded in the budget and the persons or sections of the community who receive those services
- results against the prescribed service performance indicators and measures.





STRATEGIC DIRECTION: LIVEABLE

STRATEGIC OBJECTIVE:

Our city will be a vibrant, enjoyable, and easy place to live.

STRATEGIES FOR ACHIEVING THE OBJECTIVES:

- Provide accessible, quality public open spaces for passive and active recreation
- Invest in high-quality community assets
- Manage movement around the city, including traffic and parking, to make community activities accessible
- Plan for changes in the population and the community's housing needs
- Preserve and enhance Kingston's character and heritage
- Support the development of affordable housing options, including social and community housing
- Foster a thriving and innovative arts and culture scene, which is both diverse and inclusive.

HIGHLIGHTED INITIATIVES

The below table highlights Council's progress on the Annual Budget 2022-23 major initiatives and initiatives.

| Major Initiative | Comment |
|---|--|
| Deliver GR Bricker Reserve Master Plan improvements including pavilion upgrade (Pavilion Actual: \$2.6M; Budget: \$6.6M) | The contract for GR Bricker Pavilion was awarded at a Council Meeting in October 2022, and site work has commenced, with the project expected to be completed in February 2024. The project has experienced several delays due to the challenging procurement market and latent conditions. The remaining budget has been declared as a carryover to 2023-24. |
| Commence construction of the Dingley Souter Reserve Pavilion (Actual: \$3.59M; Budget: \$6.1M) | Construction of the Dingley Souter Reserve Pavilion commenced in September 2022, with the project expected to be completed by November 2023. The project has experienced several delays due to legacy design issues and inclement weather. The remaining budget has been declared as a carryover to 2023-24. |
| Commence construction of the Regents Park Reserve Pavilion (Actual: \$3.75M; Budget: \$3.3M) | The contract for the Regents Park Reserve Pavilion was awarded at a Council Meeting on 17 in October 2022 and site work has commenced. |
| Construct the new regional accessible playground at Peter Scullin Reserve, Mordialloc (Actual: \$1.3M; Budget: \$1.8M) | The regional accessible playground at Peter Scullin Reserve is under construction with the main elements nearing completion. This playground will provide a multitude of fun and interactive activities for a range of ages and abilities including nature play, water play, musical sounds, electronic interactive games, pirate ships, a five-way swing, sensory artwork, fishing rods and an all-abilities trampoline and at-ground carousel. |



| Initiative | Comment |
|---|--|
| Finalise the draft Open Space Strategy | The draft Open Space Strategy has been completed and will be presented to Council in July/August 2023 for endorsement to proceed to public consultation. |
| Plan and deliver a returned MordiFest event following two years of cancellations due to COVID-19 restrictions | MordiFest was successfully delivered on Saturday, 4 and Sunday, 5 March 2023. Across two days, almost 40,000 attendees enjoyed food and drinks from 30 food and beverage vendors while appreciating 65 hours of music from 50 performers across four stages. |
| Review and update the Public Art Policy | The Public Art Policy has been reviewed and updated and is due to Council for endorsement in July 2023. |

PUBLIC HEALTH & WELLBEING PLAN 2021-2025 HIGHLIGHTS

- We delivered a total of 25 information sessions to more than 500 seniors, promoting transport options and assistance available to help address barriers whilst increasing the confidence of seniors to safely use modes of transport and maintain independence.
- We completed a Gender Impact Assessment to analyse and explore the experiences of diverse people in outdoor public spaces. Furthermore, the Access and Equity Advisory Committee members were engaged to inform the Open Space Strategy and improve accessibility.
- We facilitated a 'Work Ready' workshop for 59 young people to gain skills and confidence in seeking and maintaining employment.

CLIMATE AND ECOLOGICAL EMERGENCY RESPONSE PLAN 2030 HIGHLIGHTS

- We worked with developers to encourage the submission of planning applications that meet high Environmentally Sustainable Design standards. Multi-unit developments are now exceeding minimum standards, based on Nationwide House Energy Rating Scheme data.

STRATEGIC DIRECTION: **LIVEABLE** (CONTINUED)**STRATEGIC INDICATORS**

Council's performance against the strategic indicators in the Council Plan is presented below.

| Strategic Indicator | Target | Result 2022-23 | Comment |
|--|------------------------|----------------|--|
| Si 1. Additional open space created in the municipality | 0.00 | 0.00 | Council focused on improving the quality of Kingston's beautiful open spaces during the year rather than increasing the quantity and no new open space was created in 2022-23. |
| Si 2. Council's renewal gap ratio measured against the Victorian Auditor-General's Office indicator | 1.00 | 1.11 | Council's renewal gap represents the renewal and upgrade of existing assets at a consistent rate. It is calculated by adding the renewal and upgrade expenditure together, and then dividing that by Council's depreciation expense. A score of more than 1.00 indicates a low risk of insufficient spending on our asset base. Council has a score of 1.11 for 2022-23, indicating assets are being maintained at a rate higher than they are depreciating. |
| Si 3. Number of community activities where sustainable transport is promoted | 20.00 | 84.00 | The number of community activities where sustainable transport was promoted exceeded our annual target significantly, with a total of 84 activities promoting using public transport, car sharing, or walking or cycling instead of driving to reach events. |
| Si 4. The level of alignment between Councils population forecast for 2021 and the results of the 2021 ABS Census | 100.00% | 100.00% | Council officers worked with Council's demographic consultant Forecast.id to incorporate the outcomes of the 2021 ABS census into Council's own population forecasts, which remain 100% aligned and on target. |
| Si 5. Percentage of Planning Applications for multi-dwelling development that receive five or less objections | 95.00% | 96.50% | A total of 96.5% of multi-dwelling development application decisions had five or fewer objections, which is higher than our target. |
| Si 6. Number of new social and community housing dwellings approved | N/A Trend indicator | 0.00 | No new social or community housing planning applications were submitted to Council for approval in 2022-23. However, Council continued to promote the Homes for Home program, where homeowners undertake to contribute 0.1% of their property's sale price to a pool of funds to create social and affordable housing. |
| Si 7. Attendance at Council-run festivals and civic events | 51,000.00 | 55,644.00 | Attendance at Council-run festivals and civic events held during the year exceeded expectations, with 55,644 participants. Events included MordiFest, Pet Expo, Volunteer Appreciation and three citizenship ceremonies. |
| Si 8. Community satisfaction rating for Council-run large-scale events | 80.00% | 84.85% | The total satisfaction rating for Council-run large-scale events exceeded expectations, with 84.85% of participants surveyed expressing satisfaction. |
| Si 9. Number of participants at programs provided by Council at Council-managed community centres | 28,600.00 | 31,882.00 | A total of 31,882 people participated in a range of programs delivered by Council at Council-managed Community Centres. |
| Si 10. Participant satisfaction with City of Kingston arts and cultural programs and events | 80.00% | 90.00% | The total satisfaction rating for arts and cultural programs and events exceeded expectations, with 90% of surveyed participants expressing satisfaction. |



OUR SERVICES

The services funded in the Annual Budget 2022-23 and the persons or sections of the community who receive those services.

| Service area and description | Net Cost Actual \$'000 | Budget \$'000 | Variance \$'000 |
|--|------------------------|---------------|-----------------|
| Arts and cultural services | | | |
| Manages Kingston Arts Centre, Kingston City Hall, Shirley Burke Theatre and community halls. Provides a venue hire service for community activities. Manages public art and the city's art collection. Administers the Arts Grants program to support community arts and culture groups. Produces cultural programs and events for the community. | 2,638 | 2,766 | 128 |
| Building consents and compliance | | | |
| Administers the <i>Building Act</i> and building regulations and undertakes Council's permit and enforcement responsibilities, including assessing permit applications, conducting mandatory inspections and issuing occupancy permits/final certificates. Responds to requests to inspect high-risk buildings and undertakes pool and spa safety barriers compliance inspections to ensure a safer built environment. | 1,268 | 1,282 | 14 |
| Capital works planning | | | |
| Delivers the annual capital works program for the upgrading and renewal of roads, footpaths, drainage, bridges and other civil infrastructure. | 1,745 | 992 | (753) |
| City assets and infrastructure maintenance | | | |
| Maintains Council's roads, drains, bridges, footpaths, public lighting, coastal structures, pavement markings, signs and street furniture. Manages street and footpath cleaning contracts. | 5,940 | 6,447 | 507 |
| Land use policy and planning | | | |
| Develops policies and implements plans to ensure population growth is balanced with community amenity. Manages construction sites to ensure compliance with policy requirements and respond to concerns raised by customers. Undertakes strategic planning to accommodate Kingston's population. Administers Council's planning responsibilities, including permit applications. Holds planning consultation meetings and defends Council planning decisions at the Victorian Civil and Administrative Tribunal (VCAT). Assesses and makes decisions on applications to subdivide land or buildings and provides advice about development and land use proposals. | 7,464 | 7,525 | 61 |

STRATEGIC DIRECTION: **LIVEABLE** (CONTINUED)

| Service area and description | Net Cost Actual \$'000 | Budget \$'000 | Variance \$'000 |
|---|------------------------------|------------------|--------------------|
| Maintaining open space | | | |
| Maintains Kingston's parks and open space, playgrounds, sports grounds and facilities. | 20,034 | 18,082 | (1,952) |
| Plants and maintains street and park trees including programmed and 'reactive' tree pruning. | | | |
| Maintains natural resource areas. | | | |
| Maintenance of Council's buildings | | | |
| Ensures statutory compliance for Council's buildings. | 6,959 | 8,219 | 1,261 |
| Manages refurbishment and planned maintenance of Council's buildings. | | | |
| Planning and improving open space | | | |
| Implements masterplans for parks to ensure that medium and long-term community needs are met. | 914 | 734 | (180) |
| Planning, design and development of Council's buildings | | | |
| Manages major capital works building projects. | 26 | 1,269 | 1,243 |
| Plans facilities for future Council needs. Undertakes inspection and condition auditing of Council's buildings and ensures they are safe and fit for purpose. | | | |
| Strategic asset management | | | |
| Undertakes medium to long-term asset planning based on demographic and service demand. | 2,240 | 2,170 | (69) |
| Manages assets within the constraints of the organisational resources and funding. | | | |
| Establishes asset management objectives and how to achieve them. | | | |
| Urban area transformation | | | |
| Coordinates a program of capital and other works to provide for upgrades across Council's activity centres. | 304 | 667 | 363 |
| Implements Activity Centre Structure Plans. | | | |
| Leads design advocacy for level crossing removals and major transport projects for which urban design and place-based input were provided. | | | |
| Total Liveable | 49,530 | 50,154 | 624 |



SERVICE PERFORMANCE INDICATORS

The results of the service performance indicators and measures prescribed by the Victorian Government are shown below.

| Service / indicator / measure [formula] | Results | | | | Comment |
|---|---------------|---------------|---------------|---------------|--|
| | 2020 | 2021 | 2022 | 2023 | |
| 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] | 77.00 days | 85.00 days | 87.00 days | 89.00 days | The City of Kingston is committed to working with applicants and objectors to achieve quality outcomes in planning application decisions. Council continues to balance the time taken to negotiate land use and development issues with the efficient processing of applications. The time taken to decide planning applications increased slightly compared to the previous year due to the complexity of some applications. This result remains within the range expected by Council. |
| Service standard | | | | | |
| Planning applications decided within required time frames [(Number of regular planning application decisions made within 60 days) + (Number of VicSmart planning application decisions made within 10 days) / Number of planning application decisions made] x 100 | 68.29% | 64.80% | 58.59% | 55.66% | The City of Kingston is committed to working with applicants and objectors to achieve quality outcomes in planning application decisions. The percentage of planning applications decided within required statutory timeframes (60 days) fell due in part to the complexity of some applications. Council continues to explore ways to improve the statutory timeframe for planning applications and will be working to implement some systems enhancements to increase this percentage to 60% or greater for the 2024 year. |
| Service cost | | | | | |
| Cost of statutory planning service [Direct cost of the statutory planning service / Number of planning applications received] | \$2,412.83 | \$2,443.58 | \$2,353.99 | \$2,897.25 | The City of Kingston places a strong emphasis on delivering services cost- effectively. The cost of the statutory planning service has risen this year, after remaining steady for several years. This is largely due to the decline in the number of planning applications that has reduced the revenue which is used to offset the costs associated with running the planning service. |

STRATEGIC DIRECTION: **LIVEABLE** (CONTINUED)

| Service / indicator / measure [formula] | Results | | | | Comment |
|--|---------|--------|--------|--------|--|
| | 2020 | 2021 | 2022 | 2023 | |
| 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] x 100 | 44.44% | 47.37% | 48.00% | 58.00% | The City of Kingston is committed to providing an efficient and effective statutory planning service. During 2022-23, there was a significant improvement in the number of planning decisions upheld at VCAT compared to the previous year. Furthermore, a number of items were resolved at VCAT through consent or at mediation. Although these are still reflected as decisions ‘not upheld’, Council considers this a good outcome as all parties reached an agreement through mediation. This result remains within the range expected by Council. |

For more information and to compare Kingston to other Victorian councils, visit knowyourcouncil.vic.gov.au.



STRATEGIC DIRECTION: SUSTAINABLE

STRATEGIC OBJECTIVE:

We prioritise our environment and reduce our impact on the earth.

STRATEGIES FOR ACHIEVING THE OBJECTIVES:

- Recognise climate change and actively address our climate and ecological emergency
- Consider environmental sustainability in all Council decisions
- Protect and enhance our foreshore, marine environment, waterways and wetlands
- Protect and enhance the Green Wedge and progress the delivery of the Chain of Parks
- Build sustainable transport options to reduce congestion and pollution
- Enable choice of movement across our city
- Actively promote the use of emerging technologies to influence a more sustainable built environment.

HIGHLIGHTED INITIATIVES

The below table highlights Council's progress on the Annual Budget 2022-23 major initiatives and initiatives.

| Major Initiative | Comment |
|--|---|
| Ensure foreshore infrastructure is effectively maintained and upgraded as required (Actual: \$81.8K; Budget: \$750K) | Foreshore infrastructure has been effectively maintained and upgraded as required. Kingston's Bushland & Foreshore team and the Reserve Response team carried out a range of maintenance and reactive works, including timber fencing upgrades in Mordialloc and dune fencing upgrades and repairs in Parkdale. |
| Complete construction of the Elder Street South Master Plan (Actual: \$1.13M; Budget: \$300K in 2022-23 for Elder St South Reserve) | Works associated with the Elder Street South Reserve Master Plan commenced in April 2023. The majority of demolition and earthworks are completed, with 80% of hard landscaping rock work in the nature play area and earthworks and spoil removal in the carpark area also complete. Construction is anticipated to be completed in late September 2023, subject to favourable weather conditions. |

| Initiative | Comment |
|---|---|
| Finalise the draft Integrated Water Cycle Strategy and present to Council for adoption | The Integrated Water Cycle Strategy was adopted at the November 2022 Council Meeting. This strategy outlines the vision and steps needed to become a water-sensitive city by 2040. |
| Undertake street and park tree planting informed by the Urban Forest Strategy | Council surpassed its target to plant 4,000 trees in the 2022 calendar year, guided by the Council resolution to increase tree canopy cover by 1%. A total of 4,200 trees were planted, which will significantly impact canopy cover in the years to come. |
| Install solar panels and batteries at Council's first carbon-neutral building in Bonbeach | Work commenced on Council's first carbon-neutral building in Bonbeach with the completion of the required upgrade of the meter board and the design for housing the batteries. The tender for the solar panels and batteries will be released in August 2023, with installation due by December 2023. |
| Finalise the draft Urban Forest Strategy and present to Council for adoption | The Urban Forest Strategy is being finalised and is due to be presented to Council for adoption in September 2023. Increased time was allowed for additional community feedback to be collated, considered and responded to. |



STRATEGIC DIRECTION: **SUSTAINABLE** (CONTINUED)

| Initiative | Comment |
|--|--|
| Finalise the Walking and Cycling Plan to set the program of works for future years | A draft Walking and Cycling Plan was presented to Council in February 2023, with community consultation completed in May 2023. A report, including a delivery program, will be presented to Council in 2023 for adoption. |
| Install a public electric vehicle charging location at Mordialloc | <p>A new public electric vehicle charger is being installed at Peter Scullin Reserve in Mordialloc, with funding from a Victorian Government grant. It has been confirmed that the site has adequate electrical supply with the required statutory consents obtained and the contractual terms and conditions to operate and maintain the new charger established.</p> <p>Obtaining all required statutory consents, including Crown Land and Marine and Coastal Act consent, was complex and took some time. Installation will commence in September 2023, with an operational charger to be in place by December 2023.</p> |

PUBLIC HEALTH & WELLBEING 2021-2025 HIGHLIGHTS

- We delivered, as part of the Kingston Community Centres and Neighbourhood Houses, workshops for community members who are vulnerable to the impacts of climate change, including Extreme Heat and Preparing for Extreme Weather workshops.
- We featured a two-page article in the Kingston Seniors Festival booklet in relation to Preparing for Extreme Weather: Storms, with 7,000 booklets distributed and online information also available.
- We completed a data analysis of the South East Councils Climate Change Alliance (SECCCA) project to identify areas of Kingston with greater proportions of people who are more vulnerable to the impacts of climate change, including extreme heat, floods and fires.

CLIMATE AND ECOLOGICAL EMERGENCY RESPONSE PLAN 2030 HIGHLIGHTS

- We began piloting light commercial electric vehicles in Council's fleet and installed four additional Electric Vehicle (EV) chargers at Council's depot as we transition away from fossil fuel vehicles.
- We installed green walls at Braeside Depot, Mordialloc Scout Hall and Viney St Community Centre.
- We continued progressing actions from the Urban Cooling and Integrated Water Strategy, with Council's first Urban Forest Strategy drafted.



STRATEGIC INDICATORS

Council's performance against the strategic indicators in the Council Plan is presented below.

| Strategic Indicator | Target | Result 2022-23 | Comment |
|--|------------------------|-------------------|--|
| Si 11. Percentage of non-potable water used across all sports grounds and reserves | N/A Trend indicator | 22.00% | A total of 22% of non-potable storm and bore water was used across Kingston's sports grounds and reserves. Total annual water use across sportsgrounds and reserves was 109 megalitres, of which 24 megalitres was non-potable. |
| Si 12. Number of plants distributed as part of Council's Free Tree and Plant Vouchers scheme | 4,200.00 | 4,200.00 | We successfully reached our target by distributing a total of 4,200 plants to community members as part of Council's free Tree and Plant Voucher scheme. |
| Si 13. Percentage reduction in corporate greenhouse emissions | 25.00% | -7.20% | <p>There was a 7.2% increase in emissions compared to the previous year due to Council facilities and services returning to full operation following COVID-19 lockdowns. However, there has been a successful 68% reduction in net emissions compared to our 2018-19 baseline year, mainly due to the Power Purchase Agreement and Green Energy contract coming into effect for Council buildings.</p> <p>Specifically, in 2018-19 emissions were 17,765 tonnes of carbon dioxide equivalent (tCO₂e). In 2019-20 emissions were reduced to 15,139 tCO₂e due to converting streetlights to LED and additional energy efficiency measures. In 2020-21 emissions were reduced to 12,750 tCO₂e due to Council's investment in rooftop solar panels and the effect of COVID-19 lockdowns. In 2021-22 net emissions were reduced to 5,247 tCO₂e. In 2022-23 net emissions increased by 7.2% (based on preliminary data for quarter four) to 5,625 tCO₂e due to Council facilities and services returning to full operation, including more staff working from the office, following COVID-19 lockdowns.</p> |
| Si 14. Number of Gardens for Wildlife assessments of residential gardens | 120.00 | 65.00 | <p>During the year, 65 Gardens for Wildlife assessments of residential gardens were completed. We identified that some residents lacked time for a garden visit and were reluctant for a Council officer to visit their garden.</p> <p>To minimise this barrier, we held four native wildlife events at Kingston Libraries and commenced making Kingston's two indigenous plant nurseries Gardens for Wildlife Hubs, where residents can visit and receive gardening information and plants to start their wildlife garden.</p> |
| Si 15. Number of planning applications that have had an Environmentally Sustainable Design Assessment | 40.00 | 77.00 | A total of 77 Environmentally Sustainable Design Assessments were undertaken for planning applications. |

STRATEGIC DIRECTION: **SUSTAINABLE** (CONTINUED)

| Strategic Indicator | Target | Result 2022-23 | Comment |
|---|------------------------|----------------|---|
| Si 16. Percentage of actions implemented in the Coastal and Marine Management Plan | N/A Trend indicator | 14.00% | A total of 14% of actions from the Coastal and Marine Management Plan were implemented during the year, including carpark upgrades at Governor Road Boat Ramp; public building and open space improvements at Aspendale Life Saving Club; stormwater upgrades at Wilson Grove bioswale; and public building and open space improvements at Chelsea Yacht Club. |
| Si 17. Amount of land purchased and developed for the Chain of Parks by Council and the State Government | N/A Trend indicator | 86.00 | The Chain of Parks is 355 hectares of parklands extending from Karkarook Park in Heatherton to Braeside Park. The State Government recently acquired 11 properties of 86 hectares to complete the long-awaited Chain of Parks. In addition, Victory Road Reserve and Elder Street South will be open to the public by the end of the year. |
| Si 18. The number of electric vehicle charging sessions in Kingston | 60.00 | 1,737.00 | The number of charging sessions was well above the target. By using Greenpower and removing internal combustion engines from the road, over 22,000 kg of CO ₂ e has been saved. |
| Si 19. Number of Electric Vehicle charging stations introduced into Kingston | 1.00 | 0.00 | Whilst no new public Electric Vehicle (EV) charging stations have been introduced into Kingston, Council's next EV charger is due to be installed in late 2023 in Mordialloc. |
| Si 20. Number of walking and cycling improvement projects completed to enhance the local network | 7.00 | 18.00 | Council has constructed a total of 18 high-quality walking and cycling paths as part of the road renewal program, which enhances the local walking and cycling network. |
| Si 21. Kerbside collection waste diverted from landfill | 55.00% | 55.05% | The City of Kingston continues to encourage the diversion of waste from landfill, with an efficient kerbside recycling and green organics collection service. The amount of kerbside waste diverted from landfill remains stable, with an overall drop in collected tonnages from all three bin streams compared to the previous year. In March 2023, Kingston launched a temporary soft plastics recycling program in response to the collapse of recycling company Redcycle, which had previously collected soft plastics for recycling. This result is within the range expected by Council. |
| Si 22. Number of participants engaged in environmental education opportunities | 450.00 | 1,363.00 | A total of 1,363 people participated in environmental education opportunities during the year, including the Big Green Schools Conference and Energy Efficiency Importance, a new Kingston program about Victorian Government rebates. |



OUR SERVICES

The services funded in the Annual Budget 2022–23 and the persons or sections of the community who received those services.

| Service area and description | Net Cost Actual \$'000 | Budget \$'000 | Variance \$'000 |
|---|------------------------------|------------------|--------------------|
| Environment management and education | | | |
| Supports the community to live and work more sustainably in response to emerging environmental challenges such as climate change. | 2,034 | 1,596 | (438) |
| Develops and implements policies and strategies for environmental management, public space improvements, landfill remediation, conservation of natural resources and sustainable development. | | | |
| Foreshore management and maintenance | | | |
| Coordinates the management and maintenance of the foreshore. | 852 | 758 | (94) |
| Transport planning and traffic engineering | | | |
| Manages local area traffic and parking. | 1,057 | 1,122 | 65 |
| Implements the Kingston Integrated Transport Strategy. | | | |
| Waste services | | | |
| Manages the collection of kerbside garbage, recycling and green waste bins and hard waste collection. | 23,726 | 19,748 | (3,978) |
| Manages the collection of commercial waste. | | | |
| Provides waste education programs to the community. | | | |
| Total Sustainable | 27,669 | 23,224 | (4,445) |

STRATEGIC DIRECTION: **SUSTAINABLE** (CONTINUED)**SERVICE PERFORMANCE INDICATORS**

The results of the service performance indicators and measures prescribed by the Victorian Government are shown below.

| Service / indicator / measure [formula] | Results | | | | Comment |
|--|----------|----------|----------|----------|--|
| | 2020 | 2021 | 2022 | 2023 | |
| Waste Collection | | | | | |
| Satisfaction | | | | | |
| Kerbside bin collection requests [Number of kerbside garbage and recycling bin collection requests / Number of kerbside bin collection households] x 1,000 | 168.77 | 194.34 | 191.61 | 180.67 | The City of Kingston continues to deliver an effective and cost-efficient bin collection service for the community. Kerbside bin collections requests include any request from the public relating to Council’s formal kerbside garbage and recycling collection service. The number of requests has decreased slightly following more proactive communications by Council in the previous 12 months. This result is within the range expected by Council. |
| Service standard | | | | | |
| Kerbside collection bins missed [Number of kerbside garbage and recycling collection bins missed / Number of scheduled kerbside garbage and recycling collection bin lifts] x 10,000 | 7.79 | 9.46 | 9.10 | 9.33 | The City of Kingston seeks to provide an effective and efficient kerbside bin collection service for the community. The number of missed bins is similar to the previous years and includes all missed bins, partial collections, late put outs and refilled bins. This result is within the range expected by Council. |
| Service cost | | | | | |
| Cost of kerbside garbage bin collection service [Direct cost of the kerbside garbage bin collection service / Number of kerbside garbage collection bins] | \$104.47 | \$101.54 | \$121.40 | \$136.17 | The City of Kingston seeks to provide an effective and cost-efficient garbage bin collection service for the community. Kerbside garbage bin collection and disposal costs have increased due to significant increases in the price of diesel and the higher Consumer Price Index which affect the collection components of the service. This result is within the range expected by Council. |
| Cost of kerbside recyclables collection service [Direct cost of the kerbside recyclables bin collection service / Number of kerbside recyclables collection bins] | \$68.41 | \$70.28 | \$75.00 | \$80.13 | The City of Kingston endeavours to provide an effective and cost-efficient recyclables bin collection service for the community. Kerbside recycling bin collection and processing costs have increased due to higher diesel costs and Consumer Price Index increases affecting the collection components of the service. This result is within the range expected by Council. |



| Service / indicator / measure [formula] | Results | | | | Comment |
|--|---------|--------|--------|--------|---|
| | 2020 | 2021 | 2022 | 2023 | |
| Waste diversion | | | | | |
| Kerbside collection waste diverted from landfill [Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins] x 100 | 52.83% | 56.53% | 55.28% | 55.16% | The City of Kingston continues to encourage the diversion of waste from landfill, with an efficient kerbside recycling and green organics collection service. The amount of kerbside waste diverted from landfill remains stable, with an overall drop in collected tonnages from all three bin streams compared to the previous year. In March 2023, Kingston launched a temporary soft plastics recycling program in response to the collapse of recycling company Redcycle, which had previously collected soft plastics for recycling. This result is within the range expected by Council. |

For more information and to compare Kingston to other Victorian councils, visit knowyourcouncil.vic.gov.au.



STRATEGIC DIRECTION: PROSPEROUS

STRATEGIC OBJECTIVE:

We will embrace the concept of a 20-minute neighbourhood, support the ongoing process of decentralisation and support people to live and work locally.

STRATEGIES FOR ACHIEVING THE OBJECTIVES:

- Support Kingston's economy, local industry and businesses to thrive in a changing environment
- Embrace innovation to further promote Kingston businesses
- Promote local jobs and employment pathways
- Improve connections between activity zones, public transport hubs and where people live through an integrated network
- Pursue and enhance regional collaborative opportunities and partnerships
- Support our local visual and performing arts community.

HIGHLIGHTED INITIATIVES

The below table highlights Council's progress on the Annual Budget 2022-23 major initiatives and initiatives.

| Major Initiative | Comment |
|---|--|
| Design and commence construction of the shared path and traffic treatments to link Karkarook Park to Settlement Creek/Clayton Road (Actual: \$76.2K; Budget: \$520K) | The detailed design of the section of the path from Old Dandenong Road to Elder Street South Reserve has been completed as planned for the 2022-23 financial year. Land acquisition associated with this project has delayed construction until the 2023-24 financial year. |
| Initiative | Comment |
| Establish a partnership with a start-up support provider to support local young entrepreneurs | Council and Holmesglen TAFE developed a new partnership to provide job and start-up support. The program was introduced in May 2023 and provides opportunities for young people to experience contemporary work practices and work in relevant and stimulating environments. |
| Deliver five arts and cultural programs under the Arts and Cultural Strategy | A broad range of well-received arts and cultural programs were delivered throughout the year. Highlights included Morning Melodies, Dialogues, school holiday programs, gallery exhibitions and the OptiKA photography competition. |
| Review venue hire and operations pricing, procedures and policies | The review of venue hire and operations pricing, procedures and policies has been delayed due to the realignment of the Arts and Culture Service and will be undertaken in the 2023-24 financial year. |
| Develop an Economic Development Strategy | Development for the Economic Development Strategy has commenced, with the consultant brief prepared following input provided by Councillors. The brief will be put to market in Quarter One of the 2023-24 year. |
| Complete the Parkdale (Chandler Street) and Clarinda (Centre Road) Shopping Centre Enhancement Projects | The Parkdale and Clarinda Shopping Centre Enhancement Projects were completed and the acquittal report was submitted to the Victorian Government. |



| Initiative | Comment |
|---|--|
| Implement new outdoor activations at Owen Street, Mordialloc and around the Highett library | New outdoor activations at Owen Street, Mordialloc and in the vicinity of Highett Library were completed, including tree planting and installation of bins and bollards. |
| Implement the Parklet Program in accordance with the Parklet Policy | The Parklet Program was implemented in November 2022, with 10 businesses accessing the program throughout 2022-23. |

PUBLIC HEALTH & WELLBEING PLAN 2021-2025 HIGHLIGHTS

- We have commenced The Commercial Kitchen Pilot Program, supporting residents who are starting or expanding home-based food businesses by using Council commercial kitchen facilities. A total of two participants committed to the pilot (due to only one 'commercial grade' facility being available), of which one successfully established a new brand with new products, obtained Streatrader registration to sell at markets and secured contracts to supply to local cafes.
- We delivered a range of accredited short courses such as Responsible Service of Alcohol (RSA), First Aid and CPR, Food Handling and White Card training to 90 young people, aimed to increase work competencies and employability skills. Participants reported 100% satisfaction with the courses completed.

CLIMATE AND ECOLOGICAL EMERGENCY RESPONSE PLAN 2030 HIGHLIGHTS

- We launched Kingston's Sustainable Business Awards, recognising and celebrating the achievements of our business community across a broad range of sustainability initiatives, including zero carbon.
- We provided energy efficiency, renewable energy and electrification advice to large manufacturing businesses and linked them to technical experts in these industries. As a result, solar panels with the capacity to generate up to 900 kW of renewable energy have been proposed, and approximately 150 kW are being installed by businesses in stages.
- We investigated energy efficiency options with Kingston businesses achieving more than 3,000 tonnes of CO₂e savings per year.

STRATEGIC DIRECTION: **PROSPEROUS** (CONTINUED)**STRATEGIC INDICATORS**

Council's performance against the strategic indicators in the Council Plan is presented below.

| Strategic Indicator | Target | Result 2022-23 | Comment |
|---|--------|-------------------|--|
| Si 23. Number of business support workshops and events held by Council | 20.00 | 20.00 | Council held 20 business workshops and events in 2022-23. Some of these workshops and events included: Cyber Security, Holmesglen Kingston Partnership Employment Program, a Mentor Networking event, and a Sustainable Business Breakfast. |
| Si 24. Number of VicSmart Applications decided within 10 days | 60.00 | 150.00 | We continued to provide an efficient turnaround time for VicSmart applications, with 150 applications decided within 10 days, significantly exceeding our target of 60. |
| Si 25. Satisfaction with the Better Approvals co-ordination service | 95.00% | 100.00% | The Better Approvals service has maintained a high level of satisfaction. The total satisfaction rating for the Better Approvals service exceeded expectations, with 100% of participants expressing satisfaction. |
| Si 26. Percentage of Footpath Trading applications processed within 15 days | 90.00% | 91.50% | A total of 235 Footpath Trading applications were received throughout the financial year, with 215 processed within 15 days. |
| Si 27. Number of local Jobs Portal registrations by employers | 25.00 | 30.00 | A total of 30 new employer registrations were placed on the Kingston local Jobs Portal, which was above the 2022-23 target. This free service aims to link qualified job seekers with job opportunities in the local area. |
| Si 28. Number of new and improved high-quality walking and cycling paths | 3.00 | 18.00 | A total of 18 high-quality walking and cycling paths were constructed as part of the road renewal program, ensuring the health and wellbeing of our community. |
| Si 29. Participation in regional collaborations or partnerships entered to enhance local economic outcomes | 2.00 | 2.00 | Kingston and Holmesglen worked in partnership to establish an employment program held at Westall in May 2023. With multiple council partners, Kingston established GameChange, which aims to engage employers, job seekers, service providers and training organisations to work better together and shape a healthier, more effective jobs and skills system. |
| Si 30. Number of local artists supported through Council Grants | 5.00 | 7.00 | Arts grants were provided to seven local artists, exceeding Council's target. Of these, six were recipients of the Arts Grant Projects stream, and one was a recipient of the Local Makers and Creative Businesses Arts Grant. |



OUR SERVICES

The services funded in the Annual Budget 2022-23 and the persons or sections of the community who received those services.

| Service area and description | Net Cost Actual \$'000 | Budget \$'000 | Variance \$'000 |
|--|------------------------------|------------------|--------------------|
| Local jobs retention, growth, and diversification | | | |
| Facilitates business development, mentoring and network activities to meet current and emerging business challenges. | 1,894 | 1,693 | (200) |
| Supports regional economic growth through participation in partnerships. | | | |
| Assists businesses to navigate Council's regulatory processes. | | | |
| Advocates for the business community within Council and to other tiers of government. | | | |
| Total Prosperous | 1,894 | 1,693 | (200) |

SERVICE PERFORMANCE INDICATORS

There are no reportable Service Performance indicators that relate to this Strategic Direction.

For more information, visit [knowyourcouncil.vic.gov.au](https://www.knowyourcouncil.vic.gov.au).



STRATEGIC DIRECTION: HEALTHY AND INCLUSIVE

STRATEGIC OBJECTIVE:

We are progressive, inclusive and prioritise the wellbeing of all members of our community.

STRATEGIES FOR ACHIEVING THE OBJECTIVES:

- Respect the importance of Aboriginal and Torres Strait Islander people in Kingston and their connection to the land
- Champion social equality
- Celebrate and learn from our diversity
- Support community education, life-long learning and creativity
- Support the inclusion of everyone in community life
- Support our community's physical wellbeing
- Prioritise our community's mental wellbeing
- Tailor our communication to our diverse community to make communication accessible to all.

HIGHLIGHTED INITIATIVES

The below table highlights Council's progress on the Annual Budget 2022-23 major initiatives and initiatives.

| Major Initiative | Comment |
|---|---|
| Award the contract and commence construction of the redevelopment of North Cheltenham Early Years Centre (Actual: \$273K; Budget: \$1.9M) | The contract was awarded and construction of the redevelopment of the North Cheltenham Early Years Centre commenced in July 2023. |
| Complete construction of two new netball courts, renewal of the six tennis courts, and construction of a new tennis pavilion at Roy Dore Reserve (Actual: \$1.26M; Budget: \$1.8M) | All works associated with the tennis and netball courts have been completed and are available for community use. The new modular tennis pavilion at Roy Dore Reserve is being constructed offsite and planned for onsite delivery and installation in October 2023. |
| Complete the design of the Highett Children's Services Hub (Actual: \$0; Budget: \$300K) | The initial concept design for the Highett Children's Services Hub was completed. No further action will be taken on the Highett Children's Services Hub in the short to medium term, following a decision not to proceed with the project until changes in land use arising from the Level Crossing Removal Project and Suburban Rail Loop are clarified. |



| Initiative | Comment |
|--|--|
| Implement Aboriginal and Torres Strait Islander cultural awareness training for all employees within Council to increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights | A Cultural Competency training program for all employees within Council has been developed, and training will commence with the Inclusive Communities department in August 2023. Furthermore, a draft Cultural Learning Strategy has been developed to ensure an increased understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights. |
| Develop the draft Active Recreation and Playspace Strategy for community consultation | <p>The draft Active Recreation and Playspace Strategy has been developed and a six-week Play Your Way community consultation campaign was undertaken, which sparked strong and positive community interest.</p> <p>Council received over 2,300 responses, with almost 2,000 collected in person. Over 25 community settings were visited, including hubs, kindergartens, Waves Leisure Centre, libraries, community centres, schools, advisory groups, Maternal Child Health Centres and the Bonbeach Farmer's Market.</p> <p>Many community members were engaged, with hundreds of people in the Kingston community discussing play and active recreation – from children aged three at a Tiny Tots story session and grade six students at the Junior Mayor election to teenagers at Westall Secondary College careers expo and hundreds of enthusiastic girls at local girls' colleges.</p> |
| Improve our recruitment procedures and processes to minimise bias and create more equal opportunities | A draft external recruitment review has been received, highlighting an action plan for improved inclusive recruitment. Council is working closely with an external partner to finalise the recommendations for implementation. |
| Implement an online volunteering recruitment system | A review was completed, and Council has determined that the Human Resource Information System (HRIS) is sufficiently accommodating the management of our volunteers. |
| Implement mental health workshop projects for community groups | <p>A series of 13 mental health and wellbeing sessions were implemented in 2022-23, some of which included:</p> <ul style="list-style-type: none">• Safe Talk sessions, in partnership with the Danny Frawley Centre, held with sporting club representatives to increase suicide alertness• A Youth Mental Health First Aid program with volunteers at a sports club• A Mental Health First Aid program with sporting club representatives in the Southern Region based in Kingston• Screenings of the Happy Sad Man film with a panel discussion at Westall Hub and online• Mindful movement and creativity sessions at community events with Derrimut Weelam Gathering Place• Creation of the Kingston Mental Health Working Group (MHWG) to increase collaboration with mental health providers• Mental Health and Wellbeing Expo in partnership with Derrimut Weelam Gathering Place, Mordialloc Lifesaving Club and the MHWG partners. |



STRATEGIC DIRECTION: **HEALTHY AND INCLUSIVE** (CONTINUED)

PUBLIC HEALTH & WELLBEING PLAN 2021-2025 HIGHLIGHTS

- We delivered a health and wellness partnership program, which enabled young people, including students from Yarrabah School, to increase opportunities to participate in gym-based fitness programs that improve physical, mental and social wellbeing.
- We implemented the Vic Kids Eat Well (VKEW) program across all five Council-operated Before and After School Care programs in partnership with the Better Health Network/Central Bayside Community Health Services. This program was nominated in the annual VKEW Awards and featured in a case study with Cancer Council Victoria.
- We established the community-focused Kingston Mental Health Working Group to deliver a Wellbeing and Mental Health Expo, reaching over 200 participants.
- We delivered multiple mental health and wellbeing education and training sessions, including Mental Health First Aid for youth, adults, sports clubs and multicultural communities, Safe Talk suicide prevention sessions for sports clubs in partnership with the Danny Frawley Centre and screenings of the film Happy Sad Man.

CLIMATE AND ECOLOGICAL EMERGENCY RESPONSE PLAN 2030 HIGHLIGHTS

- We advanced the design of Council's new Aquatic and Leisure Centre to meet high ESD standards, including being fully electric. The design focuses on the health and wellbeing of occupants, promotes gender and Indigenous inclusion and will be fully electric.



STRATEGIC INDICATORS

Council's performance against the strategic indicators in the Council Plan is presented below.

| Strategic Indicator | Target | Result 2022-23 | Comment |
|---|------------------------|-------------------|--|
| Si 31. Number of Kingston's plans and strategies which the Registered Aboriginal Party, the Bunurong Land Council, is consulted on | N/A Trend indicator | 15.00 | Engagement occurred with the Bunurong Land Council on 15 plans and strategies. Some of these were the Cultural Values Assessment, Integrated Water Strategy and Urban Forest Strategy. |
| Si 32. Number of Council buildings displaying Aboriginal cultural acknowledgment | 110.00 | 146.00 | A total of 146 Acknowledgment of Country stickers were installed on Council infrastructure, highlighting visible signs of support for community inclusion, which has exceeded our yearly target. |
| Si 33. Number of female sporting teams registered at Kingston's sporting clubs | N/A Trend indicator | 256.00 | We have 256 female sporting teams utilising Council sportsgrounds for the following sports – football, cricket, touch rugby, rugby union, soccer, athletics and baseball. |
| Si 34. Percentage of Kingston's sporting facilities that are female friendly | 42.90% | 45.90% | We have exceeded our target and have 45.90% of sports pavilions that are female friendly. We have three new pavilions to be completed in 2023-24 and two existing pavilions in planning to be upgraded to female-friendly change facilities in 2023-24. |
| Si 35. Number of new Citizenship requests met at Council-run ceremonies | N/A Trend indicator | 1,639.00 | We received 1,639 new Citizenship requests, and ceremonies were held in July, September, October, November, January, April, May and June. |
| Si 36. Active library borrowers in the municipality | 18.08% | 13.75% | The City of Kingston recorded an increase in active library borrowers for the 2022-23 financial year compared to the previous year. Overall, the service is continuing to recover from the effects of the pandemic on active borrowers. The library service continues to see growth in the uptake of electronic resources, while maintaining physical borrowing levels. This result remains within the range set by Council. |
| Si 37. Number of carers and children attending story times | 20,400.00 | 22,331.00 | A total of 22,331 carers and children attended story times during 2022-23, exceeding our expectations. Many themed story times were delivered, including story times celebrating First Nations authors and illustrators, as well as super-hero-themed story times to promote and celebrate King Con! |
| Si 38. Recently purchased library collection (% of the collection purchased within last 5 years) | 66.67% | 61.73% | The City of Kingston remains committed to the community's needs and demands by utilising the full library collection budget. The decrease in library collection items reflects the increase in purchasing and processing costs. This result remains within the range set by Council. |

STRATEGIC DIRECTION: **HEALTHY AND INCLUSIVE** (CONTINUED)

| Strategic Indicator | Target | Result 2022-23 | Comment |
|---|------------------------|----------------|--|
| Si 39. Number of hours provided by the home maintenance and modifications service | 11,000.00 | 7,133.00 | Our home maintenance service is receiving fewer referrals, while the home modification service referrals have increased, with a combined total of 7,133 referrals for 2022-23. |
| Si 40. Percentage of Council buildings compliant with Disability (Access to Premises – Buildings) Standards 2010 | 30.00% | 30.00% | Five buildings achieved DDA compliance (compliant with the <i>Disability Standards 2010</i>) in 2022-23. These buildings are Aspendale Life Saving Club (LSC), Mentone LSC, Bonbeach LSC, 29 Marcus Road, Dingley Village and Aspendale Gardens Sports Pavilion. |
| Si 41. Hours of domestic, personal and social support care delivered | 142,800.00 | 106,783.00 | We have delivered 106,783 hours of domestic, personal and social support care. This is below target due to shortages of support workers and a lack of referrals for personal care, respite and individual social support, with the majority of referrals generally for domestic care. This is because older people are moving straight to a Home Care Package and bypassing Commonwealth Home Support Program. There was a 22,000 hour increase in home care package hours delivered. |
| Si 42. Number of immunisations administered by Council | N/A Trend indicator | 12,087.00 | We continue to provide this essential service within community and school settings. The 2022-23 financial year has seen an increase in immunisations, with 889 more than in 2021-22. |
| Si 43. Participation in Learn to Swim programs | N/A Trend indicator | 2,600 | A total of 2,600 community members participated in the Learn to Swim programs, ensuring the health and wellbeing of our community. |
| Si 44. Participation in the MCH service | 82.00% | 79.59% | The City of Kingston is committed to providing high-quality MCH services. This result was an increase compared to the 2021-22 financial year, which was under the COVID-19 pandemic health orders from the Department of Health. This result remains within the range set by Council. |
| Si 45. Participation in the MCH service by Aboriginal children | 81.69% | 82.76% | The City of Kingston continues to maintain a high level of engagement with our First Nation families with young children. This result shows an increase back to the high participation levels before COVID-19. This result exceeds the range set by Council. |
| Si 46. Utilisation of aquatic facilities | 3.23 | 3.76 | The City of Kingston's Waves Leisure Centre had 600,572 visits by community members during 2022-23. The significant increase in Waves utilisation compared to the previous year is due to the facility being fully operational in 2022-23, with no further impacts from COVID-19. With the return of consumer confidence, attendance has been strong across all programs, including Learn to Swim, group fitness classes and gym usage. This result is within the range expected by Council. |



| Strategic Indicator | Target | Result 2022-23 | Comment |
|--|--------|-------------------|---|
| Si 47. Satisfaction with Kingston's family support programs | 80.00% | 100.00% | There was 100% satisfaction with Kingston's family support programs. All client feedback received through our feedback processes has been positive, with clients stating their overall satisfaction with the program. Client engagement has been consistent throughout 2022-23. |
| Si 48. Satisfaction with Kingston's youth services support & counselling | 80.00% | 100.00% | Young people accessing youth services indicated 100% satisfaction, noting the importance of a safe and inclusive environment and the opportunity to access support via the counselling and youth work support service. |
| Si 49. Percentage of Kingston website pages that are Web Content Accessibility Guidelines (WCAG) 2.1 - AA standard accessible | 80.00% | 70.00% | Kingston website pages continue to meet Content Accessibility Guidelines (WCAG) 2.2 - AA standard accessibility. There is a consistent level of accessibility across all Kingston websites. Further improvements are underway, with changes and improvements being undertaken. |

STRATEGIC DIRECTION: **HEALTHY AND INCLUSIVE** (CONTINUED)**OUR SERVICES**

The services funded in the Annual Budget 2022-23 and the persons or sections of the community who received those services.

| Service area and description | Net Cost Actual \$'000 | Budget \$'000 | Variance \$'000 |
|---|------------------------------|------------------|--------------------|
| Children's services partnerships | | | |
| Supports kindergartens and facilitated playgroups through the planning of early years infrastructure. | 620 | 688 | 68 |
| Provides kindergarten central registration. | | | |
| Community centres | | | |
| Delivers community development support to a wide range of community groups and facilitates effective use of Council's Carrum, Chelsea, Mentone, Moorabbin and Melaleuca activity hubs, and Clarinda, Sundowner, Westall and Scott Avenue community centres. | 1,381 | 1,611 | 230 |
| Community grants | | | |
| Facilitates the Community Grants program. | 1,643 | 1,690 | 47 |
| Community transport | | | |
| Provides transport for community members who are unable to access mainstream transport to support social and community participation. | 1,714 | 2,066 | 352 |
| Family and children's centres | | | |
| Provides high-quality long day care and kindergarten services. Facilitates supported playgroups. | 13,190 | 11,975 | (1,215) |
| Family day care | | | |
| Manages the Kingston Family Day Care service, which provides care for children in the homes of registered and professional early childhood educators. | 1,343 | 1,754 | 411 |
| Homelessness support | | | |
| Provides case management and outreach support to people experiencing homelessness or risk of homelessness within the City of Kingston and City of Bayside. | 403 | 269 | (134) |
| In-home support | | | |
| Supports people who are 'frail aged' or have a disability to participate fully in life by providing in-home and community services (e.g. personal and domestic care, shopping assistance, respite, social outings, home maintenance and meals). | 30,248 | 28,493 | (1,755) |
| Provides 'packaged care' and case management to older people who need higher levels of in-home and community support. | | | |
| Facilitates volunteering opportunities in Kingston. | | | |



| Service area and description | Net Cost Actual \$'000 | Budget \$'000 | Variance \$'000 |
|---|------------------------------|------------------|--------------------|
| Leisure and aquatic centres | | | |
| Provides accessible leisure, health and fitness, and aquatic education opportunities to the community. | 7,235 | 7,060 | (175) |
| Improves the health and wellbeing of the Kingston community by increasing opportunities for physical activity, social connections, education and family leisure time, in turn, reducing the burden on the health system. | | | |
| Libraries and community centres | | | |
| Provides a wide range of library collections and services, including online and through the home library service. | 6,174 | 5,842 | (332) |
| Provides library programs and activities for the whole community. Promotes reading, literacy and lifelong learning. | | | |
| Strengthens community awareness of local history. | | | |
| Maternal and child health and immunisation | | | |
| Delivers a universal and enhanced maternal and child health service. | 3,988 | 3,877 | (110) |
| Provides an immunisation service. | | | |
| Outside school hours programs | | | |
| Delivers before and after school programs and school holiday programs. | 1,938 | 1,997 | 58 |
| School crossing supervisors | | | |
| Provides school crossing supervisors at local schools. | 1,499 | 1,421 | (78) |
| Social development and planning | | | |
| Fosters strong community networks by supporting the work of a diverse range of community groups and organisations. | 3,274 | 3,217 | (57) |
| Identifies and addresses the needs of vulnerable community members. | | | |
| Supports and promotes volunteering. | | | |
| Develops and implements social strategies and policies for public health and wellbeing, positive ageing, disability access and inclusion, multiculturalism, reconciliation and support for Aboriginal and Torres Strait Islander people, community safety, interfaith networks, prevention of family violence, gambling harm reduction and supporting neighbourhood houses. | | | |

STRATEGIC DIRECTION: **HEALTHY AND INCLUSIVE** (CONTINUED)

| Service area and description | Net Cost Actual \$'000 | Budget \$'000 | Variance \$'000 |
|--|------------------------------|------------------|--------------------|
| Social support | | | |
| Builds community connections and inclusion by optimising the use of community facilities and spaces. | 2,022 | 1,384 | (638) |
| Identifies and addresses the needs of vulnerable communities for engaging with their community. | | | |
| Facilitate volunteering opportunities in Kingston. | | | |
| Develops and implements social strategies and policies for positive ageing, disability access and inclusion, multiculturalism, reconciliation and support for Aboriginal and Torres Strait Islander people, interfaith networks and prevention of family violence. | | | |
| Sports and recreation | | | |
| Encourages increased participation in sport, recreation, play and leisure activities to build community connections. Encourages social inclusion and improves physical and mental health and wellbeing. | 1,120 | 903 | (217) |
| Leads the planning and development of improved sport, recreation and play opportunities through the preparation of strategic plans for recreation reserves, sports facilities and physical activities. | | | |
| Youth and family services | | | |
| Facilitates the provision of youth activities, youth work, counselling and family support services. | 1,420 | 1,582 | 161 |
| Total Healthy and Inclusive | 79,212 | 75,831 | (3,381) |



SERVICE PERFORMANCE INDICATORS

The results of the service performance indicators and measures prescribed by the Victorian Government are shown below.

| Service / indicator / measure [formula] | Results | | | | Comment |
|---|---------|--------|--------|--------|--|
| | 2020 | 2021 | 2022 | 2023 | |
| Aquatic Facilities | | | | | |
| Service standard | | | | | |
| Health inspections of aquatic facilities [Number of authorised officer inspections of Council aquatic facilities / Number of Council aquatic facilities] | 1.00 | 0.00 | 1.00 | 0.00 | The City of Kingston ensures that our Waves Leisure Centre meets all relevant health and safety requirements. During opening hours at Waves, pool water is sampled every 3.5 to 4 hours according to Department of Health regulations, change rooms are checked hourly, and sauna and steam rooms cleaned regularly. Annual health inspections of Council aquatic facilities by an authorised officer have not been a statutory requirement under the <i>Public Health Act 2008</i> since 2019 and health and safety compliance are undertaken by staff at Waves. This result is within the range expected by Council. |
| Utilisation | | | | | |
| Utilisation of aquatic facilities [Number of visits to aquatic facilities / Municipal population] | 3.92 | 1.73 | 2.60 | 3.76 | The City of Kingston’s Waves Leisure Centre had 600,572 visits by community members during 2022-23. The significant increase in Waves utilisation compared to the previous year is due to the facility being fully operational in 2022-23, with no further impacts from COVID-19. With the return of consumer confidence, attendance has been strong across all programs, including Learn to Swim, group fitness classes and gym usage. This result is within the range expected by Council. |
| Service cost | | | | | |
| Cost of aquatic facilities [Direct cost of aquatic facilities less income received / Number of visits to aquatic facilities] | \$1.96 | \$6.57 | \$4.02 | \$1.37 | The City of Kingston focuses on delivering services efficiently and significantly reduced the cost of its Waves Leisure Centre compared to the previous year. This was due to Waves Leisure Centre being fully operational during 2022-23 and no longer affected by the previous years’ COVID-19 closures. Visits to the facility increased significantly compared to the previous year, with running costs offset by higher income from the increased visits, leading to a more favourable result. This result is within the range expected by Council. |

STRATEGIC DIRECTION: **HEALTHY AND INCLUSIVE** (CONTINUED)

| Service / indicator / measure [formula] | Results | | | | Comment |
|--|---------|---------|---------|---------|---|
| | 2020 | 2021 | 2022 | 2023 | |
| Libraries | | | | | |
| Utilisation | | | | | |
| Physical library collection usage [Number of physical library collection item loans / Number of physical library collection items] | 3.75 | 2.71 | 3.11 | 4.35 | The City of Kingston continues to maintain a high-level physical library collection service, with members accessing both printed and digital materials at our eight library branches and via the home library service. This result has improved compared to previous years and remains in the range set by Council. |
| Resource Standard | | | | | |
| Recently purchased library collection [Number of library collection items purchased in the last 5 years / Number of library collection items] x 100 | 84.14% | 79.35% | 63.03% | 61.73% | The City of Kingston remains committed to the community's needs and demands by utilising the full library collection budget. The decrease in library collection items reflects the increase in purchasing and processing costs. This result remains within the range set by Council. |
| Participation | | | | | |
| Active library borrowers in municipality [Number of active library borrowers in the last three years / The sum of the population for the last three years] x 100 | 16.05% | 14.27% | 13.28% | 13.75% | The City of Kingston recorded an increase in active library borrowers for the 2022–23 financial year compared to the previous year. Overall, the service is continuing to recover from the effects of the pandemic on active borrowers. The library service continues to see growth in the uptake of electronic resources, while maintaining physical borrowing levels. This result remains within the range set by Council. |
| Service cost | | | | | |
| Cost of library service per population [Direct cost of the library service / Population] | \$31.56 | \$30.26 | \$32.01 | \$36.56 | The City of Kingston places a strong emphasis on cost-effectively delivering services. Council recorded an increase in the library service cost for 2022–23, which is higher than the range set by Council. This is due to increases in external costs such as couriering of books between Kingston libraries, regional inter-library loans, book processing fees, utilities costs – especially in relation to electricity and water and increases in licensing costs for data hosting. |



| Service / indicator / measure [formula] | Results | | | | Comment |
|--|---------|----------|----------|----------|---|
| | 2020 | 2021 | 2022 | 2023 | |
| Maternal and Child Health (MCH) | | | | | |
| Service standard | | | | | |
| Infant enrolments in the MCH service [Number of infants enrolled in the MCH service (from birth notifications received) / Number of birth notifications received] x 100 | 100.82% | 100.00% | 100.65% | 100.71% | The City of Kingston has continued to achieve more than 100 per cent infant enrolments in the MCH Service, highlighting highly effective engagement over a four-year period. This result remains within the range set by Council. |
| Service cost | | | | | |
| Cost of the MCH service [Cost of the MCH service / Hours worked by MCH nurses] | \$96.53 | \$101.53 | \$105.31 | \$120.34 | The City of Kingston places a strong emphasis on delivering services in a cost-efficient manner. The 2022-23 cost of service result highlights Council's continued commitment to delivering the MCH Service within the expected budget and requirements. This result remains within the range set by Council. |
| Participation | | | | | |
| Participation in the MCH service [Number of children who attend the MCH service at least once (in the year) / Number of children enrolled in the MCH service] x 100 | 76.74% | 74.31% | 74.54% | 79.60% | The City of Kingston is committed to providing high-quality MCH services. This result sees an increase compared to the 2021-22 financial year, which was under the COVID-19 pandemic health orders from the Department of Health. This result remains within the range set by Council. |
| Participation in the MCH service by Aboriginal children [Number of Aboriginal children who attend the MCH service at least once (in the year) / Number of Aboriginal children enrolled in the MCH service] x 100 | 77.67% | 84.85% | 72.92% | 83.48% | The City of Kingston continues to maintain a high level of engagement with our First Nation families with young children. This result shows an increase back to the high participation levels before COVID-19. This result exceeds the range set by Council. |
| Satisfaction | | | | | |
| Participation in 4-week Key Age and Stage visit [Number of 4-week key age and stage visits / Number of birth notifications received] x 100 | 97.59% | 95.43% | 98.17% | 96.82% | The City of Kingston recorded an attendance rate of 96.82 per cent for infants at the 4-week Key Age and Stage Visit in the 2022-23 financial year. This shows a slight decrease compared to the 2021-2022 financial year. This is due to an increasing number of premature babies still in hospital at their 4-week Key Age and Stage consultation. This result remains within the range set by Council. |

For more information and to compare Kingston to other Victorian councils, visit knowyourcouncil.vic.gov.au.



STRATEGIC DIRECTION: SAFE

STRATEGIC OBJECTIVE:

Our community will feel safe, and be safe, in all aspects of their lives.

STRATEGIES FOR ACHIEVING THE OBJECTIVES:

- Design an environment and infrastructure that promotes better safety and accessibility
- Support safe travel through various modes of transport
- Improve feelings of safety across Kingston's diverse community
- Strive to provide an environment free from all forms of family violence
- Foster caring attitudes and a safe environment for native wildlife and domestic animals
- Provide a well-maintained and clean environment for residents.

HIGHLIGHTED INITIATIVES

The below table highlights Council's progress on the Annual Budget 2022-23 major initiatives and initiatives.

| Major Initiative | Comment |
|--|--|
| Complete construction of the Mentone Life Saving Club and foreshore precinct (Actual: \$6.35M; Budget: \$5.0M) | The new Mentone Life Saving Club Building has been completed, with the Club now in occupation. The new car park and landscaping works are progressing well and will be completed in early 2023-24, along with the Naples Road stormwater drainage upgrade. |
| Complete construction of the Aspendale Life Saving Club (Actual: \$2.62M; Budget: \$3.6M) | The new Aspendale Life Saving Club building works have been completed, with the club commencing patrol operations out of their new facilities in December 2022. |
| Commence construction of the extension and improvement works at the Carrum Life Saving Club (Actual: \$2.32M; Budget: \$1.9M) | Construction works on the Carrum Life Saving Club building have commenced, with the works to the new extension area well underway. |

| Initiative | Comment |
|--|---|
| Continue to protect and enhance indigenous vegetation across Kingston's Bushland Reserves to provide important habitat | Kingston's Bushland & Foreshore team and contractors have carried out vegetation improvement and maintenance works. Habitat Hectare assessments were also undertaken to further support native habitat. |
| Review the kerbside bin collection service | The review of the kerbside bin collection service was undertaken due to the significant issues facing the organics processing industry, with the final report expected by September 2023. |
| Develop a Kingston Waste App to provide residents with accessible, tailored information on their waste services at the touch of a button | The Kingston Waste App Binston was launched and has seen positive community reaction, with over 1,400 registrations received in the first month. |
| Install CCTV at Waterways | The design for CCTV at Waterways is currently being finalised in conjunction with Victoria Police and Waterways Owners Corporation, with project delivery scheduled for the 2023-24 financial year. |



| Initiative | Comment |
|--|--|
| Implement the Active Youth Program for secondary school students targeting distractions such as mobile phones whilst walking and riding to school | The Active Youth Program for secondary school students, focusing on pedestrian safety around schools and bike education, was completed for 2022-23. |
| Implement Primary School Road Safety Programs covering safety subjects such as safety around driveways, crossing the road safely and wearing a seat belt | The Primary School Road Safety Programs were delivered to 34 primary schools during 2022-23. The programs covered a wide range of safety subjects, including safety around driveways, bike education, pedestrian distraction, crossing the road safely, the importance of wearing a seat belt, and safe active travel, such as walking to school safely. |

PUBLIC HEALTH & WELLBEING PLAN 2021-2025 HIGHLIGHTS

- We partnered with and supported advocacy campaigns for the Alliance for Gambling Reform, including a Victorian Planning Provisions amendment, preventing supermarkets from being built near gaming venues, a call for an end to sports gambling advertising, universal pre-commitment for all poker machines and \$1 maximum bets.
- We delivered an inaugural Summer Safety partnership project, bringing together eight teams from across Council and local emergency services, including Victoria Police, Ambulance Victoria and Lifesaving Victoria, to enable a more coordinated response to foreshore safety.
- We provided a range of family violence training, including Responding to Disclosures for Council's Family Violence Staff Support Officers and Becoming Trauma Informed. We also provided family violence training with Hair 3Rs (Recognise, Respond and Refer) training for local hair salon and beauty therapy staff and Healthy and Respectful Relationships workshops for community centres and neighbourhood houses.
- We delivered a 16 Days of Activism Against Gender-Based Violence campaign involving participation in the state-wide Walk Against Family Violence. Furthermore, we delivered Roll for Respect, a community awareness-raising event and a webinar on equality and respect in sport.
- We engaged Common Cause to develop values-based messaging to dissuade young people from carrying out illegal graffiti. A message guide was developed, including four key messages, forming the basis of a new behaviour change and social marketing campaign.

CLIMATE AND ECOLOGICAL AND EMERGENCY RESPONSE 2030 HIGHLIGHTS

- We worked with the Victorian Government, other agencies, and councils on the Coastal Hazard Vulnerability Mapping for Port Phillip Bay (due 2024), flood mapping for Kingston (due 2025), recycled water schemes and asset vulnerability and community resilience projects.

STRATEGIC DIRECTION: **SAFE** (CONTINUED)**STRATEGIC INDICATORS**

Council's performance against the strategic indicators in the Council Plan is presented below.

| Strategic Indicator | Target | Result 2022-23 | Comment |
|---|------------------------|-------------------|--|
| Si 50. Time taken to action food complaints | 2.00 Days | 1.82 | The City of Kingston continued to prioritise food safety and public health, with a high level of responsiveness in 2022. Food-related complaints were investigated in under two days, on average, and food-related risks managed appropriately. This result improved compared to the previous year and is within the range expected by Council. |
| Si 51. Satisfaction with the condition of local streets and footpaths | 66.00 | 58.00 | The City of Kingston remains in line with the metro average and is 13 points higher than the state-wide average. The decrease in satisfaction rating compared to the previous year was likely influenced by the high rainfall throughout 2022-23, which increased potholes on sealed roads. The municipality's major roads, such as the Nepean Highway, Centre Dandenong Road and South Road are managed and maintained by the Victorian Government rather than the City of Kingston. This data is collected annually in a Community Satisfaction Survey by an independent research company on behalf of the Victorian Government. |
| Si 52. Number of graffiti removal requests | 1,040.00 | 830.00 | The total number of requests for graffiti removal on public buildings and street furniture is well under target for 2022-23. This result is impacted by seasonal factors such as colder months and shorter days. In addition, a recent proactive approach in some of the rail precinct hotspot areas and a Moorabbin Activity Centre blitz removed existing graffiti where possible. |
| Si 53. Percentage of graffiti removal requests allocated to Council's contractor within 48 hours | 98.00% | 97.00% | A total of 830 requests to remove graffiti on public buildings and street furniture were made to Council during 2022-23, with 97.00% of requests allocated to Council's contractor within 48 hours. Recent changes to Council's internal systems enable all reports to be allocated immediately. |
| Si 54. Family violence incidents reported to Victoria Police [number per 100,000 population] | N/A Trend indicator | 1,168.00 | There were 1,168 family incidents reported to the Victorian Police in Kingston per 100,000 population during 2022-23. Council continues to support families within our community through participation in events such as 16 Days of Activism Against Gender-Based Violence, family violence training for local hair salon and beauty therapy staff, and Healthy and Respectful Relationships workshops. |



| Strategic Indicator | Target | Result 2022-23 | Comment |
|--|---------------------------|-------------------|---|
| Si 55. Satisfaction with family violence programs run by Kingston | 80.00% | 93.00% | Nine family violence programs were delivered with community and staff in 2022-23, with 93% of participants expressing satisfaction with the programs. |
| Si 56. Percentage of animals reclaimed | 60.10% | 56.02% | The City of Kingston strongly emphasises animal health and wellbeing, which is emphasised through our Domestic Animal Management Plan 2021-2025. Increased communications, education on responsible pet ownership, and the growth of Council's Lost and Found Pets Facebook page are contributing to the increased reunification of animals and their owners. Of the 228 animals reclaimed, 25 were returned directly to their owner or owner's nominated agent through 'on-road reunions' rather than being impounded first. Returning animals directly to their owners contributes to the wellbeing of owners and their reclaimed animals. This result is within the range expected by Council. |
| Si 57. Percentage of overflowing litter bins reported by the community that are emptied within 12 hours | N/A Trend indicator | 49.40% | A total of 49.40% of overflowing litter bins reported by the community were emptied within 12 hours during 2022-23, ensuring timely actioning of community requests. |
| Si 58. Participation in Friends of Kingston groups | 118.00 | 244.00 | Participation in Friends of Kingston groups remains steady within the Mordialloc Creek, The Grange and Bradshaw groups. Foreshore volunteer events will commence in 2023-24. |

STRATEGIC DIRECTION: **SAFE** (CONTINUED)**OUR SERVICES**

The services funded in the Annual Budget 2022-23 and the persons or sections of the community who received those services.

| Service area and description | Net Cost Actual \$'000 | Budget \$'000 | Variance \$'000 |
|--|------------------------------|------------------|--------------------|
| Animal management and local laws | | | |
| Provides education and enforcement, investigation and resolution of issues related to the Community Local Law, including animal management. | 253 | 226 | (27) |
| Food safety regulation and health | | | |
| Monitors and educates about local public health standards and investigates infectious disease outbreaks. | 1,542 | 1,684 | 141 |
| Delivers the food surveillance program to ensure a safe food supply for the community and that Council and businesses meet their statutory obligations. | | | |
| Local law education and enforcement | | | |
| Provides education and enforcement, investigation and resolution of issues related to the Community Local Law. | 1,998 | 2,112 | 113 |
| Municipal emergency management | | | |
| Coordinates Council-wide emergency management planning, including building community resilience, emergency risk assessment and mitigation, emergency response and recovery and liaising with emergency services. | 651 | 158 | (493) |
| Parking enforcement | | | |
| Monitors and patrols Kingston to ensure compliance with road rules. | 2,216 | 2,295 | 78 |
| Enforces parking compliance within timed parking areas to promote parking availability. | | | |
| Prosecutes unpaid fines in the Magistrates Court and Infringement Court. | | | |
| Road safety | | | |
| Provides road safety education to the local community from preschool age to older adults. | 47 | 105 | 58 |
| Encourages active transport, especially for children and young people. | | | |
| Street lighting maintenance | | | |
| Ensures that street lighting is operational and effective throughout the municipality. | 1,224 | 980 | (244) |
| Total Safety | 7,931 | 7,558 | (373) |



SERVICE PERFORMANCE INDICATORS

The results of the service performance indicators and measures prescribed by the Victorian Government are shown below.

| Service / indicator / measure [formula] | Results | | | | Comment |
|--|-----------|-----------|-----------|-----------|---|
| | 2020 | 2021 | 2022 | 2023 | |
| Animal Management | | | | | |
| Timeliness | | | | | |
| Time taken to action animal management requests [Number of days between receipt and first response action for all animal management requests / Number of animal management requests] | 1.88 days | 2.48 days | 4.96 days | 3.19 days | The City of Kingston focuses strongly on responsible pet ownership and community safety, with animal requests followed up within three days on average. In 2022-23, there was a 47% increase in animal management requests compared to 2021-22. We are trending towards achieving pre-COVID-19 results, following a return to pre-COVID-19 staffing levels, enabling a faster response to requests. |
| Service standard | | | | | |
| Animals reclaimed [Number of animals reclaimed / Number of animals collected] x 100 | 75.84% | 68.85% | 53.40% | 57.58% | The City of Kingston strongly emphasises animal health and wellbeing, which is emphasised through our Domestic Animal Management Plan 2021-2025. Increased communications, education on responsible pet ownership, and the growth of Council’s Lost and Found Pets Facebook page are contributing to the increased reunification of animals and their owners. Of the 228 animals reclaimed, 25 were returned directly to their owner or owner’s nominated agent through ‘on-road reunions’ rather than being impounded first. Returning animals directly to their owners contributes to the wellbeing of owners and their reclaimed animals. This result is within the range expected by Council. |
| Animals rehomed [Number of animals rehomed / Number of animals collected] x 100 | 8.19% | 10.16% | 13.85% | 20.20% | The City of Kingston recognises that responsible pet ownership enhances the wellbeing of both residents and their pets. Increased demand for pet ownership has contributed to significantly more animals within the municipality being rehomed compared to previous years. Council’s pound service provider continues to ensure a rehoming pathway for all unidentified animals pursuant to the code of practice for shelters and pounds. This result is within the range expected by Council. |
| Service cost | | | | | |
| Cost of animal management service per population [Direct cost of the animal management service / Population] | \$5.83 | \$4.84 | \$6.50 | \$9.36 | The City of Kingston seeks to provide a responsive animal management service for the Kingston community. The cost of the animal management service increased compared to the previous year due to increased costs to Council for the pound service provider and after-hours service. |

STRATEGIC DIRECTION: **SAFE** (CONTINUED)

| Service / indicator / measure [formula] | Results | | | | Comment |
|--|-----------|-----------|-----------|-----------|--|
| | 2020 | 2021 | 2022 | 2023 | |
| Health and safety | | | | | |
| Animal management prosecutions [Number of successful animal management prosecutions / Number of animal management prosecutions] x 100 | 100.00% | 100.00% | 100.00% | 100.00% | The City of Kingston investigates all issues under the <i>Domestic Animals Act 1994</i> and initiates legal proceedings for animal-related offences, including dog attacks, to safeguard and protect the community and to enhance compliance. Where appropriate, Council plays a proactive role in directly resolving animal-related complaints or incidents with the involved parties. In 2022-23, all animal management prosecutions initiated by Council were successful. This result remains within the range expected by Council. |
| Food Safety | | | | | |
| Timeliness | | | | | |
| Time taken to action food complaints [Number of days between receipt and first response action for all food complaints / Number of food complaints] | 1.87 days | 1.69 days | 1.87 days | 1.82 days | The City of Kingston continued to prioritise food safety and public health, with a high level of responsiveness in 2022. Food-related complaints were investigated in under two days, on average, and food-related risks managed appropriately. This result improved compared to the previous year and is within the range expected by Council. |
| Service standard | | | | | |
| Food safety assessments [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>] x 100 | 100.00% | 95.14% | 85.73% | 87.97% | The City of Kingston works with local food outlets to provide assessments, education and guidance to ensure food is prepared and sold safely. During the year, 987 food safety assessments were undertaken, 38 more than the previous year. Performance increased slightly compared to the previous year. |



| Service / indicator / measure [formula] | Results | | | | Comment |
|---|----------|----------|----------|----------|---|
| | 2020 | 2021 | 2022 | 2023 | |
| Service cost | | | | | |
| Cost of food safety service [Direct cost of the food safety service / Number of food premises registered or notified in accordance with the <i>Food Act 1984</i>] | \$259.92 | \$262.51 | \$322.35 | \$372.30 | The City of Kingston seeks to deliver an effective and cost-efficient food safety service for the community. The cost of the food safety service per premises is slightly higher per registered premises compared to the previous year due to a 14% decrease in the number of temporary or mobile premises such as food trucks, carts and stalls. In 2022–23, there were 1,861 food premises registrations with Council and 1,043 notifications for temporary or mobile premises. The result is within the range expected by Council. |
| Health and safety | | | | | |
| Critical and major non-compliance outcome notifications [Number of critical non-compliance outcome notifications and major non-compliance notifications about food premises followed up / Number of critical non-compliance outcome notifications and major non-compliance notifications about food premises] x 100 | 98.60% | 100.00% | 94.22% | 96.76% | The City of Kingston prioritises food safety and ensures any high-risk issues identified during an assessment are attended to promptly, with action taken to remove or reduce the risk. There were 185 critical and major non-compliance outcome notifications about food premises. The result improved compared to the previous year and is within the range expected by Council. |
| Roads | | | | | |
| Satisfaction of use | | | | | |
| Sealed local road requests [Number of sealed local road requests / Kilometres of sealed local roads] x 100 | 46.62 | 34.84 | 51.03 | 74.72 | The City of Kingston prioritises road safety and responds to sealed local road requests in line with our Road Management Plan requirements. There were 143 more requests compared to the previous year, mainly due to the higher rainfall throughout 2022–23, which increased the number of requests for pothole repairs. An increase in resourcing in 2023–24 will allow us to address more defects proactively. This result is within the range expected by Council. |
| Condition | | | | | |
| Sealed local roads maintained to condition standards [Number of kilometres of sealed local roads below the renewal intervention level set by Council / Kilometres of sealed local roads] x 100 | 97.05% | 98.64% | 98.72% | 98.81% | The City of Kingston continues to invest in the local road network to ensure it does not deteriorate. Maintenance works undertaken in 2022–23 ensured that our road network is in good condition and above renewal intervention levels. This result is within the range expected by Council. |

STRATEGIC DIRECTION: **SAFE** (CONTINUED)

| Service / indicator / measure [formula] | Results | | | | Comment |
|---|---------|----------|---------|----------|--|
| | 2020 | 2021 | 2022 | 2023 | |
| Service cost | | | | | |
| Cost of sealed local road reconstruction [Direct cost of sealed local road reconstruction / Square metres of sealed local roads reconstructed] | \$99.25 | \$150.45 | \$57.92 | \$107.91 | The City of Kingston places a strong emphasis on delivering services in a cost-efficient manner. Road reconstruction projects are awarded through a competitive tender process to obtain the best market value. Road construction costs have increased throughout Victoria over the past year, which has been reflected in the cost of construction for six projects that were completed during the year. This result is within the range expected by Council. |
| Cost of sealed local road resealing [Direct cost of sealed local road resealing / Square metres of sealed local roads resealed] | \$27.73 | \$25.69 | \$25.64 | \$32.37 | The City of Kingston undertakes the road resealing program to increase the surface durability and safety of our roads, providing a safer driving experience. Resealing projects are awarded through a competitive tender process. The increased cost compared to 2021-22 is due to increased tender costs, with several projects being night works. In addition, a number of projects were in industrial streets where a more costly surface treatment is required for safety and durability. This result is within the range expected by Council. |
| Satisfaction | | | | | |
| Satisfaction with sealed local roads [Community satisfaction rating out of 100 with how council has performed on the condition of sealed local roads] | 65.00 | 67.00 | 65.00 | 61.00 | The City of Kingston remains in line with the metro average and is 13 points higher than the state-wide average. The decrease in satisfaction rating compared to the previous year was likely influenced by the high rainfall throughout 2022-23, which increased the number of potholes that formed on sealed roads. The municipality's major roads, such as the Nepean Highway, Centre Dandenong Road and South Road are managed and maintained by the Victorian Government rather than the City of Kingston. This data is collected annually in a Community Satisfaction Survey by an independent research company on behalf of the Victorian Government. |

For more information and to compare Kingston to other Victorian councils, visit knowyourcouncil.vic.gov.au.



STRATEGIC DIRECTION: **WELL-GOVERNED**

STRATEGIC OBJECTIVE:

Council will be collaborative, accountable, transparent, responsive, well-informed and efficient.

STRATEGIES FOR ACHIEVING THE OBJECTIVES:

- Hold ourselves to the highest standard of governance and integrity
- Focus all of our decision-making on the long-term best interests of the Kingston community
- Look after the community's financial resources responsibly and efficiently
- Openly report our progress and performance
- Actively seek broad community participation
- Deliver exceptional customer experiences.

HIGHLIGHTED INITIATIVES

The below table highlights Council's progress on the Annual Budget 2022-23 major initiatives and initiatives.

| Major Initiative | Comment |
|--|--|
| Deploy the fleet of new laptops to relevant staff to improve productivity, enhance network access and improve data security (Actual: \$2.01M; Budget: \$1.6M) | The deployment of 700 new laptops to relevant staff was completed during 2022-23, enabling greater data security, connectivity and productivity. |

| Initiative | Comment |
|--|--|
| Implement a suite of Customer First improvement projects to address system, process and cultural changes for the benefit of the customer | A range of Customer First Improvement Projects progressed throughout the year, including implementation of the Complaints Handling Policy; commencement of a review of the Unreasonable Complainant Conduct Policy; Customer Care Service Review; commissioning of customer insights research; Live Chat Channel enhancement program; launch of Knet and revised Customer Care Knowledge Base; and redevelopment of Call Assessment and Quality Framework. |
| Develop and adopt an organisation-wide Child Safe Standard Strategy | The organisational-wide Child Safe Standards Strategy and Action Plan to address the new standards was adopted by Council in November 2022, ensuring Council is committed to being a child-safe organisation. |
| Redevelop Kingston's Intranet and KING Knowledge Bank to ensure the organisation has easy access to consistent, reliable information, and all staff continue to provide accurate advice to our community | Kingston's new Intranet and KING Knowledge bank were redeveloped during 2022-23, ensuring the organisation has easy access to consistent, reliable information, and our staff continue to provide accurate advice to our community. |
| Implement Payble as a new payment service for Kingston's ratepayers | The new payment service for Kingston's ratepayers, Payble, is now fully implemented. Work commenced to report on its success by tracking the take-ups by residents and the effect on debt management. |



STRATEGIC DIRECTION: **WELL-GOVERNED** (CONTINUED)

| Initiative | Comment |
|---|--|
| Develop and implement Advocacy Plans to support Council's priority projects | <p>A wide range of advocacy activities took place during 2022-23 to implement Kingston's Advocacy campaign plans to support Council's priority projects. These included developing and implementing the Advocacy and Communications Plan for the Put Kingston First public advocacy campaign; installing signage at key project sites; digital screens displayed at Council public buildings; direct mailouts to areas surrounding priority projects; and pop-up engagements at key sites.</p> <p>Council also achieved media coverage throughout the year on a wide range of advocacy campaigns, including the Level Crossing Removal project; Kingswood Golf Course future; Patterson River Littertrap; The Voice Uluru Statement from the Heart; New Aquatic & Leisure Centre; and Berkeley Living site.</p> <p>The May 2023 Victorian Budget included funding for several local projects, including school funding, \$1 million for Kingston Fields planning, \$750,000 for Station St/McLeod Road and \$75k for playgrounds. The Federal Government also announced changes to Single Parent Payments, an issue Council had advocated on.</p> <p>Council has also held a wide range of in-person meetings to support our advocacy efforts, with over 160 meetings on key advocacy issues throughout the year. The Advocacy Update presented quarterly to Council provides a full list of activities.</p> |

PUBLIC HEALTH & WELLBEING PLAN 2021-25 HIGHLIGHTS

- We continued to ensure the voices of our diverse community members inform Council decision making, with 12 Community Advisory Committees being held. Committees include Access and Equity, Arts and Culture, Business and Economic Development, Community Safety, Environment and Open Spaces, Active Kingston, Youth (12-17 and 18-25 year-olds), LF Payne Hall, Kingston Charitable Fund (KCF) Community Grants Panel, Interfaith Network and the Historic Network.
- We supported two Youth Advisory Committees (YACs) for 12-to-17 and 18-to-25-year-olds to enhance opportunities for the voice of young people in Council planning and decision making. These committees comprised 29 young people and 13 new participants. As a result, YAC members reported increased feelings of connection to the community and greater motivation to take on leadership roles in the future.

CLIMATE AND ECOLOGICAL EMERGENCY RESPONSE PLAN 2030 HIGHLIGHTS

- We continue to map Council emissions by organisational division and activity type (i.e., electricity, petrol, diesel or natural gas use) to determine how additional emission reductions will be achieved.
- We have begun transitioning Council's small buildings away from gas and have commenced planning for Council's larger facilities.
- Through our Environment and Open Space Strategic Advisory Committee, we continue to consider open space and environmental issues and opportunities relevant to the community.



STRATEGIC INDICATORS

Council's performance against the strategic indicators in the Council Plan is presented below.

| Strategic Indicator | Target | Result 2022-23 | Comment |
|---|---------|-------------------|---|
| Si 59. Percentage of Freedom of Information requests completed on time | 100.00% | 88.00% | 55 Freedom of Information (FOI) requests were dealt with during 2022-23. 12% (5) were completed outside time guidelines due to the complex nature of the request. Twelve requests were fulfilled outside the FOI Act, demonstrating the transparency of Council's process. |
| Si 60. Percentage of Council decisions made at meetings closed to the public | 5.50% | 4.69% | The City of Kingston made 183 of its 192 resolutions at meetings of Council or delegated committee open to the public. A very small proportion of Council's resolutions involving legal privilege, property, or personal information were discussed at meetings closed to the public, consistent with the confidential provisions of the <i>Local Government Act 2020</i> . Council endeavours to make confidential resolutions or parts of resolutions public later where possible. This result remains within the range set by Council. |
| Si 61. Satisfaction with Council decisions (in the interest of the community) | 60.00 | 55.00 | While the 2023 Community Satisfaction Survey results dropped by 6 points compared to last year, the City of Kingston continues to work hard to make decisions in the best interest of our community. We remain in-line with the metropolitan average and 4 points higher than the state average. This rating is sourced from the annual Community Satisfaction Survey conducted by an independent research company on behalf of the Victorian Government. |
| Si 62. Council's financial sustainability risk measured against the Victorian Auditor-General's Office financial sustainability indicators | N/A | N/A | Data for this measure is no longer available, so it cannot be reported. |
| Si 63. Percentage of Council Plan Annual Action Plan actions on track | 90.00% | 89.65% | The majority of Council Plan actions, 89.65%, have been completed. There were delays with some projects due to factors such as supply chain issues, and these projects will be completed as part of Council's usual business. |
| Si 64. Number of consultation projects offered for community input | 80.00 | 112.00 | <p>A total of 112 consultation projects were offered for community input during 2022-23. Consultations included Kingston Heath Reserve; Endeavour Cove planning amendment; jet ski use; Council Governance rules; Talking Kingston; Mentone Life Saving Club playground plans; and Disc Golf at Bicentennial Park.</p> <p>Consultation also included projects associated with minor traffic improvements, open space and infrastructure works, and construction projects.</p> |

STRATEGIC DIRECTION: **WELL-GOVERNED** (CONTINUED)

| Strategic Indicator | Target | Result 2022-23 | Comment |
|--|--------|-------------------|--|
| Si 65. Satisfaction with community consultation and engagement | 59.00 | 56.00 | The City of Kingston continues to work hard to improve community consultation and engagement, including YourKingstonYourSay and recruiting a Community Representative Panel. Whilst Kingston has dropped by 3 points from last year, Council remains in line with the Metropolitan average and 4 points higher than the state average. This rating is sourced from the annual Community Satisfaction Survey conducted by an independent research company on behalf of the Victorian Government. This result remains within the range set by Council. |
| Si 66. Percentage of Customer Care telephone calls resolved at the first point of contact | 80.00% | 93.1% | The Customer Care team consistently achieves customer resolution at first point of contact based on existing definitions of First Point of Call Resolution. The definition of 'First Point of Resolution' will be reviewed in the new financial year (2023-24) to ensure it continues to align with the wider customer experience strategy. |



OUR SERVICES

The services funded in the Annual Budget 2022-23 and the persons or sections of the community who receive those services.

| Service area and description | Net Cost Actual \$'000 | Budget \$'000 | Variance \$'000 |
|---|------------------------------|------------------|--------------------|
| Communications and engagement | | | |
| Facilitates communication between the City of Kingston and the community. | 1,465 | 2,022 | 557 |
| Facilitates opportunities for the community to inform decision-making. | | | |
| Council governance and administration | | | |
| Provides transparent and accountable performance reporting to the organisation and community. | 7,713 | 6,375 | (1,338) |
| Improves organisational performance through effective business planning. | | | |
| Coordinates the audit program. | | | |
| Administers Council meetings, elections and maintains statutory records. | | | |
| Manages Council's compliance and integrity functions, e.g. Freedom of Information requests, information privacy functions and coordinating Protected Disclosures. | | | |
| Facilitates consultation through Council's Advisory and Ward committees. | | | |
| Administers the Quick Response Grants program. | | | |
| Manages Council's corporate information, including electronic and physical business records. | | | |
| Customer Service | | | |
| Delivers exceptional customer service in line with Council's customer commitment. | 2,419 | 2,483 | 65 |
| Provides multiple customer contact and service options. | | | |
| Fosters a customer-responsive culture across Council. | | | |
| Improves visibility and responsiveness to customer complaints. | | | |
| Digital design and events | | | |
| Delivers local festivals and events to promote community involvement and engagement. | 3,092 | 2,774 | (318) |
| Facilitates and supports community-run events in Kingston. | | | |
| Coordinates citizenship ceremonies. | | | |
| Administers the Kingston Charitable Fund. | | | |
| Manages Council's digital platforms. | | | |

STRATEGIC DIRECTION: **WELL-GOVERNED** (CONTINUED)

| Service area and description | Net Cost Actual \$'000 | Budget \$'000 | Variance \$'000 |
|---|------------------------------|------------------|--------------------|
| Executive services | | | |
| Provides responsible stewardship of the community's resources. | 2,441 | 2,984 | 543 |
| Fosters a corporate culture that promotes service excellence, good governance and accountability within a fair, safe and healthy work environment. | | | |
| Financial management | | | |
| Provides budget, performance and statutory reporting services and accounts payable, accounts receivable and payroll services. | 1,488 | 1,104 | (384) |
| Maximises return on investments within policy guidelines. | | | |
| Provides financial analysis and advice to support decision making. | | | |
| Health, safety and wellbeing | | | |
| Manages organisational risk, including occupational health and safety, WorkCover, risk management and business continuity. | 1,317 | 709 | (608) |
| Supports return to work and injury management and rehabilitation for employees. | | | |
| Supported the establishment of COVID-19 protocols to maintain business continuity. | | | |
| Human resources management | | | |
| Coordinates recruitment, industrial relations, remuneration, award/agreement interpretation, corporate training and Council's employee development management system. | 2,656 | 2,441 | (215) |
| Supports the organisation in change management, leadership development, diversity and inclusion, and organisational development. | | | |
| Manage Council's property portfolio | | | |
| Develops Council's Property Strategy and provides strategic property guidance. | 1,303 | 1,283 | (20) |
| Manages Council's properties, including acquisition and disposal and leasehold properties. | | | |
| Procurement, fleet, insurance and contracts | | | |
| Manages insurance for Council's activities and manages Council's vehicle fleet. | 2,870 | 3,079 | 209 |
| Provides support for all Council's procurement activities. | | | |
| Manages OHS matters related to contractors engaged by Council. | | | |



| Service area and description | Net Cost Actual \$'000 | Budget \$'000 | Variance \$'000 |
|--|------------------------------|------------------|--------------------|
| Property rating and collection services | | | |
| Manages the valuation of all rateable properties within the municipality and ensures the accurate levying and collection of rates and charges due. | 2,163 | 2,335 | 172 |
| Undertakes accurate and timely maintenance of Council's property database. | | | |
| Provision of information technology services | | | |
| Delivers information technology and communications services to the organisation, including help desk support. | 8,671 | 8,773 | 102 |
| Ensures currency of Council's information systems, disaster recovery and business continuity plans. | | | |
| Total Well-Governed | 37,599 | 36,364 | (1,235) |

STRATEGIC DIRECTION: **WELL-GOVERNED** (CONTINUED)**SERVICE PERFORMANCE INDICATORS**

The results of the service performance indicators and measures prescribed by the Victorian Government are shown below.

| Service / indicator / measure [formula] | Results | | | | Comment |
|--|---------|--------|--------|--------|--|
| | 2020 | 2021 | 2022 | 2023 | |
| Governance | | | | | |
| Transparency | | | | | |
| Council decisions made at meetings closed to the public [Number of Council resolutions made at meetings of Council, or at meetings of a delegated committee consisting only of Councillors, closed to the public / Number of Council resolutions made at meetings of Council or at meetings of a delegated committee consisting only of Councillors] x 100 | 12.67% | 5.75% | 6.49% | 4.69% | The City of Kingston made 183 of its 192 resolutions at meetings of Council or delegated committee open to the public. A very small proportion of Council's resolutions involving legal privilege, property, or personal information were discussed at meetings closed to the public, consistent with the confidential provisions of the <i>Local Government Act 2020</i> . Council endeavours to make confidential resolutions or parts of resolutions public later where possible. This result remains within the range set by Council. |
| Consultation and engagement | | | | | |
| Satisfaction with community consultation and engagement [Community satisfaction rating out of 100 with how Council has performed on community consultation and engagement] | 56.00 | 60.00 | 59.00 | 56.00 | The City of Kingston continues to work hard to improve community consultation and engagement, including YourKingstonYourSay and recruiting a Community Representative Panel. Whilst Kingston has dropped by 3 points from last year, Council remains in line with the Metropolitan average and 4 points higher than the state average. This rating is sourced from the annual Community Satisfaction Survey conducted by an independent research company on behalf of the Victorian Government. This result remains within the range set by Council. |
| Attendance | | | | | |
| Councillor attendance at council meetings [The sum of the number of Councillors who attended each Council meeting / (Number of Council meetings) x (Number of Councillors elected at the last Council general election)] x 100 | 89.71% | 88.54% | 93.94% | 85.65% | The City of Kingston continues to demonstrate high attendance by Councillors at Council Meetings. While Councillor attendance has dropped from last year, it remains within the range expected by Council. |



| Service / indicator / measure [formula] | Results | | | | Comment |
|--|-------------|-------------|-------------|-------------|---|
| | 2020 | 2021 | 2022 | 2023 | |
| Service cost | | | | | |
| Cost of elected representation [Direct cost of the governance service / Number of Councillors elected at the last Council general election] | \$58,239.33 | \$44,050.27 | \$51,271.36 | \$52,479.64 | The City of Kingston seeks to provide a cost-effective governance service for the Kingston community. The cost of governance per Councillor for 2022-23 remains consistent with the last financial year and within the range expected by Council. |
| Satisfaction | | | | | |
| Satisfaction with council decisions [Community satisfaction rating out of 100 with how Council has performed in making decisions in the interest of the community] | 55.00 | 65.00 | 61.00 | 55.00 | While the 2023 Community Satisfaction Survey results dropped by 6 points compared to last year, the City of Kingston continues to work hard to make decisions in the best interest of our community. We remain in-line with the metropolitan average and 4 points higher than the state average. This rating is sourced from the annual Community Satisfaction Survey conducted by an independent research company on behalf of the Victorian Government. |

For more information and to compare Kingston to other Victorian councils, visit knowyourcouncil.vic.gov.au.



OUR **ORGANISATION**





OUR CORPORATE VALUES

Community Inspired Leadership is at the heart of our organisational culture, as a framework designed to meet the community's expectations of us and achieve our vision of creating a diverse, dynamic Kingston.

We share six values that can help build a sustainable, safe and attractive environment and thriving economy in Kingston: Future Oriented, Community Centric, Accountable, Dynamic, Expert and Celebrate.

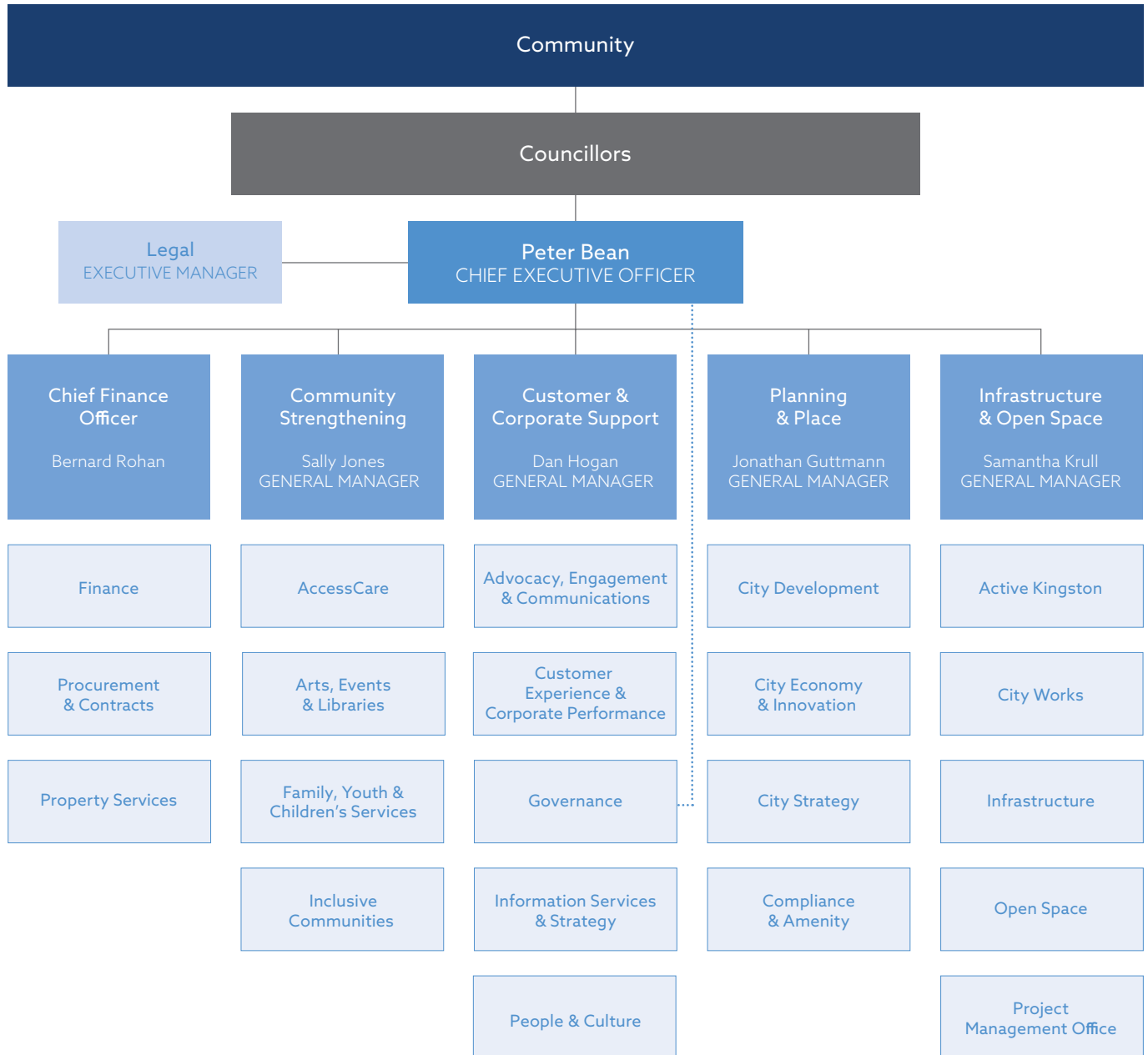
These values help inform the skills, aptitudes and knowledge we need to successfully perform our roles and support our vision and community.

They also support our recruitment and selection process, provide a basis for performance planning and management, and inform the planning of leadership and professional development programs.





OUR ORGANISATION STRUCTURE





OUR PEOPLE PROFILE

As of 30 June 2023, Council employed 1,556 people in a diverse range of positions, including Community and Aged Services, Engineering, Customer Service, Maternal Child Health, Finance, Youth and Children's Services, Sport and Recreation, Parks and Gardens, Planning and Arts. A summary of the number of full-time equivalent (FTE) council staff is shown in Tables 1 and 2.

TABLE 1. CITY OF KINGSTON EMPLOYMENT BY ORGANISATIONAL STRUCTURE

| Employee Type – Gender | Central/ Executive Services FTE | Chief Finance Office FTE | Community Strengthening FTE | Customer & Corporate Support FTE | Infrastructure & Open Space FTE | Planning & Place FTE | Total FTE |
|------------------------------|--|--------------------------------|-----------------------------------|---|---------------------------------------|----------------------------|----------------|
| Permanent Full Time – Female | 9.00 | 12.00 | 169.88 | 48.03 | 62.63 | 49.43 | 350.97 |
| Permanent Full Time – Male | 4.00 | 11.00 | 40.03 | 28.00 | 118.00 | 54.00 | 255.03 |
| Permanent Full Time – X | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Permanent Part Time – Female | 0.60 | 7.89 | 234.68 | 24.45 | 12.17 | 25.81 | 305.60 |
| Permanent Part Time – Male | 0.00 | 0.60 | 20.08 | 2.37 | 1.12 | 10.82 | 34.99 |
| Permanent Part Time – X | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Casual – Female | 0.00 | 0.00 | 34.77 | 0.24 | 17.83 | 8.44 | 61.28 |
| Casual – Male | 0.00 | 0.00 | 6.71 | 0.00 | 12.19 | 13.31 | 32.22 |
| Casual – X | 0.00 | 0.00 | 0.03 | 0.00 | 0.00 | 0.00 | 0.03 |
| Total | 13.60 | 31.49 | 506.18 | 103.09 | 223.94 | 161.81 | 1040.11 |

TABLE 2. CITY OF KINGSTON EMPLOYMENT BY CLASSIFICATION

| Employee Type – Gender | Band 1 FTE | Band 2 FTE | Band 3 FTE | Band 4 FTE | Band 5 FTE | Band 6 FTE | Band 7 FTE | Band 8 FTE | All other FTE | Total FTE |
|------------------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|---------------------|----------------|
| Permanent Full Time – Female | 0.00 | 1.00 | 28.00 | 72.00 | 57.03 | 105.45 | 40.89 | 16.60 | 30.00 | 350.97 |
| Permanent Full Time – Male | 0.00 | 0.00 | 42.00 | 32.00 | 40.03 | 61.00 | 34.00 | 23.00 | 23.00 | 255.03 |
| Permanent Full Time – X | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Permanent Part Time – Female | 15.41 | 78.20 | 18.09 | 64.78 | 36.28 | 37.65 | 12.26 | 6.70 | 36.23 | 305.60 |
| Permanent Part Time – Male | 12.84 | 6.54 | 1.75 | 2.69 | 2.31 | 4.43 | 0.79 | 0.00 | 3.63 | 34.99 |
| Permanent Part Time – X | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Casual – Female | 7.95 | 12.59 | 11.18 | 11.00 | 3.91 | 0.99 | 0.00 | 0.00 | 13.66 | 61.28 |
| Casual – Male | 12.96 | 7.96 | 2.85 | 4.40 | 0.26 | 0.00 | 0.00 | 0.00 | 3.77 | 32.22 |
| Casual – X | 0.00 | 0.00 | 0.00 | 0.02 | 0.00 | 0.00 | 0.00 | 0.00 | 0.01 | 0.03 |
| Total | 49.17 | 106.29 | 103.88 | 186.90 | 139.82 | 209.52 | 87.94 | 46.30 | 110.30 | 1040.11 |



SUPPORTING OUR PEOPLE

EQUAL EMPLOYMENT OPPORTUNITIES

The City of Kingston aims to provide a workplace free from discrimination, harassment, victimisation and bullying by taking a zero-tolerance approach and upholding the principles of Equal Employment Opportunity in all our activities. We recognise and respect the importance of diversity and incorporate the principles of Equal Employment Opportunity into our policies and processes.

GENDER EQUALITY ACTION PLAN

Since the launch of our first Gender Equality Action Plan 2021–2025, we have made significant progress in the prevention of sexual harassment and the completion of Gender Impact Assessments (GIAs). The GIAs are a way of critically thinking about how policies, programs and services will meet the different needs of women, men and gender-diverse people. The aim is to create better and fairer outcomes and ensure everyone has equal access to opportunities and resources.

In the past 12 months, we have:

- developed and launched our *SpeakUp!* anonymous reporting platform that allows staff to anonymously report on instances of workplace sexual harassment, bullying, discrimination, corruption and fraud.
- embedded GIAs across the organisation, with a structured review and completion process and regular delivery of capability-building education. Since 2021, 19 GIAs have been completed across the organisation, six departments trained in GIA completion, and departmental reporting on GIAs has been incorporated into our way of working, including requirements built into our policy development framework.

Gender Impact Assessment – a case study of success

“As part of the review of our Learn to Swim Program, a gender impact assessment identified that adult men are more likely to drown than other groups, so as an attempt to attract more adult men to our program, marketing around “refreshing your swimming skills” was completed. This resulted in double the number of Adult Learn to Swim classes being provided and saw them all booked out. We not only saw a 35% increase in sign-ups from men from 2021 to 2023, but also a 62% increase in the sign-ups for women during the same period.

RAINBOW TICK ACCREDITATION

As part of our ongoing commitment to Rainbow Local Government initiatives, we have commenced the process of Rainbow Tick Accreditation across the municipality, starting with Youth Services. Rainbow Tick Accreditation involves ensuring all processes, policies, data collection and privacy, systems and services (including interactions with our customers) are reviewed and updated to include LGBTIQ+ communities. Rainbow Tick Accreditation also requires us to create culturally safe experiences for all stages of our workforce’s employment lifecycle and our customers’ journeys with us across all services.

Since commencing this work in November 2022, we have delivered LGBTIQ+ inclusion education across seven departments, reaching over 100 staff who directly impact the work involved with accrediting our Youth Services under the Rainbow Tick Standards. We plan to undergo our assessment phase in early/mid-2024 before we begin to roll out the accreditation work to other council services.

CULTURE PROGRAM

Our Culture Program commenced with an organisation-wide survey in June 2022 to seek feedback from all employees about how we work together. Culture Champions representing all business areas were engaged, and they have been active in facilitating culture discussions and action planning in the spirit of continuous improvement. The Culture Program builds on four key themes arising from the survey results – Communication, Connection, Collaboration and Celebration – and will create the foundation for a broader strategic culture roadmap for the organisation.

EMPLOYEE PERFORMANCE AND DEVELOPMENT

We continued our commitment to the ‘my Kingston and Development’ (myKAD) program that provides clarity, support and recognition to our employees. The myKAD program is based on contemporary research and enables us to understand who our employees are and how they are performing. It is also a space for both employees and leaders to reflect on priorities, development goals and achievements.

Our organisational learning program continues to develop and maintain a high-performing workforce by delivering a variety of learning programs for our employees, uplifting their skills and experiences to deliver on the Council Plan and improve services to our community. In addition, employees continue to be supported under Kingston’s Employee Development Assistance Policy which provides study leave and reimbursement for relevant educational expenses.



OUR OCCUPATIONAL HEALTH AND SAFETY PERFORMANCE

We are committed to ensuring healthy, safe, and productive working lives for our staff. The Workplace Health and Safety Plan 2023–2025 provides a structured approach to managing the risks to health and safety across all of Council's operations. Quarterly Health and Safety reporting provides oversight by the Executive Leadership Team and monitoring of Council's safety performance.

The mental health of our staff is recognised and actively supported by Council. This was further prioritised in 2022–23 with the rollout of Mental Health Awareness and Mental Health First Aid training programs, with all roles at Council to be analysed to identify psychosocial demands. Our Health and Safety Team continues to enhance its Workers Compensation claims maintenance, focusing on early injury intervention.

HUMAN RESOURCE SERVICE IMPROVEMENTS

In 2022–23, several service improvements were made, including:

- development of a holistic People & Culture Strategy to understand, inspire and empower teams across the organisation to grow and deliver for the Kingston community
- successful implementation of a Flexible Working Policy to provide support and clarity for all employees to live their best lives
- a review of excess leave levels across the organisation to ensure employees are looking after their health in a post-pandemic environment
- *SpeakUp!* – our confidential, online employee grievance reporting platform, provides improved outcomes for employees experiencing workplace issues.

HEALTH AND WELLBEING PROMOTION

Our Wellbeing Program is evidence-informed and prevention-focused, with sessions, workshops and resources tailored specifically to Kingston's working environment. We know and support our people to take ownership of their wellbeing, try new things, build resilience and thrive at work. We provide all employees with health education and practical, evidence-based initiatives and opportunities to improve their wellbeing.

Our Employee Assistance Program allows employees and their families to access a variety of services at no cost, helping them cope with the challenges they may face, whether work related or not.

We have an active and engaged Wellbeing Committee that facilitates sharing information and activities, with teams across the business providing opportunities for everyone to get involved.



OUR VOLUNTEERS

In 2022-23, 753 Council volunteers participated in different programs across our organisation, including delivered meals, home library, tree planting, Clean Up Australia Day, advisory committees, event support and many more.

Council organised a volunteer expo promoting volunteering and facilitated volunteer opportunities for community members in 2022. More than 20 community organisations attended the expo, and many connections were made as a result of the event.

The ongoing commitments of volunteers have a significant impact on our community. Their contributions

are felt by isolated residents, parkland visitors, community event participants and more. We truly value this volunteering tradition and are committed to continuing our support to engage volunteers through a broad range of volunteer programs and promotion activities.





OUR GOVERNANCE







GOOD GOVERNANCE

The *Local Government Act 2020* (the Act) establishes local government as a distinct and essential tier of government. It consists of a democratically-elected Council that has the necessary functions and decision-making authority to ensure the peace, order and good government of its municipal community.

The role of a Council is to provide good governance for the benefit and wellbeing of the municipal community. Council must apply legislated governance principles in performing its role.

To implement best practices, we use a Good Governance Framework based on the four cornerstones of leadership and direction, integrity, transparency and accountability.



|  LEADERSHIP AND DIRECTION - 'DRIVE IT' |  INTEGRITY - 'LIVE IT' |  TRANSPARENCY - 'SHOW IT' |  ACCOUNTABILITY - 'OWN IT' |
|--|--|--|---|
| The elected Council delivers community outcomes through developing and implementing the Council Plan, related strategies and fiscal management. Council staff facilitate Council's decision-making process and implement Council decisions. This shared responsibility ensures that the objectives of the Council Plan are achieved for the benefit of the community and that all processes, practices and decisions are managed in a transparent, compliant and accountable manner. | Integrity is about doing the right thing, with values and codes of conduct embedded into the way we work. Council policies, control plans and training programs make up part of Council's integrity framework. | Council is committed to the community's right to know and upholds an 'if not, why not' approach to transparency. We openly show how we work, our decision-making processes and outcomes wherever possible. Being open with our community also requires effective engagement and connection. This is guided by our Community Engagement and Public Transparency policies. | Council is committed to ensuring that those making decisions and delivering services are answerable for them. Rigorous programs, such as risk management, compliance attestation and internal and external audits, offer assurance in our work. |

Information and key documents on these topics are available on our website at kingston.vic.gov.au.



GOVERNANCE HIGHLIGHTS

- Establishment of an Enterprise Risk Management Framework and a suite of supporting documents to support risk management at Council
- Implementation of the Public Transparency Project to enhance practices and processes to proactively share Council information
- An enhanced Policy Framework to guide staff in the development and review of policies
- Introduction of the Privacy Guidelines suite to assist staff in effectively managing privacy responsibilities.

MAYOR AND DEPUTY MAYOR

The Mayor's role includes providing leadership, promoting positive relationships and modelling good governance. The Deputy Mayor provides support to the Mayor.

On 9 November 2022, Cr Hadi Saab was elected Mayor and Cr Chris Hill was elected Deputy Mayor by Councillors at the annual Council (Statutory) meeting.

COUNCIL DECISION MAKING

Council is committed to effective and sustainable forms of democratic and corporate governance as the key to ensuring that Council and its administration meet community priorities. The community has many opportunities to provide input into Council's decision-making process, including community consultation.

Council's formal decision-making processes are conducted through Council Meetings and Special Committees of Council. Council delegates the majority of its decision-making to Council staff. These delegations are exercised in accordance with adopted Council policies.

The role of a Councillor is to participate in the decision-making of Council and represent the community's interests in that decision-making. Council's objective is to make decisions transparently, wherever possible, at meetings accessible to the public.

All Council decision-making is in accordance with the Act and the Governance Rules, which set out meeting procedures to be followed.

DELEGATED COMMITTEES

Decisions are made through formal Council meetings or delegation of powers to officers and delegated committees. Council has one delegated committee, the Planning Committee, which makes decisions regarding planning matters.

Council is empowered to make decisions through resolutions of the Council. Individual Councillors have no decision-making authority outside of a Council Meeting.

Any decisions made by delegates are, for all legal purposes, a decision of Council. Instruments of delegation are available on Council's website.

MEETINGS OF COUNCIL

Council meetings are held on the fourth Monday of each month and Planning Committee meetings are usually held on the third Wednesday of each month at 1230 Nepean Highway, Cheltenham, commencing at 7 pm, unless otherwise advertised.

Council meetings are open to the public, and questions can be submitted via forms on Council's website.

Council held 23 meetings in 2022-23. The following table provides a summary of Councillor attendance:

| Councillor | Meetings attended |
|----------------------|-------------------|
| Cr Tamsin Bearsley | 20 |
| Cr Tim Cochrane | 17 |
| Cr Jenna Davey-Burns | 22 |
| Cr Tracey Davies | 18 |
| Cr David Eden | 14 |
| Cr Chris Hill | 23 |
| Cr Cameron Howe | 19 |
| Cr George Hua | 19 |
| Cr Georgina Oxley | 17 |
| Cr Hadi Saab | 23 |
| Cr Steve Staikos | 20 |

Council is sometimes required to consider confidential matters, so specific meetings or items may occasionally be closed to the public. Examples of confidential matters include land use planning, legal, privileged information, private commercial information and personal information.

All Council and Planning Committee meetings are streamed live on Council's website. The live stream, archives of previous streams, and minutes of Council and Planning Committee meetings can be found on Council's website.

INFORMED DECISION MAKING

To make informed decisions, Councillors are briefed on important issues at informal briefing sessions known as Councillor Information Sessions. These provide Councillors and Council officers with an opportunity to discuss issues in detail, seek further information and address questions and concerns.

Councillor Information Sessions are not decision-making forums – rather, the information received by Councillors is used to assist with their decision-making at Council meetings.



GOOD GOVERNANCE (CONTINUED)

CODES OF CONDUCT

The Councillor Code of Conduct sets out agreed standards of Councillor behaviour and commitment to conduct requirements. It also provides guidance on managing interpersonal matters and alleged breaches of the Councillor Code of Conduct.

The Staff Code of Conduct sets out the standards and expectations of responsibilities and behaviours for members of Council staff.

CONFLICT OF INTEREST

Conflict of interest involves matters where exercising public duty may provide a real or perceived personal benefit.

At the start of a Council meeting, Councillors must disclose any material or general conflict of interest. If a conflict is disclosed, the Councillor must leave the meeting before the issue is discussed, debated, or voted on.

For Council staff, the Conflict of Interest Policy provides information and guidance regarding identifying and managing conflicts of interest as set out in the Act, as well as potential and perceived conflicts of interest that exist outside of the legislative framework.

COUNCILLOR REMUNERATION

A Victorian Independent Remuneration Tribunal review of allowances payable to Mayors, Deputy Mayors and Councillors took effect from 18 December 2022. The revised allowances per annum are:

- Mayors: \$124,469
- Deputy Mayors: \$62,235
- Councillors: \$37,565

COUNCILLOR ALLOWANCES AND EXPENSES

Council is required to reimburse Councillors for expenses incurred in performing their duties. The Councillor Support and Reimbursement of Expenses Policy can be accessed on Council's website.

Councillor allowances and expenses 2022-23

| | Councillor allowances ¹ \$ | Communications Expenses ² \$ | Travel intrastate \$ | Travel interstate \$ | Training, conferences & education \$ | Other expenditure \$ |
|----------------------------|--|--|-------------------------|-------------------------|---|-------------------------|
| Cr Tamsin Bearsley | 38,182.24 | 1,311.43 | | 1,298.33 | | |
| Cr Tim Cochrane | 38,182.24 | 861.26 | | | 200.00 | |
| Cr Jenna Davey-Burns | 46,670.08 | 852.70 | 147.73 | 1,893.78 | 1,526.37 | |
| Cr Tracey Davies | 38,182.24 | 851.65 | | 1,856.23 | 200.00 | |
| Cr David Eden | 38,182.24 | 236.70 | 79.85 | | | |
| Cr Chris Hill ⁴ | 54,801.34 | 624.82 | | 2,015.99 | 1,397.90 | |
| Cr Cameron Howe | 38,182.24 | 854.69 | | | | |
| Cr George Hua | 38,182.24 | 366.46 | 281.29 | 732.37 | | |
| Cr Georgina Oxley | 38,182.24 | 723.87 | | | | |
| Cr Hadi Saab ³ | 96,711.88 | 889.45 | 231.22 | 3,083.69 | 513.88 | 260.91 |
| Cr Steve Staikos | 68,047.17 | 716.40 | 225.40 | 3,026.00 | 1,485.91 | |

Note: Cr Steve Staikos and Cr Jenna Davey-Burns received a higher allowance as they were elected Mayor and Deputy Mayor, respectively, before Cr Hadi Saab & Cr Chris Hill, thus receiving Mayor and Deputy Mayor allowances up to 9 November 2022

1 The Victorian Independent Remuneration Tribunal set the allowance payable to Mayors, Deputy Mayors and Councillors (Victoria), effective from 18 December 2022.

2 Communications expenses include mobile phones, tablets, and wireless data cards, with standard data and mobile plan costs.

3 Cr Hadi Saab was elected Mayor on 9 November 2022.

4 Cr Chris Hill was elected Deputy Mayor on 9 November 2022.



AUDIT AND RISK COMMITTEE

In accordance with Section 53 of the *Local Government Act 2020*, Kingston has an Audit and Risk Committee, which acts as an independent advisory board to Council on its responsibilities.

EXTERNAL AUDIT

Council's current external auditor is the Victorian Auditor-General. The Auditor-General has contracted this activity to Crowe Australasia, which is responsible for providing a recommendation to the Auditor-General that the Annual Financial Statements of Council are presented fairly and in accordance with applicable accounting standards. The external auditor reviews the internal audit program as part of the internal control framework at Council.

INTERNAL AUDIT

Pitcher Partners have been Council's internal auditors since July 2013 and were reappointed for 2022.

Internal auditors provide an independent and objective assurance that appropriate processes and controls are in place.

The audit programs give the Audit and Risk Committee and Council assurance on the systems, processes and procedures employed by Council in the governance and control of its daily operations.

In 2022-23, the following internal audit reviews were completed:

- parking infringements
- child safe standards
- compliance framework
- environmental management
- procurement
- records management.

RISK MANAGEMENT

Council continues to advance its sound risk management practices across the organisation to achieve its objectives and to embed risk considerations in strategic and operational processes. Council's Enterprise Risk Management Framework provides the foundation and organisational system for identifying, assessing, mitigating and reporting. It sets out the key principles that guide effective risk management within Council and encourages continual monitoring, review and improvement of risk management throughout the organisation. Council's Enterprise Risk Management Framework inspires an organisational risk culture that supports community values, teamwork, and opportunities in innovation and accountability.

Council has achieved all risk indicators in the Local Government Performance Reporting Framework.



GOOD GOVERNANCE (CONTINUED)

GOVERNANCE AND MANAGEMENT CHECKLIST

The following checklist shows Kingston's performance against the frameworks, policies, procedures and practices used to ensure strong and effective governance.

| Governance and Management Items | | Date | Related Documentation |
|--|---|------------|---|
| 1 Community engagement policy | ✓ | 22/02/2021 | The Community Engagement Policy was adopted at the Kingston Council Meeting on 22 February 2021 (in accordance with section 55 of the <i>Local Government Act 2020</i>) outlining Council's commitment to engaging with the community on matters of public interest. It also includes Best Practice Guiding Principles and Council's deliberative engagement approach. kingston.vic.gov.au/council/council-documents/plans-policies-and-reports/community-engagement-policy |
| 2 Community engagement guidelines | ✓ | 12/10/2017 | Kingston's Community Engagement toolkit was first introduced on 12 October 2017 to assist staff in determining when and how to engage with the community and is regularly reviewed and updated. |
| 3 Financial Plan | ✓ | 27/06/2022 | The Long-Term Financial Plan 2022-2032 was adopted at the Kingston Council Meeting on 27 June 2022 (in accordance with Section 91(3)(a) of the <i>Local Government Act 2020</i>) and complies with the financial management principles as detailed under Section 101 outlining the financial and non-financial resources required for at least the next 10 financial years. kingston.vic.gov.au/council/council-documents/plans-policies-and-reports/council-plan-and-budget |
| 4 Asset Plan | ✓ | 27/06/2022 | The Asset Plan 2021-2031 was adopted at the Kingston Council Meeting on 27 June 2022 (in accordance with section 92 of the <i>Local Government Act 2020</i>) setting out the asset maintenance and renewal needs for key infrastructure asset classes for at least the next 10 years. kingston.vic.gov.au/council/council-documents/plans-policies-and-reports/council-plan-and-budget |
| 5 Revenue and Rating Plan | ✓ | 27/06/2022 | The Revenue and Rating Plan 2022-2026 was adopted at the Kingston Council Meeting on 27 June 2022 (in accordance with section 93 of the <i>Local Government Act 2020</i>) setting out the rating structure of Council to levy rates and charges. kingston.vic.gov.au/council/your-council/council-meetings/agendas-and-minutes |
| 6 Annual budget | ✓ | 27/06/2022 | The Annual Budget 2022-2023 was adopted at the Kingston Council Meeting on 27 June 2022 (in accordance with section 94 of the <i>Local Government Act 2020</i>) setting out the services to be provided and initiatives to be undertaken during the budget year and the funding and other resources required. kingston.vic.gov.au/council/council-documents/plans-policies-and-reports/council-plan-and-budget |
| 7 Risk policy | ✓ | 15/05/2023 | Kingston's Risk Management Policy commenced on 15 May 2023, outlining Council's commitment and approach to minimising the risks to Council's operations. This policy aligns with Kingston's Good Governance Framework and complies with the Australian Standards <i>ISO 31000:2018</i> . |



| Governance and Management Items | | Date | Related Documentation |
|---------------------------------------|---|------------|---|
| 8 Fraud policy | ✓ | 15/09/2022 | <p>Kingston's Fraud and Corruption Policy commenced on 15 September 2022, outlining Council's commitment and approach to minimising the risk of fraud to meet Council's legislative obligations under the <i>Local Government Act 2020</i>.</p> <p>Related documentations include Council's Fraud and Corruption Control Plan, Code of Conduct Policy, Public Interest Disclosure Procedure, and Good Governance Framework.</p> <p>kingston.vic.gov.au/council/council-documents/plans-policies-and-reports/fraud-and-corruption-policy</p> |
| 9 Municipal emergency management plan | ✓ | 06/07/2021 | <p>The Kingston District Municipal Emergency Management Plan was prepared on 6 July 2021 (under section 20 of the <i>Emergency Management Act 1986</i>) and authorised by the Municipal Emergency Management Planning Committee Chair.</p> <p>The Municipal Emergency Management Plan identifies Council's emergency mitigation, response and recovery, and is the result of the cooperative efforts of the Kingston Municipal Emergency Management Planning Committee.</p> <p>kingston.vic.gov.au/council/council-documents/plans-policies-and-reports/municipal-emergency-management-planning</p> |
| 10 Procurement Policy | ✓ | 22/11/2021 | <p>The Procurement Policy was adopted at the Kingston Council Meeting on 22 November 2021 (in accordance with section 108 of the <i>Local Government Act 2020</i>) and outlines the principles, processes and procedures that will apply to the purchase of goods and services by the Council.</p> <p>kingston.vic.gov.au/council/council-documents/plans-policies-and-reports/procurement-policy</p> |
| 11 Business continuity plan | ✓ | 19/06/2019 | <p>The Business Continuity Master Plan commenced on 19 June 2019 and applies to all critical services and support functions and associated infrastructure provided and/or maintained by the Kingston City Council.</p> <p>The plan sets out the actions that will be undertaken to ensure that key services continue to operate in the event of a disaster.</p> |
| 12 Disaster recovery plan | ✓ | 12/07/2021 | <p>The Disaster Recovery Plan is incorporated into Kingston's Business Continuity Plan which commenced on 12 July 2021 and sets out the actions that will be undertaken to recover and restore business capability in the event of a disaster.</p> |
| 13 Risk management framework | ✓ | 15/05/2023 | <p>Council's Enterprise Risk Management Framework 2023 commenced on 15 May 2023 and outlines Council's approach to managing risks to the Council's operations in accordance with the <i>Local Government Act 2020</i> and in line with the Australian Standards <i>ISO 31000:2018</i>.</p> |



GOOD GOVERNANCE (CONTINUED)

| Governance and Management Items | | Date | Related Documentation |
|---|---|--|--|
| 14 Audit and Risk Committee | ✓ | 26/04/2021 | <p>The Audit and Risk Committee is established in accordance with section 53 of the <i>Local Government Act 2020</i>.</p> <p>The Audit and Risk Committee Charter has been developed in accordance with section 53 of the <i>Local Government Act 2020</i>. The Charter was adopted at the Kingston Council Meeting on 26 April 2021.</p> <p>The next Charter review date is 26 April 2025.</p> <p>kingston.vic.gov.au/council/your-council/audit-and-risk-committee</p> |
| 15 Internal audit | ✓ | 14/12/2018 | <p>Council's internal audit service is Pitcher Partners. They were engaged on 14 December 2018 by Council to provide analyses and recommendations aimed at improving Council's governance, risk and management control.</p> <p>Pitcher Partners were initially engaged by Council on 1 July 2013, and following a rigorous tender process, were reappointed as per the date above.</p> <p>kingston.vic.gov.au/council/your-council/audit-and-risk-committee</p> |
| 16 Performance reporting framework | ✓ | 28/09/2022 15/03/2023 | <p>Performance Reporting indicator results (Local Government Performance Reporting Framework) were reported to Council's Audit and Risk Committee on 28 September 2022 and 15 March 2023.</p> |
| 17 Council Plan report | ✓ | 28/11/2022 27/02/2023 22/05/2023 | <p>Our Road Map: Council Plan 2021–2025, Kingston's Council Plan was adopted at the Kingston Council Meeting on 25 October 2021.</p> <p>Year Two (2022–23) Council Plan Performance Reports were noted by Council at Council Meetings on:</p> <ul style="list-style-type: none"> • 28 November 2022 (Year 2, Quarter 1) • 27 February 2023 (Year 2, Quarter 2) • 22 May 2023 (Year 2, Quarter 3) <p>The final quarterly report (Year 1, Quarter 4) will be presented for noting at the Council Meeting on 28 August 2023.</p> <p>kingston.vic.gov.au/council/council-documents/plans-policies-and-reports/council-plan-performance-reports</p> |
| 18 Quarterly budget reports | ✓ | 28/11/2022 27/02/2023 22/05/2023 | <p>Council noted quarterly budget reports in accordance with section 97(1) of the <i>Local Government Act 2020</i> at Council Meetings on:</p> <ul style="list-style-type: none"> • 28 November 2022 (for the period ending September 2022) • 27 February 2023 (for the period ending December 2022) • 22 May 2023 (for the period ending March 2023) |
| 19 Risk reports | ✓ | 24/01/2023 27/06/2023 | <p>The six-monthly strategic risk reports on Council's operations were presented to the Executive Leadership Team on 24 January 2023 and 27 June 2023.</p> |
| 20 Performance reports | ✓ | 15/03/2023 27/02/2023 23/10/2023 | <p>Performance Reporting indicator results (Local Government Performance Reporting Framework) half-year results were presented to the Audit and Risk Committee on 15 March 2023.</p> <p>Kingston's Council Plan Performance Report 6-monthly update was noted by Council on 27 February 2023.</p> <p>Kingston's Annual Report 2022–23 is estimated to be adopted by Council at the Council Meeting the 23 October 2023.</p> |



| Governance and Management Items | | Date | Related Documentation |
|--------------------------------------|---|------------|--|
| 21 Annual report | ✓ | 24/10/2022 | The Annual Report 2021-22 was adopted at the Kingston Council Meeting on 24 October 2022 in accordance with Section 100 of the <i>Local Government Act 2020</i> . |
| 22 Councillor Code of Conduct | ✓ | 22/02/2021 | The Councillor Code of Conduct 2021 was adopted at the Kingston Council Meeting on 22 February 2021 in accordance with Section 139 of the <i>Local Government Act 2020</i> . kingston.vic.gov.au/council/your-council/council-meetings/agendas-and-minutes |
| 23 Delegations | ✓ | 12/04/2023 | Kingston City Council's Instrument of Sub-Delegation by Chief Executive Officer (CEO) to Staff demonstrates Council's delegation of authority 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> . The Instrument of Sub-Delegation is dated 12 April 2023 and was made by the CEO under the authority of an instrument of delegation authorised by Resolution of Council on 23 August 2021. kingston.vic.gov.au/council/council-documents/plans-policies-and-reports/instrument-of-sub-delegation-by-the-ceo-to-staff |
| 24 Meeting procedures | ✓ | 22/08/2022 | Kingston's Governance Rules were adopted on 22 August 2022 (in accordance with section 60 of the <i>Local Government Act 2020</i>) governing the conduct of meetings of Council and delegated committees. kingston.vic.gov.au/council/council-documents/plans-policies-and-reports/governance-rules |

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

Peter Bean
Chief Executive Officer

Date: 25 September 2023

Cr Hadi Saab
Mayor

Date: 25 September 2023



OUR **STATUTORY INFORMATION**





STATUTORY INFORMATION

DOCUMENTS AVAILABLE FOR PUBLIC INSPECTION

We are committed to ensuring that, where appropriate, members of the public have access to information held by Council and that both the decision-making and operational processes of Council are transparent.

In accordance with the *Freedom of Information Act 1982* (FOI Act), Council publishes a Part II Statement, which gives effect to the public transparency principles contained in section 58 of the *Local Government Act 2020*. The Part II statement provides an overview of our functions and a snapshot of the types of information and documents held by Council, and includes the following documents that are available to the public:

- Council Plan, strategies and policies
- agendas and minutes for council meetings, except for confidential items
- a register of delegations and register of appointments made under the *Local Government Acts 1989* and *Local Government Act 2020*
- list of donations and grants made by Council in the previous 12 months
- council leases, permits and notices relating to building and occupancy
- process information for applications, complaints, approvals, permits, grants, and access to services
- terms of reference or charters for advisory committees
- registers, including gifts, benefits and hospitality offered, travel undertaken, and conflicts of interest disclosed by Councillors or Council staff (by inspection).

View the **Part II Statement** on Council's website.

INFORMATION PRIVACY

Council's Information Privacy Policy describes how we comply with principles and legislative requirements on personal and health information about an individual that is collected, stored, used or disclosed by Council.

Council adheres to principles and guidelines informed by the *Privacy and Data Protection Act 2014*.

FREEDOM OF INFORMATION

Under the *Victorian Freedom of Information Act 1982* (FOI Act), anyone has the right to request access to documents held by Council.

The term 'documents' covers a broad range of media, including any document, photos, videos, emails, and conversations via chat platforms and is not limited to final copies.

For enquiries about access to documents under the FOI Act, contact Council's FOI Officer at info@kingston.vic.gov.au.



STATUTORY INFORMATION (CONTINUED)

CONTRACTS

The following contracts entered during 2022-23 were within the threshold amounts, where a tender or expression of interest process is required under Council's Procurement Policy. They all underwent a tender or expression of interest process.

| Contract number | Contract name | Value | Contractor |
|-----------------|---|--------------|--|
| CON-22/067 | Programmed Tree Maintenance Services | \$19,900,000 | Active Tree Services Pty Ltd |
| CON-22/068 | Reactive Tree Maintenance Services | \$17,600,000 | Tree Serve Pty Ltd |
| CON-23/003 | Hard Waste Services | \$14,500,000 | Total Waste Solutions |
| CON-22/133 | Dingley Village Neighbourhood Centre Stage 2 Construction | \$9,470,770 | Alchemy Construction Pty Ltd |
| CON-22/096 | Regents Park Reserve Pavilion Redevelopment (1) | \$7,487,709 | 2construct Pty Ltd |
| CON-22/086 | GR Bricker Reserve Sports Pavilion Redevelopment | \$7,214,694 | 2construct Pty Ltd |
| CON-22/089 | Carrum Surf Life Saving Club Redevelopment | \$3,790,797 | 2construct Pty Ltd |
| CON-21/103 | Elder Street South Reserve Landscape and Civil Works | \$2,323,858 | Bild Greenfields Pty Ltd |
| CON-23/019 | Microsoft Enterprise Agreement – MAV | \$2,191,582 | Crayon |
| CON-22/101 | Sherwood Avenue Flood Mitigation, Bicentennial Park, Chelsea Stage 1 | \$1,945,851 | Entracon Civil Pty Ltd |
| CON-22/045 | Roy Dore Reserve Tennis Pavilion Modular Construction | \$1,911,102 | Ausco Modular Pty Limited |
| CON-22/064 | Project Management (PM) Services Panel | \$1,800,000 | Donald Cant Watts Corke (Management) Pty Ltd |
| CON-22/078 | Playspace Renewal – Peter Scullin Reserve | \$1,673,582 | Yellowstone Landscaping Pty Ltd |
| CON-22/090 | Church Road, Carrum Road Reconstruction to No. 45 Church Road | \$1,562,306 | Delfino Paving Company Pty Ltd |
| CON-22/021 | Partial Reconstruction of Bourke Road, Oakleigh South with Shared User Path (Old Dandenong Road to Clarinda Road) | \$1,493,245 | V Crete Contractors P/L |
| CON-22/080 | Bondi Road Outfall Drain, Bonbeach Sports Reserve, Bonbeach – Pump Station – Stage 1 | \$1,234,842 | Entracon Civil Pty Ltd |
| CON-22/005 | Laptop Refresh 2022 | \$1,200,000 | Learning With Technologies Pty Ltd |
| CON-22/132 | Chelsea Men's Shed-internal refurbishment of childcare structure and change of use | \$1,111,583 | Simbuilt Pty Ltd |
| CON-23/034 | Parkdale Yacht Club Car Park, Shared User Path & Solar Lighting | \$1,099,543 | Vcrete Pty Ltd |
| CON-22/113 | Intersection of Thames Promenade & Scotch Parade, Chelsea Traffic Signalisation | \$888,614 | Prestige Paving Pty Ltd |
| CON-22/026 | Investigation of underground services panel | \$750,000 | Taylors Development Strategists |
| CON-22/114 | Jean Street Reserve and Garfield Lane Upgrade | \$735,509 | Landstruct Landscape Construction Pty Ltd |
| CON-22/084 | Mavis Hutter and Carinya Reserve Playspace Renewal | \$625,051 | Yellowstone Landscaping Pty Ltd |



| Contract number | Contract name | Value | Contractor |
|-----------------|--|-----------|---|
| CON-22/118 | Chadwick Reserve Off Leash Dog Park Development | \$599,477 | Planned Constructions Group Pty Ltd |
| CON-22/062 | Longbeach Trail, Edithvale Road to Mordialloc Creek, Path Resurfacing | \$594,472 | Urban Civil Construction Group Pty Ltd |
| CON-22/115 | Placement of Planning Application Signage | \$539,000 | Planning Notices R Us |
| CON-22/097 | Courtney Street, Cheltenham Road Reconstruction | \$504,776 | Delfino Paving Company Pty Ltd |
| CON-22/119 | Boundary Road, Braeside (Governor Rd to White St) West Side Shared Path Construction | \$494,763 | Paper Street Pty Ltd T/A Metro Plant & Civil Services |
| CON-22/020 | GR Bricker Reserve Cricket Net Upgrade and Reserve Improvements | \$404,646 | Smartgrass |
| CON-21/096 | Provision of Risk and Incident Management Software for Community Aged Care Service | \$367,559 | Beakon Pty Ltd |
| CON-22/081 | Bonbeach Cricket Net Upgrade | \$301,650 | Turf One Pty Ltd |

DISABILITY ACTION PLAN

Kingston's Disability Action Plan 2015–19 was endorsed by Council in November 2014. The implementation of this plan is guided by Council's Access and Equity Advisory Committee. The Action Plan has four key priority areas:

1. access to goods, services and facilities
2. employment opportunities
3. encourage inclusive attitudes and practices
4. promote inclusion and participation.

Work to develop an updated Disability Action Plan, an All Abilities Plan, is underway through a co-design process. Co-design refers to a participatory approach to designing solutions in which community members are treated as equal collaborators in the design process.

Council continues to operate under the Disability Action Plan 2015–19 until the new plan has been endorsed by Council to deliver outcomes for people with disabilities in line with the requirements of the *Disability Act 2006*.

In 2022–23, we established a co-design team comprising 16 people with disabilities and carers to help Council develop its next All Abilities Plan. Other key actions implemented include:

- **Big Break 2022** – an annual festival of accessible arts, sport, and culture. The 2022 program of events ran from 24 November until 9 December, celebrating International Day of People with Disability (IDPwD). People of all ages and abilities were welcomed to enjoy a range of activities, including movie screenings, sensitive and AUSLAN storytime sessions, and an all-abilities basketball clinic in partnership with Chelsea & District Basketball Association and Basketball Victoria.
- **Communication Access Project** – involved providing training in accessible communication to customer-facing staff, including Customer Care, Community Hubs, and Libraries.
- **Pathways for Carers Support Group** – in partnership with Pathways for Carers, Kingston Council established Pathways for Carers – Kingston Walk, a support group for carers of a person with a disability, mental illness, or older person. The program involves monthly walks in nature with other carers of similar circumstances and backgrounds. Each month, a guest speaker is invited to the walk and shares a presentation on a topic of interest at a complimentary morning tea at either a community centre or local café. Carers have created connections, friendships and learnt from others in a safe environment.



STATUTORY INFORMATION (CONTINUED)

DOMESTIC ANIMAL MANAGEMENT PLAN

In accordance with the *Domestic Animals Act 1994 Section 68a*, Council is required to prepare a Domestic Animal Management Plan at four-yearly intervals and evaluate its implementation in the Annual Report.

Council adopted the Domestic Animal Management Plan 2021–25 in November 2021 following extensive research and community consultation. The following initiatives were implemented in 2022–23:

- a continued focus on animal registration processes, including the Pet Expo held in April 2023 and the introduction of a pro-rata fee structure for animal registration fees
- a review of existing Council orders, including the current cat curfew
- development of a dog off-leash area policy
- additional patrols of Kingston reserves
- continued proactive education and the promotion of responsible pet ownership through comprehensive communications and engagement with pet owners
- continued delivery of our ongoing animal management compliance and enforcement work.

FOOD ACT - MINISTERIAL DIRECTION

In accordance with section 7E of the *Food Act 1984*, Council is required to publish a summary of any Ministerial Directions received during the financial year in its annual report. No such Ministerial Directions were received by Council during the financial year.

ROAD MANAGEMENT ACT - MINISTERIAL DIRECTION

In accordance with section 22 of the *Road Management Act 2004*, a Council must publish a copy or summary of any Ministerial direction in its annual report. No such Ministerial directions were received by Council during the financial year.

LOCAL LAWS DISCLOSURE

Under the Act, Council has the authority to create and enforce local laws. Local laws are made in consultation with the community to protect Kingston's public health, safety and amenity.

The Community Local Law is being reviewed and updated to cater for changes brought about by the *Local Government Act 2020 (Vic)* and to ensure that it is consistent with current legislation.

PUBLIC INTEREST DISCLOSURE

Council's Public Interest Disclosure procedure is a system for making disclosures of improper conduct or detrimental action by Council employees. Such conduct can be reported to our Public Interest Disclosure Coordinator on 1300 653 356 or by emailing pid@kingston.vic.gov.au.

There were 'nil' public interest disclosures made in 2022–23.

INFRASTRUCTURE AND DEVELOPMENT CONTRIBUTIONS

In accordance with sections 46GM and 46QD of the *Planning and Environment Act 1987*, a Council that is a collecting or development agency must prepare and give a report to the Minister for Planning on infrastructure and development contributions, including levies and works in kind. The report must be published in a Council's annual report.

The Development Contributions Overlay has not been applied within Kingston, and no development contribution plans have been prepared. Infrastructure contributions within new developments have historically been secured through Section 173 Agreements and the like.

Currently, therefore, Council is not obligated to report back to the Minister for Planning under Sections 46GM or 46QD of the Act.

CUSTOMER COMPLAINTS

At the City of Kingston, we highly value and appreciate customer feedback. Our Customer Advocacy team responds to any complaints Council receives, and we are guided by a comprehensive Complaints Policy, which includes a fair, thorough and transparent response process.

Complaints provide valuable feedback to our organisation, despite their traditionally negative connotation. If a Kingston resident or community member expresses dissatisfaction, it helps us to identify and resolve issues and promote continuous improvement.

At Kingston, customer complaints are classified as any form of dissatisfaction relating to:

- the quality of an action taken, decision made, or service provided by Council staff or contractor
- a delay or failure in providing a service, taking an action, or making a decision by Council staff or contractor
- a policy or decision made by a Council or member of Council staff or contractor.

We began collating complaints data in April 2023, as required by the *Local Government Act 2020*. Since then, the City of Kingston has received 121 complaints. The majority of these were successfully resolved within our Complaints Policy target of 10 working days.



OUR **PERFORMANCE STATEMENT**





PERFORMANCE STATEMENT

FOR THE YEAR ENDED 30 JUNE 2023

DESCRIPTION OF MUNICIPALITY

The City of Kingston is located in the middle and outer southern suburbs of Melbourne, approximately 20 km south-east of the Melbourne CBD. Kingston covers an area of 91 square kilometres, including significant areas of foreshore. Every suburb offers something different, from diverse businesses, housing, community facilities, shops and restaurants to beaches and bushland. Our city is also home to an exciting range of parks and recreation reserves, including 116 playgrounds and significant green spaces such as Bicentennial Park in Chelsea, Kingston Heath in Cheltenham and Grange Reserve in Clayton South.

Kingston is recognised as one of Victoria's main employment centres and largest industrial sectors, with more than 92,000 people employed across 18,500 businesses. 30% of our community work locally and can enjoy shorter travel times and an improved work-life balance.

Community and business networks play an important role in linking and supporting local businesses. Kingston's shopping amenities range from local neighbourhood shops and friendly village strips to Southland Shopping Centre, DFO Moorabbin and major activity centres in Moorabbin, Cheltenham, Mentone, Mordialloc and Chelsea.

Our community facilities are located across the municipality, providing libraries, arts centres, community hubs, neighbourhood houses and early years services to residents, workers and visitors. A vast array of community groups, programs and services are also available for our community.

Kingston's suburbs include Aspendale, Aspendale Gardens, Bonbeach, Braeside, Carrum, Chelsea, Chelsea Heights, Cheltenham, Clarinda, Clayton South, Dingley Village, Edithvale, Heatherton, Highett, Mentone, Moorabbin, Moorabbin Airport, Mordialloc, Oakleigh South, Parkdale, Patterson Lakes and Waterways.

Kingston is a diverse community with a current estimated resident population of 159,908 people spanning a wide range of ages, cultures, and abilities. Our community is constantly growing; by 2041, Kingston's population is expected to reach 195,819 people and an anticipated 82,983 dwellings. Consistent with national trends, Kingston's oldest residents comprise the fastest-growing population group in the municipality.

Kingston is a culturally diverse city with residents from over 106 countries and more than 84 languages spoken. About 32% of Kingston's population was born overseas, including the United Kingdom, Greece, China, Italy, Vietnam, Sri Lanka and India, with 26% speaking a language other than English at home. Our community members identifying as Aboriginal and Torres Strait Islander is increasing, reaching 714 people in 2021. People who need assistance due to a disability make up 6% of our population, and 32% report having at least one long-term chronic health condition.

OVERVIEW OF 2022-23

The current economic environment is challenging, with high inflation, high interest rates, and supply chain constraints affecting Council's delivery of services and capital projects. As well as challenges in the construction sector and the impacts this has had on some local builders and associated contractors. There is considerable uncertainty about how these trends will unfold into the future.

This is not only impacting Council's capacity to provide services but is also, unfortunately, placing significant cost of living pressures on our community and their capacity to manage personal financial hardship. The increased cost of housing in both the purchase and rental markets is also impacting low to medium-income earners currently living in the municipality. There is also significant pressure on welfare and support organisations to meet the increasing demands of our community's needs.

Council is continuing to provide critical services to our community and will continue to work with individual ratepayers on payment arrangements in these difficult times.



SUSTAINABLE CAPACITY INDICATORS

For the year ended 30 June 2023

| Indicator / measure [formula] | Results | | | | Material Variations and Comments |
|---|------------|------------|------------|------------|--|
| | 2020 | 2021 | 2022 | 2023 | |
| Population | | | | | |
| Expenses per head of municipal population [Total expenses / Municipal population] | \$1,250.51 | \$1,249.04 | \$1,388.42 | \$1,529.77 | This result is consistent with budget expectations. It is forecast to increase in future years, in line with increased service delivery costs post-pandemic. |
| Infrastructure per head of municipal population [Value of infrastructure / Municipal population] | \$6,170.08 | \$6,467.16 | \$7,405.53 | \$8,112.26 | The result is consistent with budget expectations and has risen from the previous year due to Council's increased investment in its strong capital works program and the effect of the revaluation of infrastructure assets. |
| Population density per length of road [Municipal population / Kilometres of local roads] | 268.53 | 277.16 | 258.12 | 258.67 | The result demonstrates a consistent population density as Kingston's population increases compared to an already established road network. |
| Own-source revenue | | | | | |
| Own-source revenue per head of municipal population [Own-source revenue / Municipal population] | \$1,066.44 | \$1,008.54 | \$1,177.91 | \$1,219.90 | Council's own source revenue is continuing to recover from the COVID-19 pandemic, and the trend indicates this will continue. |
| Recurrent grants | | | | | |
| Recurrent grants per head of municipal population [Recurrent grants / Municipal population] | \$234.67 | \$261.69 | \$282.60 | \$348.30 | The result is in line with expectations and reflects a continued strong level of operating grants being received by Council, particularly in aged care and childcare. |
| Disadvantage | | | | | |
| Relative Socio-Economic Disadvantage [Index of Relative Socio- Economic Disadvantage by decile] | 9 | 9 | 9 | 9 | The result reflects a relatively low level of socio-economic disadvantage within Kingston's diverse communities. |
| Workforce turnover | | | | | |
| Percentage of staff turnover [Number of permanent staff resignations and terminations / Average number of permanent staff for the financial year] x 100 | 9.70% | 9.96% | 16.51% | 16.90% | The result highlights an increase in staff turnover levels following the COVID-19 period in line with broader labour market conditions. |

Note: definitions are on page 116.



PERFORMANCE STATEMENT (CONTINUED)

SERVICE PERFORMANCE INDICATORS

For the year ended 30 June 2023

| Service / Indicator / measure [formula] | Results | | | | Material Variations and Comments |
|--|---------|---------|---------|---------|--|
| | 2020 | 2021 | 2022 | 2023 | |
| Aquatic Facilities | | | | | |
| Utilisation | | | | | |
| Utilisation of aquatic facilities [Number of visits to aquatic facilities / Municipal population] | 3.92 | 1.73 | 2.60 | 3.76 | The City of Kingston's Waves Leisure Centre had 600,572 visits by community members during 2022-23. The significant increase in Waves utilisation compared to the previous year is due to the facility being fully operational in 2022-23, with no further impacts from COVID-19. With the return of consumer confidence, attendance has been strong across all programs, including Learn to Swim, group fitness classes and gym usage. This result is within the range expected by Council. |
| Animal Management | | | | | |
| Health and safety | | | | | |
| Animal management prosecutions [Number of successful animal management prosecutions / Total number of animal management prosecutions] x 100 | 100.00% | 100.00% | 100.00% | 100.00% | The City of Kingston investigates all issues under the <i>Domestic Animals Act 1994</i> and initiates legal proceedings for animal-related offences, including dog attacks, to safeguard and protect the community and to enhance compliance. Where appropriate, Council plays a proactive role directly resolving animal-related complaints or incidents with the involved parties. In 2022-23, all animal management prosecutions initiated by Council were successful. This result remains within the range expected by Council. |
| Food Safety | | | | | |
| Health and safety | | | | | |
| Critical and major non-compliance outcome notifications [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] x 100 | 98.60% | 100.00% | 94.22% | 96.76% | The City of Kingston prioritises food safety and ensured that any high-risk issues identified during an assessment were attended to immediately, and action taken to remove or reduce the risk. There were a total of 185 critical and major non-compliance outcome notifications about food premises, with a few of these premises not assessed because they were closed at the time a follow-up visit was conducted. The result improved compared to the previous year and is within the range expected by Council. |



| Service / Indicator / measure [formula] | Results | | | | Material Variations and Comments |
|---|---------|--------|--------|--------|---|
| | 2020 | 2021 | 2022 | 2023 | |
| Governance | | | | | |
| Satisfaction | | | | | |
| Satisfaction with council decisions [Community satisfaction rating out of 100 with how Council has performed in making decisions in the interest of the community] | 55 | 65 | 61 | 55 | While the 2023 Community Satisfaction Survey results dropped by 6 points compared to last year, the City of Kingston continues to work hard to make decisions in the best interest of our community. We remain in-line with the metro average and 4 points higher than the state average. This rating is sourced from the annual Community Satisfaction Survey conducted by an independent research company on behalf of the Victoria Government. |
| Libraries | | | | | |
| Participation | | | | | |
| Active library borrowers in municipality [Number of active library borrowers in the last three years / The sum of the population for the last three years] x 100 | 16.05% | 14.27% | 13.28% | 13.75% | The City of Kingston recorded an increase in active library borrowers for the 2022-23 financial year compared to the previous year. Overall, the service is continuing to recover from the effects of the pandemic on active borrowers. The library service continues to see growth in the uptake of electronic resources, while maintaining physical borrowing levels. This result remains within the range set by Council. |
| Maternal and Child Health (MCH) | | | | | |
| Participation | | | | | |
| Participation in the MCH service [Number of children who attend the MCH service at least once (in the year) / Number of children enrolled in the MCH service] x 100 | 76.74% | 74.31% | 74.54% | 79.60% | The City of Kingston is committed to providing high-quality MCH services. This result sees an increase compared to the 2021-22 financial year, which was under the COVID-19 pandemic health orders from the Department of Health. This result remains within the range set by Council. |
| Participation in the MCH service by Aboriginal children [Number of Aboriginal children who attend the MCH service at least once (in the year) / Number of Aboriginal children enrolled in the MCH service] x 100 | 77.67% | 84.85% | 72.92% | 83.48% | The City of Kingston continues to maintain a high level of engagement with our First Nation families with young children. This result shows an increase back to the high participation levels before COVID-19. This result remains in the range set by Council. |

PERFORMANCE **STATEMENT** (CONTINUED)

| Service / Indicator / measure [formula] | Results | | | | Material Variations and Comments |
|--|---------|--------|--------|--------|--|
| | 2020 | 2021 | 2022 | 2023 | |
| Roads | | | | | |
| Satisfaction | | | | | |
| Satisfaction with sealed local roads [Community satisfaction rating out of 100 with how council has performed on the condition of sealed local roads] | 65 | 67 | 65 | 61 | The City of Kingston remains in line with the metro average and is 13 points higher than the state-wide average. The decrease in satisfaction rating compared to the previous year was likely influenced by the high rainfall throughout 2022-23, which increased the number of potholes that formed on sealed roads. The municipality's major roads, such as the Nepean Highway, Centre Dandenong Road and South Road are managed and maintained by the Victorian Government rather than the City of Kingston. This data is collected annually in a Community Satisfaction Survey by an independent research company on behalf of the Victorian Government. |
| Statutory Planning | | | | | |
| 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] x 100 | 44.44% | 47.37% | 48.00% | 58.00% | The City of Kingston is committed to providing an efficient and effective statutory planning service. During 2022-23, there was a significant improvement in the number of planning decisions upheld at VCAT compared to the previous year. Furthermore, a number of items were resolved at VCAT through consent or at mediation. Although these are still reflected as decisions 'not upheld', Council considers this a good outcome as all parties reached agreement through mediation. This result remains within the range expected by Council. |



| Service / Indicator / measure [formula] | Results | | | | Material Variations and Comments |
|--|---------|--------|--------|--------|---|
| | 2020 | 2021 | 2022 | 2023 | |
| Waste Collection | | | | | |
| Waste diversion | | | | | |
| Kerbside collection waste diverted from landfill [Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins] x 100 | 52.83% | 56.53% | 55.28% | 55.16% | The City of Kingston continues to encourage the diversion of waste from landfill, with an efficient kerbside recycling and green organics collection service. The amount of kerbside waste diverted from landfill remains stable, with an overall drop in collected tonnages from all three bin streams compared to the previous year. In March 2023, Kingston launched a temporary soft plastics recycling program in response to the collapse of recycling company Redcycle, which had previously collected soft plastics for recycling. This result is within the range expected by Council. |

Note: definitions are on page 116.

PERFORMANCE **STATEMENT** (CONTINUED)**FINANCIAL PERFORMANCE INDICATORS**

For the year ended 30 June 2023

Forecasts are based on the Financial Plan adopted by Council in June 2023 as part of the Adopted Budget.

| Dimension / indicator / measure [formula] | Results | | | |
|---|------------|------------|------------|------------|
| | 2020 | 2021 | 2022 | 2023 |
| Efficiency | | | | |
| Expenditure level | | | | |
| Expenses per property assessment [Total expenses / Number of property assessments] | \$2,764.16 | \$2,753.62 | \$2,900.54 | \$3,176.58 |
| Revenue level | | | | |
| Average rate per property assessment [General rates and Municipal charges / Number of property assessments] | \$1,741.24 | \$1,767.84 | \$1,796.98 | \$1,825.99 |
| Liquidity | | | | |
| Working capital | | | | |
| Current assets compared to current liabilities [Current assets / Current liabilities] x 100 | 260.46% | 238.03% | 195.22% | 235.35% |
| Unrestricted cash | | | | |
| Unrestricted cash compared to current liabilities [Unrestricted cash / Current liabilities] x 100 | 224.43% | 195.50% | 151.53% | 184.60% |
| Obligations | | | | |
| Loans and borrowings | | | | |
| Loans and borrowings compared to rates [Interest and principal repayments on Interest bearing loans and borrowings / Rate revenue] x 100 | 1.43% | 0.48% | 0.00% | 0.00% |
| Loans and borrowings repayments compared to rates [Interest and principal repayments on interest bearing loans and borrowings / Rate revenue] x 100 | 2.17% | 1.00% | 0.45% | 0.00% |



| 2024 | Forecast | | 2027 | Material Variations and Comments |
|------------|------------|------------|------------|---|
| | 2025 | 2026 | | |
| \$3,421.47 | \$3,504.56 | \$3,602.91 | \$3,717.36 | As services are back to usual levels following the COVID-19 pandemic, combined with an increase in property assessments and inflationary pressures, there was an increase in expenditure compared to 2021-22. Council expects this indicator to continue to increase in future years as services return to normal delivery. |
| \$1,880.78 | \$1,931.19 | \$1,967.62 | \$2,009.19 | This indicator was new in 2019-20 and has remained consistent over the three-year period. The forecast trend is for this indicator to remain around the same level with a slight increase each year. Kingston is compliant with the State Government's Rate Cap each year. |
| 166.63% | 156.11% | 165.92% | 154.66% | This indicator has increased due to a decrease in current liabilities, specifically in unearned income (grants received in advance). Council anticipates this indicator will reduce in future years as it utilises its cash holdings to fund its capital works program. |
| 106.21% | 99.28% | 112.00% | 102.42% | This indicator has increased slightly due to a decrease in trust funds and deposits liabilities and unearned income. The unrestricted cash reduces for a short period of time in future years as Council utilises its cash reserves to fund its extensive capital works program. |
| 0.00% | 14.08% | 30.24% | 28.46% | The indicator is in line with budget expectations as Kingston has focused on reducing debt. Further borrowing is anticipated in 2024-25 to fund the planned new Aquatic Facility. |
| 0.00% | 1.25% | 2.73% | 2.65% | The indicator is in line with budget expectations as Kingston has focused on reducing debt. Further borrowing is anticipated in 2024-25, to fund the planned new Aquatic Facility. |

PERFORMANCE **STATEMENT** (CONTINUED)

| Dimension / indicator / measure [formula] | Results | | | |
|--|---------|---------|---------|---------|
| | 2020 | 2021 | 2022 | 2023 |
| Indebtedness | | | | |
| Non-current liabilities compared to own source revenue [Non-current liabilities / Own source revenue] x 100 | 6.77% | 6.85% | 5.76% | 5.38% |
| Asset renewal and upgrade | | | | |
| Asset renewal and upgrade compared to depreciation [Asset renewal and upgrade expense / Asset depreciation] x 100 | 158.49% | 101.21% | 114.91% | 111.10% |
| Operating position | | | | |
| Adjusted underlying result | | | | |
| Adjusted underlying surplus (or deficit) [Adjusted underlying surplus (deficit) / Adjusted underlying revenue] x 100 | 6.78% | 6.10% | 9.12% | 6.03% |
| Stability | | | | |
| Rates concentration | | | | |
| Rates compared to adjusted underlying revenue [Rate revenue / Adjusted underlying revenue] x 100 | 65.25% | 64.32% | 63.75% | 61.13% |
| Rates effort | | | | |
| Rates compared to property values [Rate revenue / Capital improved value of rateable properties in the municipality] x 100 | 0.23% | 0.22% | 0.23% | 0.20% |

Note: definitions are on page 116.



| Forecast | | | | Material Variations and Comments |
|----------|---------|---------|--------|---|
| 2024 | 2025 | 2026 | 2027 | |
| 4.89% | 15.82% | 28.53% | 26.20% | This indicator has decreased slightly this year as Council's Non-Current Liabilities have reduced with a reduction in lease liabilities. A large increase is forecast in 2024-25 when Council plans to increase its borrowings to fund the new Aquatic Facility. |
| 92.65% | 157.50% | 144.18% | 88.84% | This indicator has decreased this year but is anticipated to increase in the future years. Council is working hard on its asset management data and information, which will inform future capital works programs to ensure the right balance between new and renewal projects. |
| -2.25% | -2.53% | -3.78% | -3.25% | The result has decreased this year with the challenging economic environment and inflationary pressures. The forecast trend going forward is that the underlying result is a slight deficit, reflecting growth in expenses above the level of growth in revenue from rates, user fees, statutory fees and fines and operating grants. |
| 64.08% | 64.34% | 64.51% | 63.47% | The indicator has decreased slightly, with revenue varying for some services in this financial year. The forecast trend is for this indicator to remain relatively consistent. |
| 0.21% | 0.21% | 0.22% | 0.23% | This indicator is consistent with the forecast. The forecast trend moving forward is for this indicator to gradually increase as both rate revenue and the CIV gradually increase over time. |



PERFORMANCE STATEMENT (CONTINUED)

OTHER INFORMATION

1. BASIS OF PREPARATION

Council is required to prepare and include a Performance Statement in 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 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 strategic resource 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 26 June 2023 and which forms part of the Council Plan. 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 can be obtained by contacting Council.

2. DEFINITIONS

| | |
|---|---|
| Aboriginal child | means a child who is an Aboriginal person |
| Aboriginal person | has the same meaning as in the <i>Aboriginal Heritage Act 2006</i> |
| Active library borrower | means a member of a library who has borrowed a book from the library |
| Adjusted underlying revenue | means total income other than: <ul style="list-style-type: none">• non-recurrent grants used to fund capital expenditure; and• non-monetary asset contributions; and• 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 |
| Annual report | means an annual report prepared by a council under section 98 of the Act |
| 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 |
| Australian Accounting Standards (AAS) | means the accounting standards published by the Australian Accounting Standards Board |
| Class 1 food premises | means food premises, within the meaning of the <i>Food Act 1984</i> , 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 <i>Food Act 1984</i> , 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 <i>Food Act 1984</i> , or advice given to council by an authorised officer under that Act, of a deficiency that poses an immediate serious threat to public health |
| Current liabilities | has the same meaning as in the AAS |
| Current assets | has the same meaning as in the AAS |
| Food premises | has the same meaning as in the <i>Food Act 1984</i> |
| Infrastructure | means non-current property, plant and equipment, excluding land |
| Local road | means a sealed or unsealed road for which the council is the responsible road authority under the <i>Road Management Act 2004</i> |
| Major non-compliance outcome notification | means a notification received by a council under section 19N(3) or (4) of the <i>Food Act 1984</i> , 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 |
| 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 Strategic Resource 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 |
| Recurrent grant | means a grant other than a non-recurrent grant |
| 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 |
| Rate revenue | means revenue from general rates, municipal charges, service rates and service charges |
| 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 |
| 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 |



CERTIFICATION OF THE PERFORMANCE STATEMENT

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*.

Bernard Rohan FCPA, B.Bus (Acc)
Principal Accounting Officer

Dated: 25 September 2023

In our opinion, the accompanying performance statement of the Kingston City Council for the year ended 30 June 2023 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 performance.

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.

Cr Hadi Saab
Mayor

Dated: 25 September 2023

Cr Chris Hill
Deputy Mayor

Dated: 25 September 2023

Peter Bean
Chief Executive Officer

Dated: 25 September 2023



INDEPENDENT AUDITOR'S REPORT



Victorian Auditor-General's Office

Independent Auditor's Report

To the Councillors of Kingston City Council

Opinion

I have audited the accompanying performance statement of Kingston City Council (the council) which comprises the:

- description of municipality
- overview of 2022-23
- sustainable capacity indicators for the year ended 30 June 2023
- service performance indicators for the year ended 30 June 2023
- financial performance indicators for the year ended 30 June 2023
- retired indicators
- other information
- certification of the performance statement.

In my opinion, the performance statement of Kingston City Council in respect of the year ended 30 June 2023 presents fairly, in all material respects, in accordance with the performance reporting requirements of Part 4 of the *Local Government Act 2020* and *Local Government (Planning and Reporting) Regulations 2020*.

Basis for Opinion

I have conducted my audit in accordance with the *Audit Act 1994* which incorporates the Australian Standards on Assurance Engagements. I further describe my responsibilities under that Act and those standards in the *Auditor's Responsibilities for the Audit of the performance statement* section of my report.

My independence is established by the *Constitution Act 1975*. 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 *Code of Ethics for Professional Accountants* (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.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Councillors' responsibilities for the performance statement

The Councillors are responsible for the preparation and fair presentation of the performance statement in accordance with the performance reporting requirements of the *Local Government Act 2020* and the *Local Government (Planning and Reporting) Regulations 2020* 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.

INDEPENDENT **AUDITOR'S REPORT** (CONTINUED)**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 October 2023

Travis Derricott
as delegate for the Auditor-General of Victoria



OUR FINANCIAL REPORT





ANNUAL FINANCIAL REPORT

FOR THE YEAR ENDED 30 JUNE 2023

TABLE OF CONTENTS

| | | | |
|---|------------|---|------------|
| Annual Financial Report | 122 | Note 5. Our financial position | 150 |
| Certification of the Financial Statements | 123 | 5.1 Financial assets | 150 |
| Victorian Auditor-General's Report | 124 | 5.2 Non-financial assets | 152 |
| Financial Statements | 126 | 5.3 Payables, trust funds and deposits and unearned income | 154 |
| Comprehensive Income Statement | 126 | 5.4 Interest-bearing liabilities | 155 |
| Balance Sheet | 127 | 5.5 Provisions | 155 |
| Statement of Changes in Equity | 128 | 5.6 Financing arrangements | 158 |
| Statement of Cash Flows | 129 | 5.7 Commitments | 158 |
| Statement of Capital Works | 130 | 5.8 Leases | 160 |
| Notes to the Financial Statements | 131 | Note 6. Assets we manage | 163 |
| Note 1. Overview | 131 | 6.1 Non-current assets classified as held for sale | 163 |
| 1.1 Basis of accounting | 131 | 6.2 Property, infrastructure, plant and equipment | 163 |
| 1.2 Impact of COVID-19 | 132 | 6.3 Investment property | 170 |
| Note 2. Analysis Of Our Results | 133 | Note 7. People and relationships | 171 |
| 2.1 Performance against budget | 133 | 7.1 Council and key management remuneration | 171 |
| 2.2 Analysis of Council results by program | 137 | 7.2 Related party disclosure | 175 |
| Note 3. Funding for the delivery of our services | 140 | Note 8. Managing uncertainties | 175 |
| 3.1 Rates and charges | 140 | 8.1 Contingent assets and liabilities | 175 |
| 3.2 Statutory fees and fines | 140 | 8.2 Change in accounting standards | 177 |
| 3.3 User fees | 141 | 8.3 Financial instruments | 177 |
| 3.4 Funding from other levels of government | 142 | 8.4 Fair value measurement | 179 |
| 3.5 Contributions | 145 | 8.5 Events occurring after balance date | 180 |
| 3.6 Net gain on disposal of property, infrastructure, plant and equipment | 145 | Note 9. Other matters | 181 |
| 3.7 Other Income | 145 | 9.1 Reserves | 181 |
| Note 4. The cost of delivering services | 146 | 9.2 Reconciliation of cash flows from operating activities to surplus | 183 |
| 4.1 Employee costs | 146 | 9.3 Superannuation | 184 |
| 4.2 Materials and services | 147 | Note 10. Change in accounting policy | 189 |
| 4.3 Depreciation | 147 | | |
| 4.4 Amortisation – intangible assets | 148 | | |
| 4.5 Amortisation – right of use assets | 148 | | |
| 4.6 Bad and doubtful debts – allowance for impairment losses | 148 | | |
| 4.7 Borrowing costs | 149 | | |
| 4.8 Finance Costs – leases | 149 | | |
| 4.9 Other expenses | 149 | | |

**FINANCIAL REPORT** FOR THE YEAR ENDED 30 JUNE 2023

CERTIFICATION OF THE FINANCIAL STATEMENTS

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*, the Australian Accounting Standards and other mandatory professional reporting requirements.

Bernard Rohan FCPA, B.Bus (Acc)
Principal Accounting Officer

Dated: 25 September 2023

Location: Cheltenham, Victoria

In our opinion, the accompanying financial statements present fairly the financial transactions of Kingston City Council for the year ended 30 June 2023 and the financial position of Council as of that date.

As at the date of signing, we are not aware of any circumstances that would render any particulars in the financial report 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.

Cr Hadi Saab
Mayor

Dated: 25 September 2023

Location: Cheltenham, Victoria

Cr Chris Hill
Deputy Mayor

Dated: 25 September 2023

Location: Cheltenham, Victoria

Peter Bean
Chief Executive Officer

Dated: 25 September 2023

Location: Cheltenham, Victoria



FINANCIAL REPORT FOR THE YEAR ENDED 30 JUNE 2023 (CONTINUED)

VICTORIAN AUDITOR-GENERAL'S REPORT



Victorian Auditor-General's Office

Independent Auditor's Report

To the Councillors of Kingston City Council

Opinion

I have audited the financial report of Kingston City Council (the council) which comprises the:

- balance sheet as at 30 June 2023
- 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 statements.

In my opinion the financial report presents fairly, in all material respects, the financial position of the council as at 30 June 2023 and their financial performance and cash flows for the year then ended in accordance with the financial reporting requirements of Part 4 of the *Local Government Act 2020*, the *Local Government (Planning and Reporting) Regulations 2020* and applicable Australian Accounting Standards.

**Basis for
Opinion**

I have conducted my audit in accordance with the *Audit Act 1994* which incorporates the Australian Auditing Standards. I further describe my responsibilities under that Act and those standards in the *Auditor's Responsibilities for the Audit of the Financial Report* section of my report.

My independence is established by the *Constitution Act 1975*. 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 Code of Ethics for Professional Accountants* (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.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

**Councillors'
responsibilities
for the
financial
report**

The Councillors of the council are responsible for the preparation and fair presentation of the financial report in accordance with Australian Accounting Standards, the *Local Government Act 2020* and the *Local Government (Planning and Reporting) Regulations 2020*, 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.

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.

**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 October 2023

Travis Derricott
as delegate for the Auditor-General of Victoria



FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2023

COMPREHENSIVE **INCOME STATEMENT**

FOR THE YEAR ENDED 30 JUNE 2023

| | Note | 2023 \$'000 | 2022 \$'000 |
|---|-------------|------------------|----------------|
| Income / Revenue | | | |
| Rates and charges | 3.1 | 159,181 | 155,454 |
| Statutory fees and fines | 3.2 | 8,403 | 8,244 |
| User fees | 3.3 | 21,615 | 16,964 |
| Grants – operating | 3.4 | 55,034 | 46,181 |
| Grants – capital | 3.4 | 18,776 | 10,824 |
| Contributions – monetary | 3.5 | 8,466 | 8,823 |
| Other income | 3.7 | 5,797 | 7,147 |
| Net gain on disposal of property, infrastructure, plant and equipment | 3.6 | 76 | 147 |
| Total income / revenue | | 277,348 | 253,784 |
| Expenses | | | |
| Employee costs | 4.1 | 103,803 | 95,739 |
| Materials and services | 4.2 | 101,172 | 89,592 |
| Depreciation | 4.3 | 34,399 | 33,491 |
| Amortisation – intangible assets | 4.4 | 300 | 277 |
| Amortisation – right of use assets | 4.5 | 1,148 | 1,174 |
| Bad and doubtful debts – allowance for impairment losses | 4.6 | 323 | 84 |
| Borrowing costs | 4.7 | - | 9 |
| Finance costs – leases | 4.8 | 445 | 455 |
| Other expenses | 4.9 | 724 | 725 |
| Net loss on disposal of property, infrastructure, plant and equipment | 3.6 | 2,289 | - |
| Total expenses | | 244,603 | 221,546 |
| Surplus for the year | | 32,745 | 32,238 |
| Other comprehensive income | | | |
| Items that will not be reclassified to surplus or deficit in future periods: | | | |
| Net asset revaluation movement | 6.2, 9.1(a) | (217,814) | 164,013 |
| Total other comprehensive income | | (217,814) | 164,013 |
| Total comprehensive result | | (185,069) | 196,251 |

The above comprehensive income statement should be read in conjunction with the accompanying notes.



BALANCE SHEET

AS AT 30 JUNE 2023

| | Note | 2023 \$ '000 | 2022 \$ '000 |
|--|------|------------------|------------------|
| Assets | | | |
| Current assets | | | |
| Cash and cash equivalents | 5.1 | 19,154 | 13,382 |
| Trade and other receivables | 5.1 | 18,882 | 20,304 |
| Other financial assets | 5.1 | 122,127 | 148,434 |
| Prepayments | 5.2 | 859 | 1,052 |
| Non-current assets classified as held for sale | 6.1 | 1,910 | 1,199 |
| Other Assets | 5.2 | 2,665 | 378 |
| Total current assets | | 165,597 | 184,749 |
| Non-current assets | | | |
| Property, infrastructure, plant and equipment | 6.2 | 2,795,646 | 2,985,825 |
| Right-of-use assets | 5.8 | 8,723 | 9,375 |
| Investment property | 6.3 | 4,437 | 4,038 |
| Intangible assets | 5.2 | 555 | 671 |
| Other assets | 5.2 | 250 | 250 |
| Total non-current assets | | 2,809,611 | 3,000,159 |
| Total assets | | 2,975,208 | 3,184,908 |
| Liabilities | | | |
| Current liabilities | | | |
| Trade and other payables | 5.3 | 26,942 | 34,266 |
| Trust funds and deposits | 5.3 | 11,413 | 18,411 |
| Unearned income | 5.3 | 8,378 | 18,919 |
| Provisions | 5.5 | 22,818 | 22,093 |
| Lease liabilities | 5.8 | 802 | 951 |
| Total current liabilities | | 70,353 | 94,640 |
| Non-current liabilities | | | |
| Provisions | 5.5 | 1,885 | 1,867 |
| Lease liabilities | 5.8 | 8,604 | 8,966 |
| Total non-current liabilities | | 10,489 | 10,833 |
| Total liabilities | | 80,842 | 105,473 |
| Net assets | | 2,894,366 | 3,079,435 |
| Equity | | | |
| Accumulated surplus | | 1,506,008 | 1,482,661 |
| Asset revaluation reserve | 9.1 | 1,336,024 | 1,553,838 |
| Other reserves | 9.1 | 52,334 | 42,936 |
| Total equity | | 2,894,366 | 3,079,435 |

The above balance sheet should be read in conjunction with the accompanying notes.

**FINANCIAL STATEMENTS** FOR THE YEAR ENDED 30 JUNE 2023 (CONTINUED)**STATEMENT OF CHANGES IN EQUITY**

FOR THE YEAR ENDED 30 JUNE 2023

| | Note | Total \$'000 | Accumulated Surplus \$'000 | Asset Revaluation Reserve \$'000 | Other Reserves \$'000 |
|-----------------------------------|------|------------------|----------------------------------|---|--------------------------|
| 2023 | | | | | |
| Balance as at 1 July 2022 | | 3,079,435 | 1,482,661 | 1,553,838 | 42,936 |
| Surplus for the year | | 32,745 | 32,745 | - | - |
| Net asset revaluation movement | 9.1 | (217,814) | - | (217,814) | - |
| Transfers to other reserves | 9.1 | - | (14,249) | - | 14,249 |
| Transfer from other reserves | 9.1 | - | 4,851 | - | (4,851) |
| Balance as at 30 June 2023 | | 2,894,366 | 1,506,008 | 1,336,024 | 52,334 |
| 2022 | | | | | |
| Balance as at 1 July 2021 | | 2,883,184 | 1,458,509 | 1,389,825 | 34,850 |
| Surplus for the year | | 32,238 | 32,238 | - | - |
| Net asset revaluation increment | 9.1 | 164,013 | - | 164,013 | - |
| Transfers to other reserves | 9.1 | - | (12,930) | - | 12,930 |
| Transfer from other reserves | 9.1 | - | 4,844 | - | (4,844) |
| Balance as at 30 June 2022 | | 3,079,435 | 1,482,661 | 1,553,838 | 42,936 |

The above statement of changes in equity should be read in conjunction with the accompanying notes.



STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED 30 JUNE 2023

| | Note | 2023 Inflows/ (Outflows) \$'000 | 2022 Inflows/ (Outflows) \$'000 |
|---|--------|--|--|
| Cash flows from operating activities | | | |
| Rates and charges | | 159,625 | 155,421 |
| Statutory fees and fines | | 8,481 | 8,244 |
| User fees | | 19,276 | 15,639 |
| Grants – operating | | 52,181 | 46,840 |
| Grants – capital | | 11,273 | 12,017 |
| Contributions – monetary | | 8,483 | 8,823 |
| Interest received | | 4,281 | 591 |
| Trust funds and deposits taken | | 2,156 | 10,825 |
| Other receipts | | 1,129 | 996 |
| Employee costs | | (102,928) | (93,716) |
| Materials and services | | (115,992) | (78,070) |
| Trust funds and deposits repaid | | (1,895) | (2,281) |
| Net cash provided by operating activities | | 46,070 | 85,329 |
| Cash flows from investing activities | | | |
| Payments for property, infrastructure, plant and equipment | | (65,046) | (64,427) |
| Payments for intangibles | 5.2(b) | (184) | (114) |
| Proceeds from sale of property, infrastructure, plant and equipment | 3.6 | 76 | 163 |
| Payments for investments | | (66,076) | (62,334) |
| Proceeds from sale of investments | | 92,384 | 49,134 |
| Net cash used in investing activities | | (38,846) | (77,578) |
| Cash flows from financing activities | | | |
| Finance costs | | - | (9) |
| Repayment of borrowings | | - | (687) |
| Interest paid – lease liability | | (445) | (455) |
| Repayment – lease liabilities | | (1,007) | (1,010) |
| Net cash used by financing activities | | (1,452) | (2,161) |
| Net increase in cash and cash equivalents | | 5,772 | 5,590 |
| Cash and cash equivalents at the beginning of the financial year | | 13,382 | 7,792 |
| Cash and cash equivalents at the end of the financial year | 5.1 | 19,154 | 13,382 |
| Financing arrangements | 5.6 | 5,082 | 5,082 |

The above statement of cash flows should be read in conjunction with the accompanying notes.



FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2023 (CONTINUED)

STATEMENT OF **CAPITAL WORKS**

FOR THE YEAR ENDED 30 JUNE 2023

| | 2023 \$ '000 | 2022 \$ '000 |
|--|-----------------|-----------------|
| Property | | |
| Land | 581 | 17,279 |
| Land improvements | - | - |
| Total land | 581 | 17,279 |
| Buildings | 28,992 | 22,914 |
| Total buildings | 28,992 | 22,914 |
| Total property | 29,573 | 40,193 |
| Plant and equipment | | |
| Plant, machinery and equipment | 379 | 142 |
| Fixtures, fittings and furniture | 1,477 | 955 |
| Computers and telecommunications | 2,269 | 492 |
| Library books | 1,167 | 1,108 |
| Total plant and equipment | 5,292 | 2,697 |
| Infrastructure | | |
| Roads | 8,212 | 4,924 |
| Footpaths and cycleways | 2,833 | 2,601 |
| Drainage | 6,081 | 3,001 |
| Recreational, leisure and community facilities | 6,573 | 6,208 |
| Parks, open space and streetscapes | 6,482 | 3,391 |
| Off street car parks | - | 1,410 |
| Other infrastructure | - | - |
| Total infrastructure | 30,181 | 21,535 |
| Total capital works expenditure | 65,046 | 64,425 |
| Represented by: | | |
| New asset expenditure | 20,216 | 24,682 |
| Asset renewal expenditure | 29,954 | 26,361 |
| Asset expansion expenditure | 6,609 | 1,260 |
| Asset upgrade expenditure | 8,267 | 12,122 |
| Total capital works expenditure | 65,046 | 64,425 |

The above statement of capital works should be read in conjunction with the accompanying notes



NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2023

NOTE 1. OVERVIEW

Introduction

Kingston City Council was established by an Order of the Governor in Council on 15th December 1994 and is a body corporate. The Council's main office is located at 1230 Nepean Highway, Cheltenham 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 the Australian Accounting Standards (AAS), other authoritative pronouncements of the Australian Accounting Standards Board, 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

1.1 Basis of accounting

Accounting policies are selected and applied in a manner which ensures that the resulting financial information satisfies the concepts of relevance and reliability, thereby ensuring that the substance of the underlying transactions or other events is reported. Accounting policies applied are disclosed in sections where the related balance or financial statement matter is disclosed.

The accrual basis of accounting has been used in the preparation of these financial statements, 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.



NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2023 (CONTINUED)

NOTE 1. OVERVIEW (CONTINUED)

Significant accounting policies (continued)

1.1 Basis of accounting (continued)

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 Australian Accounting Standards 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 landfill 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)
- other areas requiring judgement.

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.

Goods and Services Tax (GST)

Income and expenses are recognised net of the amount of associated GST. Receivables and payables are stated inclusive of the amount of GST receivable or payable. The net amount of GST recoverable from, or payable to, the taxation authority is included with other receivables or payables in the balance sheet.

1.2 Impact of COVID-19

During 2022-23, the COVID-19 pandemic continued to have some impact on Council's operations. Council noted the following impacts on its financial operations:

- Additional revenue:
 - (i) Council COVID-19 Rapid Antigen Test Program \$0.09 million.
- Revenue reductions:
 - (i) Council allowed ratepayers to defer payment of their rates until 30 June 2023 and allowed ratepayers to set up payment arrangements post 30 June 2023. No interest was charged on overdue rates during the year.
- Revenue foregone:
 - (i) Council have not charged any overdue fees or interest on rates for 2022-23.



NOTE 2. ANALYSIS OF OUR RESULTS

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* require explanation of any material variances. Council has adopted a materiality threshold of the lower of 10 percent or over \$2 million 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.

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 / Revenue and Expenditure

| | Adopted Budget 2023 \$'000 | Actual 2023 \$'000 | Variance \$'000 | Variance % | Favourable (F)/ Unfavourable (U) | Ref |
|--|-------------------------------------|--------------------------|--------------------|---------------|--|-----|
| Income / Revenue | | | | | | |
| Rates and charges | 159,733 | 159,181 | (552) | (0.3%) | U | |
| Statutory fees and fines | 9,870 | 8,403 | (1,467) | (14.9%) | U | 1 |
| User fees | 20,439 | 21,615 | 1,176 | 5.8% | F | |
| Grants – operating | 43,518 | 55,034 | 11,516 | 26.5% | F | 2 |
| Grants – capital | 15,834 | 18,776 | 2,942 | 18.6% | F | 3 |
| Contributions – monetary | 6,801 | 8,466 | 1,665 | 24.5% | F | 4 |
| Other income | 1,313 | 5,797 | 4,484 | 341.6% | F | 5 |
| Net gain on disposal of property, infrastructure, plant and equipment | 100 | 76 | (24) | (24.0%) | U | 6 |
| Total income / revenue | 257,608 | 277,348 | 19,740 | 7.7% | F | |
| Expenses | | | | | | |
| Employee costs | 105,283 | 103,803 | 1,480 | 1.4% | F | |
| Materials and services | 97,660 | 101,172 | (3,512) | (3.6%) | U | 7 |
| Depreciation | 36,695 | 34,399 | 2,296 | 6.3% | F | 8 |
| Amortisation – intangible assets | 300 | 300 | - | 0.0% | F | |
| Amortisation – right of use assets | 1,250 | 1,148 | 102 | 8.2% | F | |
| Bad and doubtful debts – allowance for impairment losses | 50 | 323 | (273) | (546.0%) | U | 9 |
| Finance costs – leases | 500 | 445 | 55 | 11.0% | F | 10 |
| Other expenses | 651 | 724 | (73) | (11.2%) | U | 11 |
| Net loss on disposal of property, infrastructure, plant and equipment | - | 2,289 | (2,289) | (100.0%) | U | 12 |
| Total expenses | 242,389 | 244,603 | (2,214) | (0.9%) | U | |
| Surplus (deficit) for the year | 15,219 | 32,745 | 17,526 | 115.2% | F | |



NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2023 (CONTINUED)

NOTE 2. ANALYSIS OF OUR RESULTS (CONTINUED)

2.1 Performance against budget (continued)

2.1.1 Income / Revenue and Expenditure (continued)

Explanation of material variances

| Ref | Item | Explanation |
|-----|--|--|
| 1 | Statutory fees and fines | Statutory fees and fines are \$1.5 million unfavourable to budget predominately due to lower Parking PIN statutory income and Statutory Planning fees. |
| 2 | Grants - Operating | Operating grants are \$11.5 million favourable to budget. This includes \$5.3 million received in advance from the Victorian Grants Commission for 100% of the 2023-24 allocation, as well as \$5.1 million Access Care grants unspent in previous years and recognised as income in 2022-23. |
| 3 | Grants - Capital | Capital grants of \$18.8 million are \$3.0 million favourable to budget, with additionally received grants for Kerr Crescent New Pavilion, Female Change Facilities in Regents Park, Mentone Life Saving and Carrum Life Saving Clubs. |
| 4 | Contributions - Monetary | Monetary contributions are favourable to budget by \$1.7 million, which is predominately due to additional receipts in stormwater and open space contributions from developers. These contributions are transferred to a reserve for use on open space and stormwater projects at a later date. |
| 5 | Other Income | Other income is \$4.5 million favourable to budget primarily from the higher interest received on investments due to much higher than expected interest rates during the year. |
| 6 | Net Gain on Disposal of Assets | Net Gain on Disposal of Assets is \$0.02 million unfavourable to budget due to lower than budgeted and lower than past years' sale of assets. |
| 7 | Materials and Services | Materials and Services expenditure is \$3.5 million unfavourable to budget arising from various business areas, such as City Works Waste Management impacted by increased diesel costs, Open Space impacted by overall inflation pressures and AccessCare impacted by higher brokerage costs for Home Care Packages offset by increased revenue. |
| 8 | Depreciation | Depreciation expenditure is \$2.3 million favourable to budget, reflecting the profile of the asset base inclusive of timing issues in the capital works program from previous years. |
| 9 | Bad and doubtful debts - allowance for impairment losses | Bad and doubtful debts allowance is \$0.3 million unfavourable to budget due to higher than budgeted written off uncollected debts |
| 10 | Finance costs - Leases | Finance costs of interest on Leases are \$0.06 million favourable to budget due to lower than budgeted and lower than past years' interest lease cost. |
| 11 | Other expenses | Other expenses are unfavourable to budget by \$0.1 million due to higher than budgeted and higher than past years' Councillors statutory allowances. |
| 12 | Net loss on disposal of property, infrastructure, plant and equipment | Net loss on disposal of property, infrastructure, plant and equipment of \$2.3 million results from written down value of demolished buildings. |



2.1.2 Capital Works

| | Adopted Budget 2023 \$'000 | Actual 2023 \$'000 | Variance \$'000 | Variance % | Favourable (F)/ Unfavourable (U) | Ref |
|--|----------------------------|--------------------|-----------------|----------------|----------------------------------|-----|
| Property | | | | | | |
| Land | 14,600 | 581 | (14,019) | (96.0%) | U | 1 |
| Land improvements | 845 | - | (845) | (100.0%) | U | 2 |
| Total land | 15,445 | 581 | (14,865) | (96.2%) | U | |
| | | | | | | |
| Buildings | 34,744 | 28,992 | (5,752) | (16.6%) | U | 3 |
| Total buildings | 34,744 | 28,992 | (5,752) | (16.6%) | U | |
| | | | | | | |
| Total property | 50,189 | 29,573 | (20,615) | (41.1%) | U | |
| Plant and equipment | | | | | | |
| Plant, machinery and equipment | 150 | 379 | 229 | 152.7% | F | 4 |
| Fixtures, fittings and furniture | 200 | 1,477 | 1,277 | 638.5% | F | 5 |
| Computers and telecommunications | 1,950 | 2,269 | 319 | 16.4% | F | 6 |
| Library books | 950 | 1,167 | 217 | 22.8% | F | 7 |
| Total plant and equipment | 3,250 | 5,292 | 2,042 | 62.8% | F | |
| Infrastructure | | | | | | |
| Roads | 9,004 | 8,212 | (792) | (8.8%) | U | |
| Footpaths and cycleways | 1,470 | 2,833 | 1,363 | 92.7% | F | 8 |
| Drainage | 2,450 | 6,081 | 3,631 | 148.2% | F | 9 |
| Recreational, leisure and community facilities | 4,595 | 6,573 | 1,978 | 43.0% | F | 10 |
| Parks, open space and streetscapes | 7,281 | 6,482 | (799) | (11.0%) | U | 11 |
| Off street car parks | 750 | - | (750) | (100.0%) | U | |
| Other infrastructure | 1,441 | - | (1,441) | (100.0%) | U | |
| Total infrastructure | 26,991 | 30,181 | 3,190 | 11.8% | F | |
| | | | | | | |
| Total capital works expenditure | 80,430 | 65,046 | (15,384) | (19.1%) | U | |
| Represented by: | | | | | | |
| New asset expenditure | 23,726 | 20,216 | (3,510) | (14.8%) | U | |
| Asset renewal expenditure | 39,949 | 29,954 | (9,995) | (25.0%) | U | |
| Asset expansion expenditure | 10,528 | 6,609 | (3,919) | (37.2%) | U | |
| Asset upgrade expenditure | 6,227 | 8,267 | 2,039 | 32.8% | F | |
| Total capital works expenditure | 80,430 | 65,046 | (15,384) | (19.1%) | U | |

An additional \$4.1 million was spent on capital related projects, which was expensed in 2022-23, however this expenditure did not meet Kingston's capitalisation thresholds.

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2023 (CONTINUED)

NOTE 2. ANALYSIS OF OUR RESULTS (CONTINUED)

2.1 Performance against budget (continued)

2.1.2 Capital Works (continued)

Explanation of material variances

| Ref | Item | Explanation |
|-----|---|---|
| 1 | Land | Land purchase budget of \$14.6 million includes the purchase of land for the new Aquatic Centre which occurred in 2021-22 and was recognised in 2021-22. |
| 2 | Land improvements | Land improvements are \$0.8 million unfavourable to budget due to no spend in landfill remediation works. |
| 3 | Buildings | Buildings are \$5.8 million unfavourable due to underspend on projects Dingley Souter Res Pavilion refurbishment, GR Bricker Pavilion Redevelopment and Roy Dore Pavilion Redevelopment. The underspends are combination of true savings as well as works which will continue in the next financial year and will have budgets carried over. |
| 4 | Plant, machinery and equipment | Plant, machinery and equipment capital expenditure budget was \$0.2 million and the actual expenditure is \$0.4 million. The overspend is due to price escalation and catching up on outstanding works from previous year. |
| 5 | Fixtures, fittings and furniture | Fixtures, fittings and furniture capital expenditure budget was \$0.2 million and the actual expenditure is \$1.5 million. The overspend is due to price escalation and catching up on outstanding works from previous year. |
| 6 | Computers and telecommunications | Computers and telecommunications capital expenditure budget was \$2.0 million and the actual expenditure is \$2.3 million. The spend was on desktop PCs fleet, for which additional budget was added from previous year carry over. |
| 7 | Library books | Library books capital expenditure budget was \$1.0 million and the actual expenditure is \$1.2 million. The overspend is due to catching up on outstanding purchases from previous year. |
| 8 | Footpaths and cycleways | Footpaths and cycleways capital expenditure budget was \$1.5 million and the actual expenditure variance is favourable by \$2.8 million. The actual expenditure includes all footpaths renewal program, Longbeach Trail Rehabilitation, Wells Road Share Path and Linking Karkarook and Braeside Parks. The overspend is due to price escalation and catching up on outstanding works from previous year. |
| 9 | Drainage | Drainage capital expenditure budget was \$2.5 million and the actual expenditure is \$6.1 million. The budget and actuals include all major drainage works. The overspend is due to price escalation and catching up on outstanding works from previous year. |
| 10 | Recreational, leisure and community facilities | Recreational, leisure and community facility capital expenditure is \$6.6 million and is favourable to budget by \$2.0 million. The budget included sportsground lighting and various sports and recreation works. The overspend is due to catching up on outstanding purchases from previous year. Additional budget was added from previous year carry over. |
| 11 | Parks, open space and streetscapes | The capital budget for parks, open space and streetscapes includes Hawthorn – Kennedy Centre & AFLW Sports Ground Contribution, Peter Scullin Reserve Masterplan & Regional Playground Upgrade and Elder St Reserve Development. The actual expenditure of \$6.5 million is unfavourable to the budget by \$0.8 million, and the underspend may be carried over to the next financial year. |



2.2 Analysis of Council results by program

Council delivers its functions and activities through the following programs.

The below divisional structure was in place for the whole of the 2022–23 financial year. The structure has changed in April 2022 and is reflected in 2022–23 reporting.

2.2.1 Planning & Place Division

Planning & Place Division comprised four departments. The *City Strategy* Department was responsible for developing, managing and guiding Council's strategic land use planning and policy functions across a broad range of social, economic and environmental issues. The *City Development* Department was responsible for providing an integrated development service to meet the needs of residents, ratepayers, the development industry, and internal clients including the decisions in relation to subdivisions. *City Economy & Innovation* was responsible for supporting and assisting Kingston's 10,000+ strong business community, including manufacturers, retailers, business and personal service providers and home-based businesses. The *Compliance & Amenity* Department worked with the community to provide a safer and more liveable municipality through compliance and awareness. Responsibilities included the education and enforcement of local laws, parking, animal management for over 22,000 registered animals, providing 75 schools with crossing supervisors, and reducing pollution and fire risks.

Infrastructure & Open Space Division

The Infrastructure & Open Space Division comprised five departments. The *Open Space* Department managed, maintained and developed Council's public places, including the 13 kilometres of Kingston's foreshore, parks, reserves and gardens, sports grounds, shopping centres and streetscapes. The *Infrastructure* Department was responsible for the lifecycle management of our built facilities and civil infrastructure. This included the asset management, condition assessment and planning for the upgrading and renewal of road, footpath, drainage, bridges and other infrastructure, as well as traffic and transport planning which has a strong focus on the strategic response to major transport infrastructure projects including grade separations, activity centre planning and active transport provision. The *Active Kingston* Department encouraged community participation in sport and leisure activities to increase physical and mental health and wellbeing including the operation of Council's leisure centre. The *City Works* Department managed the City of Kingston's waste services and the maintenance of buildings, facilities and civil infrastructure assets. The *Project Management* Department is responsible for planning and delivery of the annual capital works program for the upgrading and renewal of roads, footpaths, drainage, bridges and other civil infrastructure.

Community Strengthening Division

Community Strengthening Division comprised five areas of responsibility. The *Arts, Events & Libraries* Department was focused on the delivery of industry leading contemporary programs, activities, and events. Through innovation and continuous improvement, the department strived to provide high-quality learning, recreational, social and cultural outcomes for our community. The *AccessCare* Department's purpose was to encourage and support a connected community with enhanced health, wellbeing and independence of individuals, groups and communities. *Family, Youth & Children's Services* Department was responsible for the planning and delivery of community-based support services within the municipality, including Long Day Care, Maternal Child Health and immunisation programs. The *Inclusive Communities* Department led an evidence-based approach to achieving health and social policy outcomes, delivered strengths-based approach to community development, diversity and inclusion, built community capacity through partnerships, grants, programs and training, and activated Council's community hubs and other relevant community infrastructure.



NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2023 (CONTINUED)

NOTE 2. ANALYSIS OF OUR RESULTS (CONTINUED)

2.2 Analysis of Council results by program (continued)

2.2.1 Planning & Place Division (continued)

Customer & Corporate Support Division

Customer & Corporate Support Division comprised five departments. The role of *Information Services & Strategy* Department was to provide information systems and services that ensure the quality, security and accessibility of data and information to Council. The *People & Culture* Department was responsible for all employment related issues, including policy development and provision of advice and support on workplace relations issues, training and professional development, performance management, risk management, occupational health and safety and injury management and rehabilitation for the organisation. The role of the *Governance* Department was to support the function of democratic local government through the Council and Councillors by promoting and assisting effective decision making and the implementation of those decisions.

The *Advocacy, Communications & Engagement* Department provided the Kingston community with timely, relevant and accurate information and services through creative communication, multiple contact and service channels and engagement opportunities. The *Customer Experience & Corporate Performance* Department sought to deliver and facilitate continuous improvement initiatives that embed a Customer First approach through the functions of Corporate Planning, Customer Care, Customer Records, Customer Advocacy and Service Design.

Chief Finance Officer Division

Chief Finance Officer Division was a newly created division and comprised three departments. The *Finance* Department managed Council's finances to ensure compliance with statutory financial and reporting obligations and Council's long-term financial sustainability. Responsibilities included preparation of the Annual Budget and Long Term Financial Plan and administration of accounts receivable, accounts payable and payroll. Additionally, the department oversaw Council's property and rating database and the annual revaluation of properties, to ensure rate revenue is raised accurately and on time. The *Property Services* Department managed Council's acquisition and disposal of property, foreshore boatsheds, lease portfolio, legacy contaminated lands and closed landfill sites, road and drainage reserve discontinuances and valuations (for public open space, financial reporting, insurance and acquisition and disposal of property). The purpose of the *Procurement & Contracts* Department was to drive excellence in procurement and contracting processes. The department provided information and specialist advice to the organisation on procurement and contracts, overseeing tendering and contract compliance and probity, reporting organisational activity and driving best value procurement outcomes.

Central Executive Services

The Central Executive Services division included Council's Executive Services and Central Departments. Council's Central Department included expenditure of depreciation, non-capital expenditure from the capital works program plus all income for Council's rates, asset contributions and developer contributions.



2.2.2 Summary of income / revenues, expenses, assets and capital expenses by program

| | Income / Revenue \$'000 | Expenses \$'000 | Surplus/ (Deficit) \$'000 | Grants included in income / revenue \$'000 | Total assets \$'000 |
|------------------------------|-------------------------------|--------------------|---------------------------------|--|------------------------|
| 2023 | | | | | |
| Planning & Place | 9,814 | 19,439 | (9,625) | 1,363 | 59 |
| Infrastructure & Open Space | 8,628 | 74,036 | (65,408) | 1,049 | 2,810,716 |
| Community Strengthening | 51,359 | 74,000 | (22,641) | 41,118 | 1 |
| Customer & Corporate Support | 54 | 21,414 | (21,360) | 44 | 555 |
| CFO Office | 4,369 | 8,393 | (4,024) | - | 163,877 |
| Central Executive Services | 203,124 | 47,321 | 155,803 | 30,236 | - |
| | 277,348 | 244,603 | 32,745 | 73,810 | 2,975,208 |
| 2022 | | | | | |
| Planning & Place | 9,545 | 18,632 | (9,087) | 1,298 | 165 |
| Infrastructure & Open Space | 5,844 | 65,730 | (59,886) | 769 | 3,000,436 |
| Community Strengthening | 45,345 | 66,561 | (21,216) | 36,899 | 1 |
| Customer & Corporate Support | 263 | 18,572 | (18,309) | 146 | 671 |
| CFO Office | 3,808 | 7,522 | (3,714) | - | 183,635 |
| Central Executive Services | 188,979 | 44,529 | 144,450 | 17,893 | - |
| | 253,784 | 221,546 | 32,238 | 57,005 | 3,184,908 |



NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2023 (CONTINUED)

NOTE 3. FUNDING FOR THE DELIVERY OF OUR SERVICES

3.1 Rates and charges

Council uses the Capital Improved Value (CIV) as the basis of valuation of all properties within the municipal district. CIV approximates the market value of land and improvements.

The valuation base used to calculate general rates for 2022-23 was \$77.9 billion (2021-22 \$66.2 billion). The 2022-23 declared general rate in the dollar was \$0.0016917 (2021-22 \$0.0019519).

A Municipal charge is levied at the rate of \$100 (2021-22 \$100) per rateable property and a waste service fee (choices A to F) is levied at the rate of \$203 to \$331 (2021-22 \$200 to \$326) per rateable property.

| | 2023 \$'000 | 2022 \$'000 |
|--------------------------------|----------------|----------------|
| General rates | 131,443 | 127,831 |
| Municipal charge | 7,680 | 7,611 |
| Waste service fee | 18,507 | 18,150 |
| Special rates and charges | 59 | 49 |
| Supplementary rates | 1,493 | 1,813 |
| Interest on rates and charges | (1) | - |
| Total rates and charges | 159,181 | 155,454 |

The date of the latest general revaluation of land for rating purposes within the municipal district was 1 January 2022 and the valuation was first applied in the rating year commencing 1 July 2022.

Annual rates and charges are recognised as revenue when Council issues annual rates notices. Supplementary rates are recognised when a valuation and reassessment is completed and a supplementary rate notice issued.

3.2 Statutory fees and fines

| | 2023 \$'000 | 2022 \$'000 |
|---------------------------------------|----------------|----------------|
| Infringements and costs | 1,499 | 1,465 |
| Parking infringements | 2,059 | 1,692 |
| Permits | 585 | 560 |
| Town planning fees | 3,403 | 3,612 |
| Family day care and school age care | 471 | 501 |
| Land information certificates | 174 | 197 |
| Other | 212 | 217 |
| Total statutory fees and fines | 8,403 | 8,244 |

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 first occurs.



3.3 User fees

| | 2023 \$'000 | 2022 \$'000 |
|--------------------------------|----------------|----------------|
| Aged and health services | 3,368 | 3,086 |
| Building services | 1,123 | 1,103 |
| Family and children | 4,997 | 4,192 |
| Leisure centre and recreation | 6,895 | 3,893 |
| Registration and other permits | 927 | 898 |
| Waste management services | 314 | 315 |
| Rental income | 3,856 | 3,190 |
| Other | 135 | 287 |
| Total user fees | 21,615 | 16,964 |

| User fees by timing of revenue recognition | | |
|--|---------------|---------------|
| User fees recognised over time | 7,799 | 6,700 |
| User fees recognised at a point in time | 13,816 | 10,264 |
| Total user fees | 21,615 | 16,964 |

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.



NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2023 (CONTINUED)

NOTE 3. FUNDING FOR THE DELIVERY OF OUR SERVICES (CONTINUED)

3.4 Funding from other levels of government

Grants were received in respect of the following:

| | 2023 \$'000 | 2022 \$'000 |
|------------------------------|----------------|----------------|
| Summary of grants | | |
| Commonwealth funded grants | 41,850 | 36,120 |
| State funded grants | 31,960 | 20,885 |
| Total grants received | 73,810 | 57,005 |

(a) Operating grants

| | 2023 \$'000 | 2022 \$'000 |
|--|----------------|----------------|
| Recurrent – Commonwealth Government | | |
| Financial Assistance Grants (*see next page) | 6,353 | 5,928 |
| AccessCare | 14,342 | 8,615 |
| Home and community care | 11,577 | 13,568 |
| Family and children | 7,743 | 7,050 |
| Other | 92 | 142 |

| | | |
|-------------------------------------|---------------|---------------|
| Recurrent – State Government | | |
| AccessCare | 8,043 | 2,822 |
| Family and children | 2,681 | 3,098 |
| Libraries and education | 1,689 | 1,627 |
| Beach cleaning | 167 | 172 |
| School crossing supervisor program | 569 | 475 |
| Level crossing income | 652 | 668 |
| Other | 45 | 111 |
| Total recurrent grants | 53,953 | 44,276 |

| | | |
|---|--------------|--------------|
| Non-Recurrent – State Government | | |
| Working For Victoria | - | 134 |
| COVID funding | 508 | 171 |
| Waste management | - | 193 |
| Local Government Business Concierge | 259 | 34 |
| Other | 314 | 1,373 |
| Total non-recurrent grants | 1,081 | 1,905 |

| | | |
|-------------------------------|---------------|---------------|
| Total operating grants | 55,034 | 46,181 |
|-------------------------------|---------------|---------------|

**(b) Capital grants**

| | 2023 \$'000 | 2022 \$'000 |
|--|----------------|----------------|
| Recurrent – Commonwealth government | | |
| Roads to Recovery | 1,743 | 818 |
| Total recurrent grants | 1,743 | 818 |
| Non-recurrent – State Government | | |
| Sporting facilities | 6,519 | 1,312 |
| Lifesaving clubs | 3,582 | 1,618 |
| Children's facilities | 282 | 236 |
| Civil infrastructure | 4,004 | 3,562 |
| Community facilities | 2,629 | 3,205 |
| Other | 17 | 73 |
| Total non-recurrent grants | 17,033 | 10,006 |
| Total capital grants | 18,776 | 10,824 |
| Total grants | 73,810 | 57,005 |

* Victorian Grants Commission funding (previous page – Financial Assistance Grants) includes \$5.3 million received in advance, being 100% of the 2023–24 payment. This also occurred in 2020–21 in that the first two instalments (50%) for 2021–22 (\$2.4 million) were received in June 2021 and for 2022–23 (\$3.6 million) were received in June 2022.

(c) Recognition of grant income

Before recognising funding from government grants as revenue, 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, 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. The following table provides a summary of the accounting framework under which grants are recognised.



NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2023 (CONTINUED)

NOTE 3. FUNDING FOR THE DELIVERY OF OUR SERVICES (CONTINUED)

3.4 Funding from other levels of government (continued)

(c) Recognition of grant income (continued)

| | 2023 \$'000 | 2022 \$'000 |
|--|----------------|----------------|
| Income recognised under AASB 1058 <i>Income of Not-for-Profit Entities</i> | | |
| General purpose | 6,353 | 5,928 |
| Specific purpose grants to acquire non-financial assets | 18,776 | 10,824 |
| | | |
| Revenue recognised under AASB 15 <i>Revenue from Contracts with Customers</i> | | |
| Specific purpose grants | 48,681 | 40,253 |
| | 73,810 | 57,005 |

(d) Unspent grants received on condition that they be spent in a specific manner

| | 2023 \$'000 | 2022 \$'000 |
|---|----------------|----------------|
| Operating | | |
| Balance at start of year | 8,837 | 8,178 |
| Received during the financial year and remained unspent at balance date | 3,563 | 8,837 |
| Received in prior years and spent during the financial year | (6,537) | (8,178) |
| Balance at year end | 5,863 | 8,837 |
| Capital | | |
| Balance at start of year | 9,332 | 8,139 |
| Received during the financial year and remained unspent at balance date | 1,243 | 8,034 |
| Received in prior years and spent during the financial year | (8,749) | (6,841) |
| | | |
| Balance at year end | 1,826 | 9,332 |

Unspent grants are determined and disclosed on a cash basis.



3.5 Contributions

| | 2023 \$'000 | 2022 \$'000 |
|----------------------------|----------------|----------------|
| Monetary | 8,466 | 8,823 |
| Non-monetary | - | - |
| Total contributions | 8,466 | 8,823 |

No non-monetary assets were received in 2022-23.

Monetary and non-monetary contributions are recognised as revenue at their fair value when Council obtains control over the contributed asset.

3.6 Net gain on disposal of property, infrastructure, plant and equipment

| | 2023 \$'000 | 2022 \$'000 |
|--|----------------|----------------|
| Proceeds from sale | 76 | 163 |
| Written down value of assets disposed | - | (16) |
| Written down value of assets demolished | (2,289) | - |
| Total net gain on disposal of property, infrastructure, plant and equipment | (2,213) | 147 |

The profit or loss on sale of an asset is determined when control of the asset has passed to the buyer.

3.7 Other Income

| | 2023 \$'000 | 2022 \$'000 |
|---|----------------|----------------|
| Interest Income | | |
| Interest on cash and investments | 4,281 | 591 |
| | 4,281 | 591 |
| Other Income | | |
| Found assets | - | 5,560 |
| Fair value adjustment for investment property | 399 | 138 |
| Other | 1,117 | 858 |
| | 1,516 | 6,556 |
| Total other income | 5,797 | 7,147 |

Interest is recognised as it is earned. 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.

**NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2023 (CONTINUED)****NOTE 4. THE COST OF DELIVERING SERVICES****4.1 Employee costs**

| | 2023 \$'000 | 2022 \$'000 |
|-------------------------------------|----------------|----------------|
| (a) Employee costs | | |
| Wages and salaries | 81,087 | 76,544 |
| Casual staff | 8,968 | 7,661 |
| Fringe benefits tax and WorkCover | 1,590 | 1,284 |
| Superannuation | 9,256 | 8,162 |
| Annual leave and long service leave | 2,902 | 2,088 |
| Total employee costs | 103,803 | 95,739 |

| | | |
|--|------------|------------|
| (b) Superannuation | | |
| Council made cash contributions to the following funds: | | |
| Defined Benefit fund | | |
| Employer contributions to Local Authorities Superannuation Fund (Vision Super) | 233 | 268 |
| | 233 | 268 |

| | | |
|--|--------------|--------------|
| Accumulation funds | | |
| Employer contributions to Local Authorities Superannuation Fund (Vision Super) | 4,318 | 4,432 |
| Employer contributions – other funds | 4,705 | 3,780 |
| Total contributions | 9,023 | 8,212 |

| | | |
|---|------------|------------|
| Employer contributions payable at reporting date | 883 | 809 |
|---|------------|------------|

Contributions made exclude amounts accrued at balance date.

Refer to Note 9.3 for further information relating to Council's superannuation obligations.



4.2 Materials and services

| | 2023 \$ '000 | 2022 \$ '000 |
|--|-----------------|-----------------|
| Road infrastructure maintenance | 10,685 | 13,219 |
| Building maintenance | 5,745 | 4,056 |
| Waste and cleansing | 22,185 | 20,132 |
| Aged services | 16,649 | 13,824 |
| Parks, gardens and reserves | 13,738 | 11,057 |
| Leisure and culture | 6,481 | 4,745 |
| Accommodation expense | 1,562 | 1,048 |
| Information systems and telecommunications | 7,022 | 5,477 |
| Family services | 3,338 | 3,219 |
| Community engagement | 2,332 | 1,981 |
| Parking, monitoring and enforcement | 1,605 | 1,538 |
| Procurement and fleet management | 2,349 | 2,159 |
| Council business | 388 | 448 |
| People and culture | 1,028 | 837 |
| Finance and legal | 3,393 | 2,457 |
| Planning and building | 1,420 | 2,007 |
| Other | 1,252 | 1,388 |
| Total materials and services | 101,172 | 89,592 |

Expenses are recognised as they are incurred and reported in the financial year to which they relate.

4.3 Depreciation

| | 2023 \$ '000 | 2022 \$ '000 |
|---------------------------|-----------------|-----------------|
| Property | 9,239 | 8,328 |
| Infrastructure | 22,503 | 21,773 |
| Plant and equipment | 2,657 | 3,390 |
| Total depreciation | 34,399 | 33,491 |

Refer to Note 6.2 for a more detailed breakdown of depreciation charges and accounting policy.



NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2023 (CONTINUED)

NOTE 4. THE COST OF DELIVERING SERVICES (CONTINUED)

4.4 Amortisation – intangible assets

| | 2023 \$'000 | 2022 \$'000 |
|---|----------------|----------------|
| Software | 300 | 277 |
| Total amortisation – intangible assets | 300 | 277 |

Refer to Note 5.2(b) for a more detailed breakdown of intangible amortisation charges and accounting policy.

4.5 Amortisation – right of use assets

| | 2023 \$'000 | 2022 \$'000 |
|---|----------------|----------------|
| Property | 125 | 131 |
| Vehicles | 493 | 511 |
| Waste | 450 | 449 |
| Equipment | 80 | 83 |
| Total amortisation – right of use assets | 1,148 | 1,174 |

Refer to Note 5.8 for a more detailed breakdown of lease amortisation charges and accounting policy.

4.6 Bad and doubtful debts – allowance for impairment losses

| | 2023 \$'000 | 2022 \$'000 |
|---|----------------|----------------|
| Other debtors | 323 | 84 |
| Total bad and doubtful debts – allowance for impairment losses | 323 | 84 |

Movement in allowance for impairment losses in respect of debtors

| | | |
|---|------------|------------|
| Balance at the beginning of the year | 109 | 166 |
| New provisions recognised during the year | 236 | 109 |
| Amounts already provided for and written off as uncollectable | (105) | (166) |
| Balance at end of year | 240 | 109 |

An allowance for impairment losses in respect of debtors is recognised based on an expected credit loss model. This model considers both historic and forward-looking information in determining the level of impairment.



4.7 Borrowing costs

| | 2023 \$'000 | 2022 \$'000 |
|------------------------------|----------------|----------------|
| Interest - borrowings | - | 9 |
| Total borrowing costs | - | 9 |

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

| | 2023 \$'000 | 2022 \$'000 |
|------------------------------|----------------|----------------|
| Interest – lease liabilities | 445 | 455 |
| Total borrowing costs | 445 | 455 |

4.9 Other expenses

| | 2023 \$'000 | 2022 \$'000 |
|---|----------------|----------------|
| Auditors' remuneration (VAGO) – audit of the financial statements, performance statement and grant acquittals | 66 | 66 |
| Auditors' remuneration – internal | 131 | 160 |
| Councillor allowances | 527 | 499 |
| Total other expenses | 724 | 725 |



NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2023 (CONTINUED)

NOTE 5. OUR FINANCIAL POSITION

5.1 Financial assets

(a) Cash and cash equivalents

| | 2023 \$'000 | 2022 \$'000 |
|--|----------------|----------------|
| Cash on hand | 10 | 11 |
| Cash at bank | 19,144 | 13,371 |
| Total cash and cash equivalents | 19,154 | 13,382 |

(b) Other financial assets

| Current | | |
|---|----------------|----------------|
| Term Deposits – current | 122,127 | 148,434 |
| Total current other financial assets | 122,127 | 148,434 |

| Non-Current | | |
|---|----------|----------|
| Term Deposits – non-current | - | - |
| Total non-current other financial assets | - | - |

| | | |
|-------------------------------------|----------------|----------------|
| Total other financial assets | 122,127 | 148,434 |
|-------------------------------------|----------------|----------------|

| | | |
|-------------------------------|----------------|----------------|
| Total financial assets | 141,281 | 161,816 |
|-------------------------------|----------------|----------------|

Intended allocations

Although not externally restricted, the following amounts have been allocated for specific future purposes by Council. Refer to note 9.1 for a description of individual reserve amounts.

| | | |
|--|---------------|---------------|
| Asset replacement reserve | 259 | 299 |
| Asset development reserve | 27,456 | 21,758 |
| Aged care reserve | 8,698 | 8,698 |
| Foreshore | 4,182 | 2,007 |
| Green Wedge | 6,636 | 5,878 |
| Defined benefit call reserve | 1,000 | 1,000 |
| Stormwater quality reserve | 3,471 | 2,936 |
| Other reserves | 632 | 360 |
| Total funds subject to intended allocations | 52,334 | 42,936 |

Cash and cash equivalents include cash on hand, deposits at call, and other highly liquid investments with original maturities of 90 days or less, net of outstanding bank overdrafts.

Other financial assets are valued at fair 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.

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.

**(c) Trade and other receivables**

| | 2023 \$'000 | 2022 \$'000 |
|--|----------------|----------------|
| Current | | |
| Statutory receivables | | |
| Rate debtors | 11,354 | 11,798 |
| Net GST receivable | 2,052 | 3,691 |
| Infringement debtors | 7,356 | 7,037 |
| Provision for doubtful debts – infringements | (7,298) | (6,871) |
| | 13,464 | 15,655 |
| Non statutory receivables | | |
| Other debtors | 5,658 | 4,758 |
| Provision for doubtful debts – other debtors | (240) | (109) |
| | 5,418 | 4,649 |
| Total current trade and other receivables | 18,882 | 20,304 |
| Total trade and other receivables | 18,882 | 20,304 |

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. Long-term receivables are carried at amortised cost using the effective interest rate method.

(d) Ageing of receivables

The ageing of Council's trade and other receivables (excluding statutory receivables) that are not impaired was:

| | 2023 \$'000 | 2022 \$'000 |
|--|----------------|----------------|
| Current (not yet due) | 1,008 | 962 |
| Past due by up to 30 days | 2,225 | 1,817 |
| Past due between 31 and 180 days | 1,092 | 934 |
| Past due between 181 and 365 days | 873 | 748 |
| Past due by more than 1 year | 220 | 188 |
| Total trade and other receivables | 5,418 | 4,649 |



NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2023 (CONTINUED)

NOTE 5. OUR FINANCIAL POSITION (CONTINUED)

5.1 Financial assets (continued)

(e) Ageing of individually impaired receivables

At balance date, other debtors representing financial assets with a nominal value of \$240k (2022: \$109k) were impaired. The amount of the provision raised against these debtors was \$240k (2022: \$109k). They individually have been impaired as a result of their doubtful collection. Many of the long outstanding past due amounts have been lodged with Council's debt collectors or are on payment arrangements.

The ageing of receivables that have been individually determined as impaired at reporting date was:

| | 2023 \$'000 | 2022 \$'000 |
|--|----------------|----------------|
| Current (not yet due) | - | - |
| Past due by up to 30 days | - | - |
| Past due between 31 and 180 days | - | - |
| Past due between 181 and 365 days | - | - |
| Past due by more than 1 year | 240 | 109 |
| Total trade and other receivables | 240 | 109 |

5.2 Non-financial assets

(a) Other assets

| | 2023 \$'000 | 2022 \$'000 |
|---|----------------|----------------|
| Current | | |
| Prepayments | 859 | 1,052 |
| Accrued income | 2,665 | 378 |
| Total other assets - current | 3,524 | 1,430 |
| Non-Current | | |
| Refundable deposits paid | 250 | 250 |
| Total other assets - non-current | 250 | 250 |
| Total other assets | 3,774 | 1,680 |

**(b) Intangible assets**

| | 2023 \$'000 | 2022 \$'000 |
|--------------------------------|----------------|----------------|
| Software | 555 | 671 |
| Total intangible assets | 555 | 671 |

| | Software \$'000 | Total \$'000 |
|--|--------------------|-----------------|
| Movement in gross carrying amount | | |
| Gross carrying amount | | |
| Balance at 1 July 2022 | 6,600 | 6,600 |
| Additions from internal developments | 184 | 184 |
| Balance at 30 June 2023 | 6,784 | 6,784 |

| | | |
|--|--------------|--------------|
| Accumulated amortisation and impairment | | |
| Balance at 1 July 2022 | 5,929 | 5,929 |
| Amortisation expense | 300 | 300 |
| Balance at 30 June 2023 | 6,229 | 6,229 |

| | | |
|--------------------------------|-----|-----|
| Net book value at 30 June 2022 | 671 | 671 |
| Net book value at 30 June 2023 | 555 | 555 |

| | | |
|--------------------------------------|--------------|--------------|
| Gross carrying amount | | |
| Balance at 1 July 2021 | 6,486 | 6,486 |
| Additions from internal developments | 114 | 114 |
| Balance at 30 June 2022 | 6,600 | 6,600 |

| | | |
|--|--------------|--------------|
| Accumulated amortisation and impairment | | |
| Balance at 1 July 2021 | 5,652 | 5,652 |
| Amortisation expense | 277 | 277 |
| Balance at 30 June 2022 | 5,929 | 5,929 |

| | | |
|--------------------------------|-----|-----|
| Net book value at 30 June 2021 | 834 | 834 |
| Net book value at 30 June 2022 | 671 | 671 |

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.



NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2023 (CONTINUED)

NOTE 5. OUR FINANCIAL POSITION (CONTINUED)

5.2 Non-financial assets (continued)

(b) Intangible assets (continued)

Software

Purchased software is recognised as an intangible asset if it meets the recognition threshold of \$50,000. Purchased software is measured at cost less accumulated amortisation and impairment costs over a finite life not exceeding five years. The purchase price and any directly attributable costs of preparing the software for operation are included in the cost of the intangible asset. All expenditure below the threshold and ongoing maintenance and fees related to the software is expensed when incurred. Operating software integral to the operation of a personal computer is recorded as Property, Plant and Equipment.

5.3 Payables, trust funds and deposits and unearned income

(a) Trade and other payables

| | 2023 \$'000 | 2022 \$'000 |
|---|----------------|----------------|
| Current | | |
| Non-statutory payables | | |
| Trade payables | 2,735 | 6,208 |
| Salary accruals | 3,346 | 2,760 |
| Other accruals | 20,861 | 25,298 |
| Total current trade and other payables | 26,942 | 34,266 |

(b) Trust funds and deposits

| | 2023 \$'000 | 2022 \$'000 |
|---|----------------|----------------|
| Current | | |
| Refundable deposits | 52 | 264 |
| Fire services levy | 5,306 | 12,473 |
| Retention amounts | 6,055 | 5,674 |
| Total current trust funds and deposits | 11,413 | 18,411 |

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 recognised as revenue at the time of forfeit.

Purpose and nature of items

Refundable deposits – 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 Service Levy – Council is the collection agent for the fire services 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.

Retention amounts – Council has a contractual right to retain certain amounts until a contractor has met certain requirements or a related warrant or defect period has elapsed. Subject to the satisfactory completion of the contractual obligations, or the elapsing of time, these amounts will be paid to the relevant contractor in line with Council's contractual obligations.



(c) Unearned Income/revenue

| | 2023 \$'000 | 2022 \$'000 |
|--|----------------|----------------|
| Current | | |
| Grants received in advance – operating | 5,863 | 8,837 |
| Grants received in advance – capital | 1,826 | 9,332 |
| User fees received in advance | 689 | 750 |
| Total current unearned income/revenue | 8,378 | 18,919 |

Unearned income/revenue represents contract liabilities and reflect consideration received in advance from customers in respect of operating grants, capital grants and user fees. Unearned income/revenue are derecognised and recorded as revenue when promised goods and services are transferred to the customer. Refer to Note 3.

5.4 Interest-bearing liabilities

Council had no interest-bearing liabilities as at 30 June 2023.

5.5 Provisions

| | Employee Leave \$'000 | Landfill restoration \$'000 | Parking Refunds \$'000 | Personal Leave Bank ⁽¹⁾ \$'000 | Total \$'000 |
|---|-----------------------------|-----------------------------------|------------------------------|--|-----------------|
| 2023 | | | | | |
| Balance at the beginning of the financial year | 22,282 | 395 | 1,187 | 96 | 23,960 |
| Additional provisions | 7,946 | 422 | - | 16 | 8,384 |
| Amounts used | (7,659) | - | 32 | - | (7,627) |
| Change in the discounted amount arising because of the time and the effect of any change in the discount rate | (14) | - | - | - | (14) |
| Balance at the end of the financial year | 22,555 | 817 | 1,219 | 112 | 24,703 |
| Provision – current | 20,670 | 817 | 1,219 | 112 | 22,818 |
| Provision – non-current | 1,885 | - | - | - | 1,885 |
| 2022 | | | | | |
| Balance at the beginning of the financial year | 23,021 | 914 | 1,187 | 93 | 25,215 |
| Additional provisions | 5,436 | - | - | 3 | 5,439 |
| Amounts used | (5,863) | (519) | - | - | (6,382) |
| Change in the discounted amount arising because of the time and the effect of any change in the discount rate | (312) | - | - | - | (312) |
| Balance at the end of the financial year | 22,282 | 395 | 1,187 | 96 | 23,960 |
| Provision – current | 20,415 | 395 | 1,187 | 96 | 22,093 |
| Provision – non-current | 1,867 | - | - | - | 1,867 |



NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2023 (CONTINUED)

NOTE 5. OUR FINANCIAL POSITION (CONTINUED)

5.5 Provisions (continued)

| | 2023 \$'000 | 2022 \$'000 |
|--|----------------|----------------|
| (a) Employee leave provisions | | |
| Current provisions expected to be wholly settled within 12 months | | |
| Annual leave | 7,834 | 7,643 |
| Long service leave | 987 | 1,136 |
| | 8,821 | 8,779 |
| Current provisions expected to be wholly settled after 12 months | | |
| Annual leave | 917 | 1,444 |
| Long service leave | 10,932 | 10,192 |
| | 11,849 | 11,636 |
| Total current employee leave provisions | 20,670 | 20,415 |
| Other provisions | | |
| Current provisions expected to be wholly settled within 12 months | | |
| Landfill restoration | 817 | 395 |
| Personal leave bank | 112 | 96 |
| Parking refunds | 1,219 | 1,187 |
| | 2,148 | 1,678 |
| Total current provisions | 22,818 | 22,093 |
| Non-current employee provisions | | |
| Long service leave | 1,885 | 1,867 |
| Total non-current provisions | 1,885 | 1,867 |
| Aggregate carrying amount of employee provisions: | | |
| Current | 20,670 | 22,093 |
| Non-current | 1,885 | 1,867 |
| Total aggregate carrying amount of employee provisions | 22,555 | 23,960 |



The calculation of employee costs and benefits includes all relevant on costs and are calculated as follows at reporting date:

Annual leave

A liability for annual leave is recognised in the provision for employee benefits as a current liability because Council does not have an unconditional right to defer settlement of the liability. Liabilities for annual leave are measured at:

- nominal value if the Council expects to wholly settle the liability within 12 months
- present value if the Council does not expect to wholly settle within 12 months.

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 non-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. Unconditional LSL is disclosed as a current liability as Council does not have an unconditional right to defer settlement. Unconditional LSL is measured at nominal value if expected to be settled within 12 months or at present value if not expected to be settled within 12 months. Conditional LSL that has been accrued, where an employee is yet to reach a qualifying term of employment, is disclosed as a non-current liability and measured at present value.

Key Assumptions:

| | 2023 | 2022 |
|---------------|-------|-------|
| Discount rate | 4.06% | 3.69% |
| Index rate | 4.35% | 3.85% |

Landfill restoration

Council is obligated to restore landfill sites to a particular standard. The forecast life of the site is based on current estimates of remaining capacity and the forecast rate of infill.

Key Assumptions:

The provision for landfill restoration has been calculated based on the undiscounted amount of the expected cost of works to be undertaken.

The expected cost of works has been estimated based on the current understanding of work required to reinstate the site to a suitable standard. Accordingly, the estimation of the provision required is dependent on the accuracy of the forecast timing of the work, work required and related costs.

Parking Refunds

Council has raised a provision to correct the consequences of an administrative process error that has occurred between 2006 and 2016 in processing of parking infringement reviews under the *Infringements Act 2006*. This provision will fund a reimbursement scheme for individuals who sought an internal review of a parking infringement issued under the *Infringements Act 2006* and were unsuccessful in having it overturned generally between 1 July 2006 and 26th December 2016. Analysis has identified that 21,851 infringements were impacted and the total value of the infringements issued that fall within this category was \$2 million. As at 30 June 2023, a total of \$1.2 million remains unclaimed due to historic nature.

Personal leave bank

Council has raised a new provision in 2020 to assist employees who have unforeseen extreme personal circumstances, including serious personal health issues and serious health issues for dependents, where they are the primary carer. Employees in these circumstances (at the discretion of the CEO) can apply to access leave when their personal circumstances have resulted in them having no leave available.

The provision is to be maintained at 2,000 hours at the Band 6B rate of pay.



NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2023 (CONTINUED)

NOTE 5. OUR FINANCIAL POSITION (CONTINUED)

5.6 Financing arrangements

| | 2023 \$'000 | 2022 \$'000 |
|--------------------------------|----------------|----------------|
| Bank overdraft | 5,000 | 5,000 |
| Credit card facilities | 150 | 150 |
| Loans | - | - |
| Total facilities | 5,150 | 5,150 |
| Used facilities – credit cards | 68 | 68 |
| Used facilities – loans | - | - |
| Total used facilities | 68 | 68 |
| Total unused facilities | 5,082 | 5,082 |

The Council has an arrangement for offset of overdraft against bank balances including on-call accounts. As at balance date the overdraft facility was unused. Bank overdraft and credit card facilities are held with the Commonwealth Bank with security mortgage over rates revenue.

5.7 Commitments

(a) Commitments for expenditure

Council has entered the following commitments. Commitments are not recognised in the Balance Sheet. Commitments are disclosed at their nominal value and presented inclusive of the GST payable.

| | Not later than 1 year \$'000 | Later than 1 year and not later than 2 years \$'000 | Later than 2 not later than 5 years \$'000 | Later than 5 years \$'000 | Total \$'000 |
|--------------------------|------------------------------------|---|---|---------------------------------|-----------------|
| 2023 | | | | | |
| Operating | | | | | |
| Infrastructure works | 1,245 | 325 | - | - | 1,570 |
| Parks, gardens, reserves | 10,775 | 7,784 | 12,900 | - | 31,459 |
| Waste and cleansing | 22,424 | 18,989 | 49,960 | 14,164 | 105,537 |
| Community sustainability | 3,220 | 60 | - | - | 3,280 |
| Corporate services | 3,769 | 1,561 | 804 | - | 6,134 |
| | 41,433 | 28,719 | 63,664 | 14,164 | 147,980 |
| Capital | | | | | |
| Buildings ⁽ⁱ⁾ | 33,515 | - | - | - | 33,515 |
| Transport ⁽ⁱ⁾ | 6,494 | - | - | - | 6,494 |
| | 40,009 | - | - | - | 40,009 |
| Total | 81,442 | 28,719 | 63,664 | 14,164 | 187,989 |

(i) Major capital expenditure commitments as at 30 June 2023 include: GR Bricker Pavilion Redevelopment (\$6.0 million), Female Change Facilities - Regents Park (\$5.4 million), North Cheltenham early years centre (\$4.9 million), Aquatic Centre Development (\$4.9 million).



| | Not later than 1 year \$'000 | Later than 1 year and not later than 2 years \$'000 | Later than 2 not later than 5 years \$'000 | Later than 5 years \$'000 | Total \$'000 |
|--------------------------|---------------------------------|---|--|------------------------------|-----------------|
| 2022 | | | | | |
| Operating | | | | | |
| Infrastructure works | 2,320 | 1,245 | 325 | - | 3,890 |
| Parks, gardens, reserves | 6,702 | 5,318 | 4,826 | - | 16,846 |
| Waste and cleansing | 20,956 | 15,896 | 44,906 | 17,711 | 99,469 |
| Community sustainability | 1,433 | 1,245 | - | - | 2,678 |
| Corporate services | 5,304 | 3,257 | 330 | - | 8,891 |
| | 36,715 | 26,961 | 50,387 | 17,711 | 131,774 |
| Capital | | | | | |
| Buildings | 16,879 | - | - | - | 16,879 |
| Transport | 7,063 | - | - | - | 7,063 |
| | 23,942 | - | - | - | 23,942 |
| Total | 60,657 | 26,961 | 50,387 | 17,711 | 155,716 |

(b) Operating lease receivables

Council has entered into commercial property leases. These properties held under operating leases have remaining non-cancellable lease terms of between 1 and 50 years. All leases include a CPI based revision of the rental charge annually.

Future minimum rentals under non-cancellable operating leases are as follows:

| | 2023 \$'000 | 2022 \$'000 |
|---|----------------|----------------|
| Not later than one year | 3,161 | 3,054 |
| Later than one year and not later than five years | 8,836 | 9,359 |
| Later than five years | 11,771 | 12,179 |
| | 23,768 | 24,592 |



NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2023 (CONTINUED)

NOTE 5. OUR FINANCIAL POSITION (CONTINUED)

5.8 Leases

At inception of a contract, Council assesses 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;
- Council has the right to obtain substantially all of the economic benefits from use of the asset throughout the period of use; and
- Council 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 re-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.

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.

Under AASB 16 *Leases*, Council as a not-for-profit entity has elected not to measure right-of-use assets at initial recognition at fair value in respect of leases that have significantly below-market terms.



| Right-of-Use Assets | Property \$'000 | Vehicles \$'000 | Waste \$'000 | Equipment \$'000 | Total \$'000 |
|-----------------------------------|--------------------|--------------------|-----------------|---------------------|-----------------|
| 2023 | | | | | |
| Balance as at 1 July 2022 | 847 | 1,138 | 7,309 | 81 | 9,375 |
| Additions | 8 | 539 | - | 41 | 588 |
| Terminations | (58) | (34) | - | - | (92) |
| Fair value adjustment | - | - | - | - | - |
| Amortisation charge | (125) | (493) | (450) | (80) | (1,148) |
| Balance as at 30 June 2023 | 672 | 1,150 | 6,859 | 42 | 8,723 |

| | | | | | |
|-----------------------------------|------------|--------------|--------------|-----------|--------------|
| 2022 | | | | | |
| Balance as at 1 July 2021 | 864 | 1,554 | 7,758 | 2 | 10,178 |
| Additions | - | 261 | - | 16 | 277 |
| Fair value adjustment | 114 | (166) | - | 146 | 94 |
| Amortisation charge | (131) | (511) | (449) | (83) | (1,174) |
| Balance as at 30 June 2022 | 847 | 1,138 | 7,309 | 81 | 9,375 |

| | 2023 \$'000 | 2022 \$'000 |
|--|----------------|----------------|
| Lease Liabilities | | |
| Maturity analysis – contractual undiscounted cash flows | | |
| Less than one year | 1,220 | 1,375 |
| One to five years | 3,755 | 3,785 |
| More than five years | 7,958 | 8,618 |
| Total undiscounted lease liabilities as at 30 June | 12,933 | 13,778 |

| | | |
|--|--------------|--------------|
| Lease liabilities included in the Balance Sheet at 30 June: | | |
| Current | 802 | 951 |
| Non-current | 8,604 | 8,966 |
| Total lease liabilities | 9,406 | 9,917 |



NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2023 (CONTINUED)

NOTE 5. OUR FINANCIAL POSITION (CONTINUED)

5.8 Leases (continued)

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 AUD\$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.

| | 2023 \$'000 | 2022 \$'000 |
|------------------------------|----------------|----------------|
| Expenses relating to: | | |
| Short-term leases | - | - |
| Leases of low-value assets | - | 81 |
| Total | - | 81 |

| | | |
|---|----------|-----------|
| 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: | | |
| Within one year | - | 76 |
| Later than one year but not later than five years | - | - |
| Total lease commitments | - | 76 |



NOTE 6. ASSETS WE MANAGE

6.1 Non-current assets classified as held for sale

| | 2023 \$'000 | 2022 \$'000 |
|-----------------------------------|----------------|----------------|
| Balance at beginning of the year | 1,199 | 960 |
| Transfers (Note 6.2) | 711 | - |
| Revaluation | - | 239 |
| Balance at end of the year | 1,910 | 1,199 |

Non-current assets classified as held for sale (including disposal groups) are measured at the lower of its carrying amount and fair value less costs of disposal, and are not subject to depreciation. Non-current assets, disposal groups and related liabilities and assets are treated as current and classified as held for sale if their carrying amount will be recovered through a sale transaction rather than through continuing use. This condition is regarded as met only when the sale is highly probable and the asset's sale (or disposal group sale) is expected to be completed within 12 months from the date of classification.

Non-current assets classified as held for sale in 2022-23 includes land and building at 6 Lochiel Avenue Edithvale and 33 Balcombe Road Mentone.

6.2 Property, infrastructure, plant and equipment

Summary of property, infrastructure, plant and equipment

| | At Fair Value 30 June 2022 \$'000 | Acquisitions \$'000 | Revaluation \$'000 | Depreciation \$'000 | Disposal \$'000 | Write-off \$'000 | Transfers \$'000 | At Fair Value 30 June 2023 \$'000 |
|---------------------|---|------------------------|-----------------------|------------------------|--------------------|---------------------|---------------------|---|
| Property | 2,109,489 | 6,057 | (274,517) | (9,238) | (2,290) | - | 3,876 | 1,833,377 |
| Plant and equipment | 8,879 | 5,292 | 23 | (2,658) | - | - | - | 11,536 |
| Infrastructure | 839,100 | 25,228 | 56,680 | (22,503) | - | - | 1,779 | 900,284 |
| Works in progress | 28,357 | 28,469 | - | - | - | (11) | (6,366) | 50,449 |
| | 2,985,825 | 65,046 | (217,814) | (34,399) | (2,290) | (11) | (711) | 2,795,646 |

Summary of works in progress

| | Opening WIP \$'000 | Additions \$'000 | Write-off \$'000 | Transfers \$'000 | Closing WIP \$'000 |
|----------------|-----------------------|---------------------|---------------------|---------------------|-----------------------|
| Property | 25,849 | 23,516 | - | (5,607) | 43,758 |
| Infrastructure | 2,508 | 4,953 | (11) | (759) | 6,691 |
| | 28,357 | 28,469 | (11) | (6,366) | 50,449 |



NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2023 (CONTINUED)

| | Land under roads \$'000 | Land - specialised \$'000 | Land - non specialised | Total land \$'000 | Heritage buildings \$'000 | Buildings - specialised \$'000 | Building improvements \$'000 | Leasehold improvements \$'000 | Total buildings \$'000 | Work in progress \$'000 | Total property \$'000 |
|--|-------------------------|---------------------------|------------------------|-------------------|---------------------------|--------------------------------|------------------------------|-------------------------------|------------------------|-------------------------|-----------------------|
| (a) Property | | | | | | | | | | | |
| At fair value 1 July 2022 | 720,242 | 740,815 | 343,087 | 1,804,144 | 38,998 | 523,212 | 12,435 | 1,867 | 576,512 | 25,849 | 2,406,505 |
| Accumulated depreciation at 1 July 2022 | - | - | - | - | (24,550) | (241,290) | (3,637) | (1,690) | (271,167) | - | (271,167) |
| | 720,242 | 740,815 | 343,087 | 1,804,144 | 14,448 | 281,922 | 8,798 | 177 | 305,345 | 25,849 | 2,135,338 |
| Movements in fair value | | | | | | | | | | | |
| Additions | - | 580 | - | 580 | - | 5,477 | - | - | 5,477 | 23,516 | 29,573 |
| Revaluation | (233,318) | (55,292) | (17,228) | (305,838) | 3,841 | 53,446 | - | - | 57,287 | - | (248,551) |
| Disposals | - | - | - | - | - | (7,796) | - | - | (7,796) | - | (7,796) |
| Transfers | - | 15,184 | (15,686) | (502) | - | 3,980 | - | - | 3,980 | (5,607) | (2,129) |
| Adjustment in the opening balance | - | - | - | - | 15 | (15) | - | - | - | - | - |
| | (233,318) | (39,528) | (32,914) | (305,760) | 3,856 | 55,092 | - | - | 58,948 | 17,909 | (228,903) |
| Movements in accumulated depreciation | | | | | | | | | | | |
| Depreciation and amortisation | - | - | - | - | (445) | (8,166) | (546) | (81) | (9,238) | - | (9,238) |
| Accumulated depreciation of revaluations | - | - | - | - | (2,468) | (23,498) | - | - | (25,966) | - | (25,966) |
| Accumulated depreciation of disposals | - | - | - | - | - | 5,506 | - | - | 5,506 | - | 5,506 |
| Transfers | - | - | - | - | - | 398 | - | - | 398 | - | 398 |
| Adjustment in the opening balance | - | - | - | - | (405) | 405 | - | - | - | - | - |
| | - | - | - | - | (3,318) | (25,355) | (546) | (81) | (29,300) | - | (29,300) |
| At fair value 30 June 2023 | 486,924 | 701,287 | 310,173 | 1,498,384 | 42,854 | 578,304 | 12,435 | 1,867 | 635,460 | 43,758 | 2,177,602 |
| Accumulated depreciation at 30 June 2023 | - | - | - | - | (27,868) | (266,645) | (4,183) | (1,771) | (300,467) | - | (300,467) |
| Carrying amount | 486,924 | 701,287 | 310,173 | 1,498,384 | 14,986 | 311,659 | 8,252 | 96 | 334,993 | 43,758 | 1,877,135 |



NOTE 6. ASSETS WE MANAGE (CONTINUED)

6.2 Property, infrastructure, plant and equipment (continued)

| | Heritage plant and equipment \$'000 | Plant machinery \$'000 | Fixtures fittings and furniture \$'000 | Computers and telecomms \$'000 | Library books \$'000 | Total plant and equipment \$'000 |
|--|--|------------------------------|---|---|----------------------------|---|
| (b) Plant and equipment | | | | | | |
| At fair value 1 July 2022 | 1,871 | 3,274 | 20,421 | 8,492 | 22,248 | 56,306 |
| Accumulated depreciation at 1 July 2022 | (614) | (2,429) | (17,023) | (7,840) | (19,521) | (47,427) |
| | 1,257 | 845 | 3,398 | 652 | 2,727 | 8,879 |
| Movements in fair value | | | | | | |
| Additions | - | 379 | 1,477 | 2,269 | 1,167 | 5,292 |
| Revaluation | 47 | - | - | - | - | 47 |
| Disposal | - | (180) | - | - | - | (180) |
| | 47 | 199 | 1,477 | 2,269 | 1,167 | 5,159 |
| Movements in accumulated depreciation | | | | | | |
| Depreciation and amortisation | (18) | (248) | (1,355) | (113) | (924) | (2,658) |
| Accumulated depreciation of revaluations | (24) | - | - | - | - | (24) |
| Accumulated depreciation of disposals | - | 180 | - | - | - | 180 |
| | (42) | (68) | (1,355) | (113) | (924) | (2,502) |
| At fair value 30 June 2023 | 1,918 | 3,473 | 21,898 | 10,761 | 23,415 | 61,465 |
| Accumulated depreciation at 30 June 2023 | (656) | (2,497) | (18,378) | (7,953) | (20,445) | (49,929) |
| Carrying amount | 1,262 | 976 | 3,520 | 2,808 | 2,970 | 11,536 |



NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2023 (CONTINUED)

NOTE 6. ASSETS WE MANAGE (CONTINUED)

6.2 Property, infrastructure, plant and equipment (continued)

| | Roads ⁽ⁱ⁾ \$'000 | Bridges \$'000 | Footpaths and cycleways \$'000 | Other infrastructure \$'000 | Drainage \$'000 | Recreational, leisure and community facilities \$'000 | Parks open space and streetscapes \$'000 | Work in progress \$'000 | Total infrastructure \$'000 |
|--|--------------------------------|-------------------|--------------------------------------|-----------------------------------|--------------------|---|---|-------------------------------|-----------------------------------|
| (c) Infrastructure | | | | | | | | | |
| At fair value 1 July 2022 | 827,746 | 10,694 | 137,084 | 13,468 | 470,842 | 44,481 | 35,183 | 2,508 | 1,542,006 |
| Accumulated depreciation at 1 July 2022 | (319,110) | (8,855) | (92,862) | (13,468) | (250,687) | (7,509) | (7,907) | - | (700,398) |
| | 508,636 | 1,839 | 44,222 | - | 220,155 | 36,972 | 27,276 | 2,508 | 841,608 |
| Movements in fair value | | | | | | | | | |
| Additions | 7,880 | - | 2,833 | - | 6,040 | 3,299 | 5,176 | 4,953 | 30,181 |
| Revaluation | 77,528 | - | 5,737 | - | 25,961 | - | - | - | 109,226 |
| Write-off | - | - | - | - | - | - | - | (11) | (11) |
| Transfers | 24 | - | - | - | - | 509 | 1,246 | (759) | 1,020 |
| | 85,432 | - | 8,570 | - | 32,001 | 3,808 | 6,422 | 4,183 | 140,416 |
| Movements in accumulated depreciation | | | | | | | | | |
| Depreciation and amortisation | (12,747) | (107) | (2,285) | - | (4,708) | (1,483) | (1,173) | - | (22,503) |
| Accumulated depreciation of revaluations | (34,612) | - | (3,901) | - | (14,033) | - | - | - | (52,546) |
| | (47,359) | (107) | (6,186) | - | (18,741) | (1,483) | (1,173) | - | (75,049) |
| At fair value 30 June 2023 | 913,178 | 10,694 | 145,654 | 13,468 | 502,843 | 48,289 | 41,605 | 6,691 | 1,682,422 |
| Accumulated depreciation at 30 June 2023 | (366,469) | (8,962) | (99,048) | (13,468) | (269,428) | (8,992) | (9,080) | - | (775,447) |
| Carrying amount | 546,709 | 1,732 | 46,606 | - | 233,415 | 39,297 | 32,525 | 6,691 | 906,975 |

(i) Roads include off-street car parks



Acquisition

The purchase 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 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.

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 detailed previously in this note have applied when recognising assets within an applicable asset class and unless otherwise stated are consistent with the prior year.

Asset recognition thresholds and depreciation periods:

| | Depreciation Period Years | Purchase/ Construction \$'000 | Asset Improvement \$'000 |
|--|------------------------------|-------------------------------------|--------------------------------|
| Property | | | |
| Land | N/A | - | N/A |
| Land under roads | N/A | 10 | N/A |
| Land improvements | 10-50 | N/A | 20 |
| Buildings | 20-150 | - | 20 |
| Buildings improvements | 20-50 | - | 20 |
| Leasehold improvements | 10 | - | 20 |
| Plant and equipment | | | |
| Plant, machinery and equipment | 3-10 | 5 | N/A |
| Library books | 5 | - | N/A |
| Other plant and equipment | | | |
| Heritage plant and equipment | 10-20 | 5 | N/A |
| Fixtures, fittings and furniture | 3-10 | 2 | N/A |
| Computers and telecommunications | 3-5 | 2 | N/A |
| Infrastructure | | | |
| Roads | 25-100 | - | 50 |
| Bridges | 100 | - | 50 |
| Footpaths and cycleways | 60 | - | 50 |
| Drainage | 100 | - | 25 |
| Other infrastructure | | | |
| Recreational, leisure and community facilities | 20-150 | - | 20 |
| Parks, open space and streetscapes | 10-50 | N/A | 20 |
| Off street car parks | 25-100 | - | 50 |
| Other | 25-100 | - | 50 |



NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2023 (CONTINUED)

NOTE 6. ASSETS WE MANAGE (CONTINUED)

6.2 Property, infrastructure, plant and equipment (continued)

Land under roads

Council recognises land under roads it controls at fair value.

Depreciation and amortisation

Buildings, parks, open space and streetscapes, recreation, leisure and community facilities, plant and equipment, infrastructure and other assets having limited useful lives are systematically depreciated over their useful lives to Council in a manner which 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.

Road earthworks are not depreciated on the basis that they are assessed as not having a limited useful life.

Straight line depreciation is charged based on the residual useful life as determined each year. Depreciation periods used are listed below and are consistent with the prior year unless otherwise stated.

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.

Valuation of land and buildings

A valuation of land and buildings, as describe below, was undertaken by the independent Certified Practising Valuer Stephen Davey, AAPI CPV API No: 63379, from Opteon Property Group ABN 78 144 732 589 as at 30 June 2023.

The valuation of land and buildings for financial reporting purposes is "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." In the case of specialised buildings and other structures, fair value may be estimated by using depreciated replacement cost.

The land assets have been classified as non-specialised sites. Land assets were assessed based on valuation movements on a municipal-wide basis, by reviewing industry data, comparable sales as well as value changes over the past twelve-month period.

Specialised land (land under roads) has been valued at fair value using site values adjusted for englobo (undeveloped and/or unserviced) characteristics, access rights and private interest of other parties and entitlements of infrastructure assets and services.

The building assets valued within Council's portfolio comprises a broad range of improvements, including sheds, pavilions, toilet blocks, sports facilities, and Council offices. Given the nature of the improvements and in the absence of an active and liquid markets, the depreciated replacement cost (DRC) approach has been utilised. This approach is used where the market approach is not suitable as the asset is rarely sold except as part of a continuing business, or alternatively, the improvements are of a specialised nature and the market buying price would differ materially to the market selling price as the asset is normally bought as a new asset but could only be sold for its residual value.



The date and type of the current valuation is detailed in the following table. An indexed based revaluation and Depreciated Replacement Cost (DRC) was conducted in the current year. A full revaluation of these assets will be conducted in 2023–24.

Details of the Council's land and buildings and information about the fair value hierarchy as at 30 June 2023 are as follows:

| | Level 1 \$'000 | Level 2 \$'000 | Level 3 \$'000 | Date of Valuation | Type of Valuation |
|-------------------------|-------------------|-------------------|-------------------|----------------------|----------------------|
| Land under roads | - | - | 486,924 | June 2023 | Indexation |
| Land – specialised | - | - | 701,287 | June 2023 | Indexation |
| Land – non-specialised | 20,871 | 289,302 | - | June 2023 | Indexation |
| Heritage buildings | - | - | 14,986 | June 2023 | DRC |
| Buildings – specialised | - | - | 311,659 | June 2023 | DRC |
| Building improvements | - | - | 8,252 | June 2023 | DRC |
| Leasehold improvements | - | - | 96 | June 2023 | DRC |
| Total | 20,871 | 289,302 | 1,523,204 | | |

Valuation of infrastructure

Valuation of infrastructure assets was performed by qualified engineers at Council.

The date and type of the current valuation is detailed in the following table. A Depreciated Replacement Cost (DRC) method was conducted in the current year. A full revaluation of these assets will be conducted in 2023–24.

Details of Council's infrastructure and information about the fair value hierarchy as at 30 June 2023 are as follows:

| | Level 1 \$'000 | Level 2 \$'000 | Level 3 \$'000 | Date of Valuation | Type of Valuation |
|--|-------------------|-------------------|-------------------|----------------------|----------------------|
| Roads | - | - | 546,709 | June 2023 | DRC |
| Bridges | - | - | 1,732 | June 2022 | DRC |
| Footpaths and cycleways | - | - | 46,606 | June 2023 | DRC |
| Drainage | - | - | 233,415 | June 2023 | DRC |
| Recreational, leisure and community facilities | - | - | 39,297 | June 2022 | DRC |
| Parks open space and streetscapes | - | - | 32,525 | June 2022 | DRC |
| Total | - | - | 900,284 | | |



NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2023 (CONTINUED)

NOTE 6. ASSETS WE MANAGE (CONTINUED)

6.2 Property, infrastructure, plant and equipment (continued)

Description of significant unobservable inputs into level 3 valuations

Specialised land and land under roads are 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 5% and 90%. The market value of land varies significantly depending on the location of the land and the current market conditions. Current land values range from \$7.00 to \$10,480 per square metre.

Specialised buildings are valued using a depreciated replacement cost technique. Significant unobservable inputs include the current replacement cost and remaining useful lives of buildings. Current replacement costs are calculated on a square metre basis ranging from \$308 to \$9,467. The remaining useful lives of buildings are determined on the basis of the current condition of buildings and vary from 20 years to 150 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 depreciated 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 10 years to 100 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.

| | 2023 \$'000 | 2022 \$'000 |
|---|------------------|------------------|
| Reconciliation of specialised land | | |
| Land under roads | 486,924 | 720,242 |
| Parks and reserves | 701,287 | 740,815 |
| Total specialised land | 1,188,211 | 1,461,057 |

6.3 Investment property

| | 2023 \$'000 | 2022 \$'000 |
|---|----------------|----------------|
| Balance at beginning of financial year | 4,038 | 3,900 |
| Revaluation of existing investment property | 399 | 138 |
| Balance at the end of financial year | 4,437 | 4,038 |

Investment property is held to generate long-term rental yields. Investment property is measured initially at cost, including transaction costs. Costs incurred subsequent to initial acquisition are capitalised when it is probable that future economic benefit in excess of the originally assessed performance of the asset will flow to Council. Subsequent to initial recognition at cost, investment property is carried at fair value, determined annually by independent valuers. Changes to fair value are recorded in the comprehensive income statement in the period that they arise.

Investment Property consists of a building at Peter Scullin Reserve, Mordialloc that is leased by a third party to operate a commercial restaurant.

Valuation of investment property

Valuation of investment property has been determined in accordance with an independent Certified Practising Valuer Stephen Davey, AAPI CPV API No:63379, from Opteon Solutions who has recent experience in the location and category of the property being valued. The valuation is at depreciated replacement cost. The latest valuation of investment property is as at 30 June 2023.

NOTE 7. PEOPLE AND RELATIONSHIPS

7.1 Council and key management remuneration

(a) Related Parties

Kingston Council is a stand-alone entity.

(b) Key Management Personnel

Key management personnel (KMP) are those people with the authority and responsibility for planning, directing and controlling the activities of Kingston City Council. The Councillors, Chief Executive Officer, General Managers and Chief Finance Officer are deemed KMP.

Details of key management personnel at any time during the year are:

| | | |
|------------------|--------------------------|---|
| Councillors | Councillor H Saab | (Councillor 1st July 2022 – 8th November 2022) |
| | | (Mayor 9th November 2022 – 30th June 2023) |
| | Councillor C Hill | (Councillor 1st July 2022 – 8th November 2022) |
| | | (Deputy Mayor 9th November 2022 – 30th June 2023) |
| | Councillor S Staikos | (Mayor 1st July 2022 – 8th November 2022) |
| | | (Councillor 9th November 2022 – 30th June 2023) |
| | Councillor J Davey-Burns | (Deputy Mayor 1st July 2022 – 8th November 2022) |
| | | (Councillor 9th November 2022 – 30th June 2023) |
| | Councillor T Bearsley | (1st July 2022 – 30th June 2023) |
| | Councillor T Cochrane | (1st July 2022 – 30th June 2023) |
| | Councillor T Davies | (1st July 2022 – 30th June 2023) |
| | Councillor D Eden | (1st July 2022 – 30th June 2023) |
| | Councillor C Howe | (1st July 2022 – 30th June 2023) |
| | Councillor G Hua | (1st July 2022 – 30th June 2023) |
| | Councillor G Oxley | (1st July 2022 – 30th June 2023) |
| | CEO | Mr Peter Bean |
| General Managers | Mr Jonathan Guttman | General Manager Planning & Place |
| | Ms Samantha Krull | General Manager Infrastructure & Open Space |
| | Mr Daniel Hogan | General Manager Customer & Corporate Support |
| | Ms Sally Jones | General Manager Community Strengthening |
| | Mr Bernard Rohan | Chief Finance Officer |

| | 2023 No. | 2022 No. |
|--|-------------|-------------|
| Total number of councillors | 11 | 11 |
| Chief Executive Officer and other key management personnel | 6 | 10 |
| Total Key Management Personnel | 17 | 21 |



NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2023 (CONTINUED)

NOTE 7. PEOPLE AND RELATIONSHIPS (CONTINUED)

7.1 Council and key management remuneration (continued)

(c) Remuneration of Key Management Personnel

Remuneration comprises employee benefits including all forms of consideration paid, payable or provided by Council, or on behalf of the Council, in exchange for services rendered. Remuneration of Key Management Personnel and Other senior staff is disclosed in the following categories.

Short-term employee benefits include amounts such as wages, salaries, annual leave or sick leave that are usually paid or payable on a regular basis, as well as non-monetary benefits such as allowances and free or subsidised goods or services.

Other long-term employee benefits include long service leave, other long service benefits or deferred compensation.

Post-employment benefits include pensions, and other retirement benefits paid or payable on a discrete basis when employment has ceased.

Termination benefits include termination of employment payments, such as severance packages.

Total remuneration of key management personnel was as follows:

| | 2023 \$'000 | 2022 \$'000 |
|-----------------------------------|----------------|----------------|
| Short-term employee benefits | 2,205 | 1,905 |
| Other long-term employee benefits | 179 | 151 |
| Termination benefits | - | - |
| Total | 2,384 | 2,056 |

Total remuneration includes total salary package and superannuation but excludes accrued leave.



The numbers of Key Management Personnel whose total remuneration from Council and any related entities, fall within the following bands:

| Income Range | 2023 No. | 2022 No. |
|-----------------------|-------------|-------------|
| \$ 1,000-\$ 9,999 | - | 2 |
| \$ 10,000 -\$ 19,999 | - | 1 |
| \$ 30,000-\$ 39,999 | 7 | 10 |
| \$ 40,000 -\$ 49,999 | 1 | - |
| \$ 50,000-\$ 59,999 | 1 | - |
| \$ 70,000 - \$ 79,999 | 1 | - |
| \$ 90,000 - \$ 99,999 | 1 | - |
| \$ 100,000-\$ 109,999 | - | 1 |
| \$ 130,000-\$ 139,999 | - | 2 |
| \$ 180,000-\$ 189,999 | - | 1 |
| \$ 240,000-\$ 249,999 | - | 1 |
| \$ 260,000-\$ 269,999 | 1 | - |
| \$ 270,000-\$ 279,999 | 1 | - |
| \$ 280,000-\$ 289,999 | - | 1 |
| \$ 290,000-\$ 299,999 | - | 1 |
| \$ 300,000-\$ 309,999 | 2 | 1 |
| \$ 310,000-\$ 319,999 | 1 | - |
| \$ 390,000-\$ 399,999 | 1 | - |
| | 17 | 21 |



NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2023 (CONTINUED)

NOTE 7. PEOPLE AND RELATIONSHIPS (CONTINUED)

7.1 Council and key management remuneration (continued)

(d) Remuneration of other senior staff

Other senior staff are officers of Council, other than Key Management Personnel, whose total remuneration exceeds \$160,000 and who report directly to a member of the KMP.*

Total remuneration of other senior staff was as follows:

| | 2023 \$'000 | 2022 \$'000 |
|-----------------------------------|----------------|----------------|
| Short-term employee benefits | 3,883 | 3,192 |
| Other long-term employee benefits | 592 | 379 |
| Post-employment benefits | - | - |
| Termination benefits | - | - |
| Total | 4,475 | 3,571 |

The number of other senior staff are shown below in the relevant income bands.

| Income Range | 2023 No. | 2022 No. |
|---------------------|-------------|-------------|
| \$160,000-\$169,999 | 5 | - |
| \$170,000-\$179,999 | - | 3 |
| \$180,000-\$189,999 | 3 | 7 |
| \$190,000-\$199,999 | 3 | 3 |
| \$200,000-\$209,999 | 5 | 1 |
| \$210,000-\$219,999 | 4 | 2 |
| \$220,000-\$229,999 | - | - |
| | 20 | 16 |

| | \$'000 | \$'000 |
|---|--------------|--------------|
| Total remuneration for the reporting year for other senior staff included above amounted to: | 3,883 | 3,192 |

* Due to a definitional change the comparative figures in this note may not align with the previous year's annual report, which included disclosure of senior officers as defined in the *Local Government Act 1989*.

Remuneration to Key Management Personnel and Senior Officers calculated on accrual basis and previous year figures being adjusted for comparison purposes.



7.2 Related party disclosure

(a) Transactions with related parties

During the period Council entered into no transactions with related parties.

(b) Outstanding balances with related parties

No balances are outstanding at the end of the reporting period in relation to transactions with related parties.

(c) Loans to/from related parties

No loans were made to/from related parties of Council during the financial year.

(d) Commitments to/from related parties

No commitments were made to/from related parties of Council during the financial year.

NOTE 8. MANAGING UNCERTAINTIES

8.1 Contingent assets and liabilities

Contingent assets and contingent liabilities are not recognised in the Balance Sheet, but are disclosed and if quantifiable, are measured at nominal value. Contingent assets and liabilities are presented inclusive of GST receivable or payable, respectively.

(a) 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 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.

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 and in Note 9.3. As a result of the volatility in financial markets, the likelihood of making such contributions in future periods exists.

Future superannuation contributions

In addition to the disclosed contributions, Council has not paid any unfunded liability payments to Vision Super. There were no contributions outstanding and no loans issued from or to the above schemes as at 30 June 2023. The expected contributions to be paid to the Defined Benefit category of Vision Super for the year ending 30 June 2023 are \$0.2 million (2022: \$0.3 million). At this point in time it is not known if additional contributions will be required, their timing or potential amount. 13 Council staff (2022: 14) are members of Vision Super's multi-employer defined benefits fund. Council established a Defined Benefit Call Reserve in 2014 to help provide for possible future calls on any unfunded liability of the fund. This reserve currently has a balance of \$1 million (2022: \$1 million).



NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2023 (CONTINUED)

NOTE 8. MANAGING UNCERTAINTIES (CONTINUED)

8.1 Contingent assets and liabilities (continued)

(a) Contingent liabilities (continued)

Contingent liabilities arising from public liability

As a local authority with ownership of numerous parks, reserves, roads and other land holdings including former landfill sites, Council is regularly met with claims and demands allegedly arising from incidents which occur on land belonging to Council. There are a number of outstanding claims against Council in this regard. Council is currently a member of the MAV's Liability Mutual Insurance Scheme which provides \$600 million of public liability insurance and the maximum liability of the Council in any single claim is the extent of its excess.

Contingent liability arising from professional indemnity

As a local authority with statutory regulatory responsibilities, including the responsibility of issuing permits and approvals, Council is met with claims and demands for damages allegedly arising from the actions of Council or its officers. Council is currently a member of the MAV's Liability Mutual Insurance Scheme which provides \$50 million of professional indemnity insurance and the maximum liability of Council in any single claim is the extent of its excess. There are no instances or claims, that Council is aware of, which would fall outside the terms of Council's policy.

Other Contingent Liabilities

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 statements.

Insurance claims

Council has no major insurance claims that could have a material impact on future operations. Maximum liability per claim is \$20,000 excess. Public liability coverage of \$120 million is maintained. Various under excess claims are also under consideration, for which an annual budgetary provision is approved.

Legal matters

Council has no major legal matters that could have a material impact on future operations.

Building cladding

Council has no potential contingent liabilities in relation to rectification works or other matters associated with building cladding that may have the potential to adversely impact on Council. However, rate relief has been provided to ratepayers adversely impacted by cladding issues.

Liability Mutual Insurance

Council was a participant of the MAV Liability Mutual Insurance (LMI) Scheme up until 2014. 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 the participant remains a participant in future insurance years.

(b) 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.

Council is presently involved in several confidential legal matters which are being conducted through Council's solicitors and may result in received compensation. 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 statements.



8.2 Change in accounting standards

Certain new Australian Accounting Standards and interpretations have been published that are not mandatory for the 30 June 2023 reporting period. Council assesses the impact of these new standards. As at 30 June 2023 there were no new accounting standards or interpretations issued by the AASB which are applicable for the year ending 30 June 2024 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) and bank 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 the notes of the financial statements. Risk management is carried out by senior management under policies approved by the 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 Council's financial instruments will fluctuate because of changes in market prices. Council's exposure to market risk is primarily through interest rate risk with only insignificant exposure to other price risks and no exposure to foreign currency risk.

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. Council's interest rate liability risk arises primarily from long term loans and borrowings at fixed rates which exposes council to fair value interest rate risk. 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.

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 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 Council's year-end result.



NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2023 (CONTINUED)

NOTE 8. MANAGING UNCERTAINTIES (CONTINUED)

8.3 Financial instruments (continued)

(c) 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 has 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 receivables from sporting clubs and associations. To help manage this risk, Council:

- has a policy for establishing credit limits for the entities council deals with;
- may require collateral where appropriate; and
- only invests surplus funds with financial institutions which have a recognised credit rating specified in its 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 which are individually determined to be impaired.

Council may also be subject to credit risk for transactions which are not included in the balance sheet, such as when Council provides a guarantee for another party. Council has no guarantees to other parties. Details of our contingent liabilities are disclosed in note 8.1 (a).

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.

(d) Liquidity risk

Liquidity risk includes the risk that, as a result of Council's operational liquidity requirements, it will not have sufficient funds to settle a transaction when required or 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 a liquidity policy which targets a minimum and average level of cash and cash equivalents to be maintained;
- 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 on the face of the balance sheet and any amounts related to financial guarantees disclosed in Note 8.1 (b) and is 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.

Unless otherwise stated, the carrying amounts of financial instruments reflect their fair value.



(e) Sensitivity disclosure analysis

Taking into account past performance, future expectations, economic forecasts, and management's knowledge and experience of the financial markets (and particularly the impact of COVID-19), Council believes there will be minimal movement over the next 12 months from the already low base cash rate of 4.1% (base rates are sourced from Reserve Bank of Australia).

Thus, there will be minimal impact on the valuation of Council's financial assets and liabilities, and no 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.

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.

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; and

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. (For plant and equipment carrying amount is considered to approximate fair value given short useful lives). At balance date, the 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.



NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2023 (CONTINUED)

NOTE 8. MANAGING UNCERTAINTIES (CONTINUED)

8.4 Fair value measurement (continued)

Revaluation (continued)

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. In addition, Council undertakes a formal revaluation of land, buildings, and infrastructure assets on a regular basis ranging from 1 to 2 years. The valuation is performed either by experienced Council officers or independent experts. The following table sets out the frequency of revaluations by asset class.

| Asset class | Revaluation frequency |
|--|-----------------------|
| Land | Annually |
| Buildings | Annually |
| Roads | Annually |
| Bridges | Annually |
| Footpaths and cycleways | Annually |
| Drainage | Annually |
| Recreational, leisure and community facilities | Annually |
| Waste management | Annually |
| Parks, open space and streetscapes | Annually |
| Aerodromes | Annually |
| Other infrastructure | Annually |

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, the 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

No matters have occurred after balance date which require disclosure in the financial report.



NOTE 9. OTHER MATTERS

9.1 Reserves

(a) Asset revaluation reserve

| | Balance at beginning of reporting period \$'000 | Increment (decrement) \$'000 | Balance at end of reporting period \$'000 |
|--|---|------------------------------------|--|
| 2023 | | | |
| Property ⁽ⁱ⁾: | | | |
| Land (incl held for sale) | 458,605 | (72,568) | 386,037 |
| Land under roads | 319,112 | (233,318) | 85,794 |
| Buildings (incl held for sale) | 119,531 | 31,369 | 150,900 |
| | 897,248 | (274,518) | 622,731 |
| Infrastructure ⁽ⁱⁱ⁾: | | | |
| Transport | 460,578 | 44,752 | 505,330 |
| Drainage | 190,712 | 11,928 | 202,640 |
| | 651,290 | 56,680 | 707,970 |
| Other: | | | |
| Heritage and culture | 1,334 | 23 | 1,357 |
| Other | 3,966 | - | 3,966 |
| | 5,300 | 23 | 5,323 |
| Total Asset revaluation reserve | 1,553,838 | (217,814) | 1,336,024 |
| 2022 | | | |
| Property: | | | |
| Land | 335,727 | 122,878 | 458,605 |
| Land under roads | 298,823 | 20,289 | 319,112 |
| Buildings | 110,877 | 8,654 | 119,531 |
| | 745,427 | 151,821 | 897,248 |
| Infrastructure: | | | |
| Transport | 457,896 | 2,682 | 460,578 |
| Drainage | 181,209 | 9,503 | 190,712 |
| | 639,105 | 12,185 | 651,290 |
| Other: | | | |
| Heritage and culture | 1,327 | 7 | 1,334 |
| Other | 3,966 | - | 3,966 |
| | 5,293 | 7 | 5,300 |
| Total Asset revaluation reserve | 1,389,825 | 164,013 | 1,553,838 |

The Asset revaluation reserve is used to record the increased (net) value of Council's assets over time.

(i) Valuation of property was performed by qualified independent valuers. Land and buildings and land under roads were valued by Opteon Solutions as at June 2023.

(ii) Valuation of Infrastructure assets was performed by qualified engineers at Council. The valuation is at fair value based on replacement cost less accumulated depreciation as at the date of valuation. Valuation levels can fluctuate depending on contract rates incurred by Council during each year.



NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2023 (CONTINUED)

NOTE 9. OTHER MATTERS (CONTINUED)

9.1 Reserves (continued)

(b) Other reserves

| | Balance at beginning of reporting period \$'000 | Transfer from Accumulated Surplus \$'000 | Transfer to Accumulated Surplus \$'000 | Balance at end of reporting period \$'000 |
|-----------------------------|---|--|--|---|
| 2023 | | | | |
| Asset replacement reserve | 299 | - | (40) | 259 |
| Asset development reserve | 21,758 | 6,812 | (1,114) | 27,456 |
| Aged care | 8,698 | - | - | 8,698 |
| Foreshore | 2,007 | 5,475 | (3,300) | 4,182 |
| Green wedge | 5,878 | 1,126 | (368) | 6,636 |
| Defined benefit call | 1,000 | - | - | 1,000 |
| Stormwater Quality reserve | 2,936 | 535 | - | 3,471 |
| Other | 360 | 301 | (29) | 632 |
| Total other reserves | 42,936 | 14,249 | (4,851) | 52,334 |
| 2022 | | | | |
| Asset replacement reserve | 332 | - | (33) | 299 |
| Asset development reserve | 16,832 | 6,952 | (2,026) | 21,758 |
| Aged care | 8,698 | - | - | 8,698 |
| Foreshore | 1,761 | 2,885 | (2,639) | 2,007 |
| Green wedge | 3,803 | 2,200 | (125) | 5,878 |
| Defined benefit call | 1,000 | - | - | 1,000 |
| Stormwater Quality reserve | 2,045 | 893 | (2) | 2,936 |
| Other | 379 | - | (19) | 360 |
| Total other reserves | 34,850 | 12,930 | (4,844) | 42,936 |

The Asset replacement reserve is an appropriation to partially fund future costs associated with Council's buildings.

The Asset development reserve recognises the cash contributions made by developers, pursuant to the requirements of the Subdivision of Land Act. Total open space cash contributions of \$7.136 million were received in 2022-23 (2021-22: \$6.9m). Council has elected to utilise these contributions for open space purchase and development.

Aged care reserves include funds for home care clients that have not fully spent their Linkages packages.

The Foreshore and Green Wedge reserves were reserves created in 2011 via a Council resolution which are used to accelerate the renewal and improvement to Council's foreshore and non-urban green wedge area.

The Defined benefit call reserve was established in 2014 to provide for possible future calls on any unfunded liability of the Defined benefit superannuation fund. Council ceased making contributions into this reserve in 2014-15.

The Stormwater Quality reserve was first established in 2017-18 to help fund various stormwater improvement projects throughout Council.

Other reserves represent appropriations provided by the community to be used for specific purposes, including reserves created in 2012 for Sundowner Neighbourhood House and Chelsea Senior Citizens Centre due to Council taking over the operation of these facilities plus reserves for special rates.



9.2 Reconciliation of cash flows from operating activities to surplus

| | 2023 \$'000 | 2022 \$'000 |
|--|----------------|----------------|
| Surplus for the year | 32,745 | 32,238 |
| Depreciation of property, infrastructure, plant and equipment | 34,399 | 33,491 |
| Amortisation of intangible assets | 300 | 277 |
| Amortisation of right of use assets | 1,148 | 1,174 |
| Capital Work in progress written off | 11 | - |
| Loss/(gain) on sale of property, infrastructure, plant & equipment | 2,213 | (147) |
| Found assets / other (note 3.7) | - | (5,560) |
| Fair value adjustment for investment property | (399) | (138) |
| Finance costs – leases | 445 | 455 |
| Borrowing costs (included in profit but not operating cash flow) | - | 9 |
| Changes in assets and liabilities: | | |
| (Increase)/decrease in trade and other receivables | 1,422 | (3,377) |
| (Increase)/decrease in other assets | (2,287) | - |
| (Increase)/decrease in prepayments | 193 | 58 |
| (Increase)/decrease in accrued income | - | (274) |
| Increase/(decrease) in trade and other payables | (7,324) | 17,889 |
| Increase/(decrease) in other provisions | 454 | (519) |
| Increase/(decrease) in employee provisions | 289 | (736) |
| Increase/(decrease) in unearned income | (10,541) | 1,942 |
| Increase/(decrease) in trust funds and deposits | (6,998) | 8,547 |
| Net cash provided by operating activities | 46,070 | 85,329 |



NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2023 (CONTINUED)

NOTE 9. OTHER MATTERS (CONTINUED)

9.3 Superannuation

Council makes the majority of its employer superannuation contributions in respect of its employees to the Local Authorities Superannuation Fund (the Fund). This Fund has two categories of membership, accumulation and defined benefits, each of which is funded differently. The Defined Benefit category provides lump sum benefits based on years of service and final average salary. In certain circumstances a defined benefit member may be eligible to purchase a lifetime pension with up to 50% of their lump sum benefit. The accumulation category receives fixed contributions from Council and the Council's legal or constructive obligation is limited to these contributions.

Obligations for contributions to the Fund are recognised as an expense in the Comprehensive Income Statement 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 2023, this was 10.5% (10.0% in 2021/22) as required under Superannuation Guarantee legislation. Our commitment to accumulation plans is limited to making contributions in accordance with our minimum statutory requirements. No further liability accrues to the employer as the superannuation benefits accruing to employees are represented by their share of the net assets of the Fund.

The Superannuation Guarantee (SG) rate will eventually increase to 12% from 1 July 2025 based on the current SG legislation.

Defined Benefit

As provided under Paragraph 34 of AASB 119 *Employee Benefits*, 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 Benefit category is a multi-employer sponsored plan. As a multi-employer sponsored plan, the Fund was established as a mutual scheme to allow for the mobility of the workforce between the participating employers without attaching a specific liability to particular employees and their current employer. Therefore, 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 Council in the Fund cannot be measured as a percentage compared with other participating employers. As a result, the level of participation of Council in the Fund cannot be measured as a percentage compared with other participating employers. While there is an agreed methodology to allocate any shortfalls identified by the Fund Actuary for funding purposes, there is no agreed methodology to allocate benefit liabilities, assets and costs between the participating employers for accounting purposes. Therefore, the Fund Actuary is unable to allocate benefit liabilities, assets and costs between employers for the purposes of AASB 119 because of the pooled nature of the Fund's Defined Benefit category.

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.

An interim actuarial investigation as at 30 June 2022 was conducted and was completed by the due date of 31 October 2022. The vested benefit index (VBI) of the Defined Benefit category of which Council is a contributing employer was 102.2% as at 30 June 2022 (109.8% at 30 June 2021). The financial assumptions used to calculate the VBIs were:

| | 30 June 2022 (Interim Review) | 30 June 2021 (Full Review) |
|------------------------|--|-------------------------------|
| Net investment returns | 5.5% pa | 4.75% pa |
| Salary information | 2.5% to 30 June 2023, 3.5% pa thereafter | 2.75% pa |
| Price inflation (CPI) | 3% pa | 2.25% pa |



A triennial actuarial investigation is currently underway for the Defined Benefit category as at 30 June 2023 as the Fund provides lifetime pensions in the Defined Benefit category. It is expected to be completed by 31 October 2023.

Vision Super has advised that the estimated VBI at 30 June 2023 was 104.1%. The financial assumptions used to calculate this VBI were:

- Net investment returns 5.7% pa
- Salary information 3.5% pa
- Price inflation (CPI) 2.8% pa

The Australian Prudential Regulation Authority (APRA) superannuation prudential standard (SPS 160) – Defined Benefit Matters determines the funding requirements of a defined benefit (DB) arrangement. Under this standard:

- The VBI is the measure to determine whether there is an unfunded liability, and
- Any unfunded liability that arises must be paid within three years.

Under SPS 160, the VBI is to be used as the primary funding indicator. Because the VBI was above 100%, the 2022 interim actuarial investigation showed that the Defined Benefit category was in a satisfactory financial position under SPS 160. As a result, the Fund Actuary determined that no change was necessary to the Defined Benefit category's funding arrangements from prior years.

The Fund's employer funding arrangements comprise of three components as follows:

1. Regular contributions – which are ongoing contributions needed to fund the balance of benefits for current members and pensioners.
2. Funding calls – which are contributions in respect of each participating employer's share of any funding shortfalls that arise.
3. Retrenchment increments – which are additional contributions to cover the increase in liability arising from retrenchments.

Council is also required to make additional contributions to cover the contributions tax payable on components 2 and 3 referred to above.

Employees are also required to make member contributions to the Fund. As such, assets accumulate in the Fund to meet member benefits, as defined in the Trust Deed, as they accrue.

Employer contributions

(a) Regular contributions

On the basis of the results of the 2022 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 2023, this rate was 10.5% of members' salaries (10.0% in 2021–22). This rate will increase in line with the SG increases.

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 (the funded resignation or retirement benefit is calculated as the VBI multiplied by the benefit).

(b) Funding calls

The Fund is required to comply with the superannuation prudential standards. Under the superannuation prudential standard SPS 160, the Fund is required to target full funding of its vested benefits. There may be circumstances where:

- A fund is in an unsatisfactory financial position at an actuarial investigation (i.e. its vested benefit index (VBI) is less than 100% at the date of the actuarial investigation); or
- A fund's VBI is below its shortfall limit at any time other than at the date of the actuarial investigations.

If either of the above occur, the fund 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. There may be circumstances where APRA may approve a period longer than three years.

The Fund monitors its VBI on a quarterly basis and the Fund has set the Defined Benefit category's shortfall limit at 97%.



NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2023 (CONTINUED)

NOTE 9. OTHER MATTERS (CONTINUED)

9.3 Superannuation (continued)

Employer contributions (continued)

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. The methodology used to allocate the shortfall was agreed in 1997 to fairly and reasonably apportion the shortfall between the participating employers.

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.

The pre-1 July 1993 and post-30 June 1993 service liabilities of the Fund are based on:

- The service periods of all active members split between the active members pre-1 July 1993 and post-30 June 1993 service period
- The pensioner (including fixed term pension) liabilities which are allocated to the pre-1993 period.

The pre-1 July 1993 component of the shortfall is apportioned between the participating employers based on the employer's share of the total participating employer payroll at 30 June 1993.

The post-30 June 1993 component of the shortfall is apportioned between the participating employers based on the employer's share of the total participating employer payroll 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. In the unlikely event that the Fund is wound up and there is a surplus in the Fund, the surplus cannot be applied for the benefit of the defined benefit employers where there are on-going defined benefit obligations. The surplus would be transferred to the fund accepting those defined benefit obligations (including the lifetime pension obligations) of the Fund.

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.

(c) Retrenchment increments

During 2022-23, Council was not required to make payments to the Fund in respect of retrenchment increments (\$0 in 2021-22).

Council's liability to the Fund as at 30 June 2023, for retrenchment increments, accrued interest and tax is \$0 (\$0 in 2021-22).

The 2022 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 2022 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:

| | 2022 (Interim) \$m | 2021 (Interim) \$m |
|---------------------------------------|-----------------------|-----------------------|
| A VBI Surplus | 44.6 | 214.7 |
| A total service liability surplus | 105.8 | 270.3 |
| A discounted accrued benefits surplus | 111.9 | 285.2 |

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 2022.

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 2022.

The discounted accrued benefits 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 2022.

Council was notified of the 30 June 2022 VBI during August 2022 (2021: August 2021).

The 2023 triennial actuarial investigation

A triennial actuarial investigation is being conducted for the Fund's position as at 30 June 2023. It is anticipated that this actuarial investigation will be completed by 31 October 2023. The financial assumptions for the purpose of this investigation are:

| | 2023 Triennial investigation | 2020 Triennial investigation |
|-----------------------|---------------------------------|---|
| Net investment return | 5.7% pa | 5.6% pa |
| Salary inflation | 3.5% pa | 2.5% pa for the first two years and 2.75% pa thereafter |
| Price inflation | 2.8% pa | 2.0% pa |

Council was notified of the 30 June 2023 VBI during August 2023 (2022: August 2022).

Accrued benefits

The Fund's liability for accrued benefits was determined in accordance with the Australian Accounting Standards. The relevant accounting standard is AASB 1056 – *Superannuation entities*.

| | 30 June 2022 (Interim) \$m | 30 June 2021 (Interim) \$m |
|---|----------------------------------|----------------------------------|
| Net Market Value of Assets | 2,154.8 | 2,436.4 |
| Accrued Benefits | 2,042.9 | 2,151.8 |
| Difference between Assets and Accrued Benefits | 111.9 | 284.6 |
| Vested Benefits (Minimum sum which must be paid to members when they leave the fund) | 2,110.1 | 2,222.7 |



NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2023 (CONTINUED)

NOTE 9. OTHER MATTERS (CONTINUED)

9.3 Superannuation (continued)

Accrued benefits (continued)

The financial assumptions used to calculate the Accrued Benefits for the Defined Benefit category of the Fund were:

| | 30 June 2022 | 30 June 2021 |
|-----------------------|---|--------------|
| Net investment return | 5.5% pa | 4.75% pa |
| Salary inflation | 2.5% pa to 30 June 2023 And 3.5% pa thereafter | 2.75% pa |
| Price inflation | 3% pa | 2.25% pa |

Superannuation contributions

Contributions by Council (excluding any unfunded liability payments) to the above superannuation plans for the financial year ended 30 June 2023 are detailed below:

| Scheme | Type of Scheme | Rate | 2023 \$'000 | 2022 \$'000 |
|--------------|-------------------|---------------------|----------------|----------------|
| Vision Super | Defined benefit | 10.5% (2022: 10.0%) | 233 | 268 |
| Vision Super | Accumulation fund | 10.5% (2022: 10.0%) | 4,551 | 4,280 |
| Other funds | Accumulation fund | 10.5% (2022: 10.0%) | 4,562 | 3,765 |

There were \$0.8 million contributions outstanding as at 30 June 2023 (2022: \$0.8 million).

The expected contributions to be paid to the Defined Benefit category of Vision Super for the year ending 30 June 2024 is \$0.2 million.



NOTE 10. CHANGE IN ACCOUNTING POLICY

There have been no changes to accounting policies in the 2022–23 year.

There are no pending accounting standards that are likely to have a material impact on Council.



GLOSSARY OF TERMS

| | |
|--|--|
| AAS | Australian Accounting Standards |
| ABS | Australian Bureau of Statistics |
| Asset Plan | A plan with an outlook of at least 10 years setting out information about maintenance, renewal, acquisition, expansion, upgrade, disposal and decommissioning of each class of infrastructure under Council's control. |
| Audit and Risk Committee | Independent advisory board that advises Council on its responsibilities. |
| Climate and Ecological Emergency Response Plan (CEERP) | Adopted in July 2021, the CEERP establishes a net zero by 2025 goal for Council operations and an aspirational goal of net zero by 2030 for the Kingston community. |
| Community Vision | Developed through a deliberative engagement process with a community panel, the Your Kingston Your Future Community Vision is an aspirational vision statement for a more liveable and sustainable Kingston. |
| Council Plan | A roadmap for how Council will work with our community to implement the Your Kingston Your Future Community Vision and build a more liveable and sustainable Kingston. Sets out the objectives, strategies, strategic indicators and resources reflecting the visions and aspirations of the community for the four-year Council term. |
| ESD | Environmentally Sustainable Design |
| Financial plan | A plan of financial and non-financial resources for at least the next 10 years is required to achieve the Council Plan and other strategic plans of Council. |
| Indicator | Means what will be measured to assess performance. |
| Initiatives | Victorian councils are required to specify initiatives in their budgets and can also report on progress in their Annual Reports. |
| Integrated Strategic Planning and Reporting Framework (ISPRF) | The key statutory planning and reporting documents that are required to be prepared by councils under the <i>Local Government Act 2020</i> to support strategic decision making and accountability to local communities. |
| Local Government Community Satisfaction Survey (CSS) | The annual community satisfaction survey compiles community feedback in five key performance areas. It is mirrored by a state-wide survey run by Local Government Victoria (Department of Government Services). |
| Local Government Performance Reporting Framework (LGPRF) | The LGPRF is a mandatory system of performance reporting for all Victorian councils, made up of a range of measures and available publicly via the knowyourcouncil website. |
| Major initiatives | Significant initiatives that directly contribute to the achievement of the Council Plan for the current year and have a major focus in the budget. |
| MCH | Maternal and child health |
| Measure | Means how an indicator will be measured – usually a calculation with a numerator and denominator. |



| | |
|---|---|
| Municipal Public Health and Wellbeing Plan (MPHWP) | The <i>Public Health and Wellbeing Act 2008</i> requires councils to prepare a municipal public health and wellbeing plan every four years, within 12 months of a Council general election. |
| NAIDOC | National Aboriginal and Islander Day Observance Committee. |
| Revenue and rating plan | A medium-term plan for how Council will generate income to deliver on the Council Plan, programs and services and capital works commitments over a four-year period. |
| Service performance indicators | A set of indicators prescribed by the <i>Local Government Act 2020</i> measuring the effectiveness and efficiency of Council services. |
| South East Councils Climate Change Alliance (SECCCA) | A group of councils that seeks to advocate, educate and deliver regional climate change projects that benefit residents in southeast Victoria. |
| Strategic direction | Council's high-level aspirations in delivering the Community Vision over the four-year Council Plan period as required by s90(2)(a) of the <i>Local Government Act 2020</i> . |
| Strategic indicator | Measures of the achievement of our strategic objectives as required by s90(2)(d) of the <i>Local Government Act 2020</i> . |
| Strategic objective | The key themes which underpin Council's strategic directions as required by s90(2)(b) of the <i>Local Government Act 2020</i> . |
| VCAT | Victorian Civil and Administrative Tribunal |







City of
KINGSTON

-  1230 Nepean Highway, Cheltenham VIC 3192
-  PO Box 1000, Mentone 3194
-  1300 653 356
-  info@kingston.vic.gov.au
-  kingston.vic.gov.au

