

4. OFFICER REPORTS (AS LISTED)

4.1 COUNCIL PLAN 2021-2025

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Trim No: 21/1279385

Attachments: 1. 2021-2025 Council Plan [↓](#)
2. Council Plan 2021-2025 - Annual Action Plan for 2021-2022 [↓](#)

EXECUTIVE SUMMARY

The Council Plan 2021-2025 and Annual Action Plan for 2021-22 have been developed in partnership with the Glen Eira community over the last six months and are informed by an extensive process of engagement and consultation. As such The *Council Plan* is designed to be a blueprint for how Council will plan for the future, deliver highly valued services and infrastructure and work collaboratively with and for the community over the next four years.

RECOMMENDATION

That Council endorses the:

1. Council Plan 2021-2025 (attachment 1 to this report); and
2. Council Plan Annual Action Plan 2021-2022 (attachment 2 to this report).

BACKGROUND

Under the Local Government Act 2020 (the Act), Council is required to prepare a four-year Council Plan. The Council Plan 2021-2025 (the *Council Plan*) must be adopted prior to 31 October 2021. Building on principles outlined in the Glen Eira 2040 Community Vision (the Community Vision), the *Council Plan* seeks to consider and respond to the needs and aspirations of all people who live, work and play in Glen Eira.

Community engagement conducted for the development of the Plan was in two phases that were both integrated with the development of the *Community Wellbeing Plan 2021-2025*. In Phase One a comprehensive engagement program was undertaken in the first half of 2021 where Council asked the community to 'help us create a healthy, connected and thriving Glen Eira'. This process built on the engagement conducted during the development of the *Glen Eira 2040 Community Vision*.

Phase Two of community engagement took place between 11 August to 30 September 2021 following Council's approval to release of the draft *Council Plan* to the community. The community were invited to provide comment on whether the most important priorities had been included in the *Council Plan* and for any other feedback.

Community engagement activities were promoted widely through Glen Eira News, the 'Have your Say' engagement portal, e-newsletters and social media. Council also provided written follow up correspondence to all community members and diverse population groups previously engaged and via engagement presentations at various meetings.

A range of community engagement activities were delivered and due to the extended lockdown, all activities were online, written and telephone based with feedback being provided in the most convenient way by members of our community.

The community engagement activities included:

- An online survey on the *Have Your Say* portal
- Public exhibition of the *draft Council Plan*, inviting submissions
- A zoom workshop with Community Vision Deliberative panel members
- A zoom Q&A session with the Mayor, Councillors and the Chief Executive Officer
- An online engagement session with Glen Eira's Youth Advisory Committee
- An online workshop with community groups
- Zoom engagement meetings and phone conversations with residents and community members as requested.
- Direct invitation for feedback from targeted and diverse community groups and residents who had provided input into the draft *Council Plan* during the first phase.

Feedback was received from 85 people during this engagement phase. This feedback included 13 completed online surveys, 13 participants attending the Community Vision Deliberative Panel workshop, 20 community members involved in the Q&A session, three conversations with residents by Zoom/phone, two written submissions, a meeting of the 14-member Youth Advisory Committee, and 19 community group and health stakeholders who attended two online workshops. In addition, there were 2,000 visits to the *Have Your Say* webpage and 78 downloads of the draft *Council Plan* from the website.

ISSUES AND DISCUSSION

Planning for the next four years while navigating the ongoing uncertainty of COVID-19 presents a significant challenge for all communities. As Council continues to respond to the evolving public health impacts of the pandemic, it must also ensure strategies are in place to support the economic and social recovery over the long term. At the same time, Council is responding to the global climate emergency, planning for a growing and increasingly diverse population, supporting Glen Eira's most vulnerable residents and managing a constrained financial environment. In this context, the *Council Plan* is designed to be a blueprint for how Council will navigate these challenges, work with and for the community and dedicate its resources over the next four years.

The Glen Eira community has demonstrated extraordinary resilience, resourcefulness and compassion over the last eighteen months, supporting each other through the most challenging of times. The views shared by the community as part of the development of the *Council Plan* showed a strong desire to work collaboratively, enthusiastically and constructively with Council to face whatever future challenges which may arise. While the *Council Plan* is optimistic about the future, it is also pragmatic and realistic, seeking to provide assurance to the community that Council will focus on prioritising the areas that are most important to the people who live, work and play here.

The *Council Plan* includes a number of strategic projects which are significant in scale and impact such as the development of a Housing Strategy, the construction of Bentleigh's 'Eat Street', commencement of the Selwyn Street Elsternwick Cultural Precinct and the redevelopment of the Carnegie Memorial Swimming Pool. There is also a strong focus on a range of priorities which impact a broad range of community members. Progressing actions under the Climate Emergency Response and Urban Forest Strategies, upgrading local recreation, sporting and playground facilities, delivering community safety initiatives and reinvigorating neighbourhood activity centres through arts, cultural and community events are all vitally important to supporting the social and economic prosperity of the municipality. The *Council Plan* reaffirms a strong commitment to providing highly responsive and valued services to our growing community, operating transparently and ensuring the community is a key part of decision making.

The five Strategic Directions of *Council Plan* aim to address areas of greatest importance to the community and directly respond to the principles established by the Community Vision. These Strategic Directions are supported by a series of major initiatives, projects, strategies and plans which will be delivered during the four-year timeframe



1. Well informed, transparent decisions and highly valued services

Ongoing, authentic engagement is critical to ensuring the decisions Council makes reflect the goals and aspirations of the broader community. The *Council Plan* outlines a commitment to proactively seeking out and listening to the voices of all people and groups in the community and using this to inform the policies, strategies and projects Council delivers. The Plan also describes Councils' focus on delivering responsive and customer-focused services and its' commitment to prudent financial management and integrated strategic planning to ensure long term sustainability.

The strategic priorities aim to:

- ensure our community engagement is accessible and transparent;
- proactively communicate with the community about changes that impact them and genuinely listen to their feedback;
- consider a broad base of evidence before making decisions;
- provide value-for-money, responsive and innovative services; and
- put in place robust and transparent planning to ensure our organisation is sustainable now and into the future.

2. Well designed and maintained open spaces and places

The Glen Eira community highlighted access to open space as one of the most critical challenges for the municipality. The *Council Plan* outlines a commitment to increasing and enhancing open space and developing innovative approaches to increasing the utilisation and accessibility of its facilities. Council will focus on proactively acquiring, developing and unlocking public open spaces and places for our residents to support an active, safe and connected community and contribute to a more sustainable and vibrant city.

The strategic priorities aim to:

- increase the quantity and quality of public open space for our residents;
- develop, improve and maintain the amenity of our public places and precincts;
- provide improved access to a mix of passive and active spaces that are inclusive, fit-for-purpose, flexible and adaptable to meet the needs of our diverse community, now and in the future; and
- seek innovative approaches to increasing access to open space through partnerships and multipurpose design and find ways to unlock access to open space owned by others.

3. A liveable and well-planned City

Like most metropolitan councils, Glen Eira faces the significant challenge of accommodating population growth and development while maintaining its unique character and heritage. There is a strong desire from the community to conserve the things they enjoy most about living and working in Glen Eira. Over the next four years, Council will progress planning controls which seek to balance the need for population growth with maintaining the character of neighborhoods and creating vibrant activity centres.

The strategic priorities aim to:

- actively progress our planning priorities to manage growth and maintain the character and heritage of our City;
- plan for diverse housing options to meet community needs now and into the future;
- advocate for a transport network that provides safe, accessible and sustainable transport options for our community; and
- support and facilitate local job creation by enhancing our activity centres to be thriving and vibrant hubs.

4. A green and sustainable community

In 2020, Council declared a climate emergency recognising climate change as a significant and urgent priority. The Glen Eira community has also prioritised climate action as a key principle in the *Community Vision* outlining a goal to be recognised as a leader in environmental sustainability. The *Council Plan* outlines a commitment to partner with the community, other agencies and all levels of government to prioritise environmental initiatives and take urgent action to reduce emissions and waste in order to protect public health, strengthen the economy and become a city that mitigates and adapts to climate change.

The strategic priorities aim to:

- embed climate change action in everything that we do to support the transition towards zero net emissions from Council by 2025;
- create opportunities for our community to act on climate change to progress towards zero net emissions by 2030;
- increase our tree canopy and expand private and public greening initiatives; and
- work with our community to understand the human impacts of climate change and the adaptation strategies that may be required to minimise the social, health and economic impacts.

5. A healthy, inclusive and resilient community

Good health and wellbeing are important to everyone and Council has an important role to play in improving the health outcomes for our community. As the COVID-19 pandemic continues to influence our way of life, the effects extend beyond physical health and impact our economic, social and mental wellbeing. Over the next four years Council will continue to deliver highly valued health and wellbeing services that focus on supporting the community to be active and healthy at every stage of life. Council will focus on responding to the health and wellbeing needs of children, young people, families, older people, people with disability, those who experience disadvantage, and people from diverse culture and backgrounds from across our community. Council will foster and promote an inclusive, welcoming and safe environment for all community members to connect, develop and thrive.

The strategic priorities aim to:

- support improved health, wellbeing and resilience of all individuals, families and groups within our community;
- embrace diversity and value all people, promoting a community that welcomes and includes everyone;
- support accessible pathways into services, activities and facilities for people of all ages and abilities, particularly those most in need; and
- deliver services, events and programs that recognises and celebrate our broad interests and differences and promote participation for all.

2021-2022 Annual Action Plan

To focus the organisation and support the effective delivery of initiatives which progress the strategic priorities outlined in the *Council Plan*, an *Action Plan* for 2021-2022 has been developed. This *Action Plan* describes the specific actions which will be undertaken during the current financial year, how success will be measured, and who will be accountable.

Progress towards the initiatives in the *Action Plan* will be reported quarterly to the community to ensure transparency about Council's progress against the outcomes described in the *Council Plan*.

The timing of the development of the annual *Action Plan* is unusual as the *Council Plan* is being adopted in October. This is due to transition arrangements put in place under the Local Government Act (2020).

Budget and resource allocation for 2021/22 have already been agreed through the adoption of the annual budget in June 2021, so commensurately the Annual Action Plan outlines a program of work which will be achieved within the current financial year.

In future years, the development of the Annual Action Plan will be undertaken in parallel with the annual draft budget and be completed by end June each year.

CLIMATE EMERGENCY RESPONSE STRATEGY IMPLICATIONS

The *Council Plan* directly addresses the *Climate Emergency Response Strategy 2021-2025*, outlining an overarching Strategic Direction to be 'a green and sustainable community'. It reaffirms Council's targets for zero net Council emissions by 2025 and zero net community emissions by 2030 and describes a series of strategic priorities and major initiatives which will be achieved over the four years. The inclusion of this strategic direction demonstrates Council's broad organisational commitment to responding to the climate emergency directly and supporting the community to take action.

FINANCIAL, RESOURCE, RISK AND ASSET MANAGEMENT IMPLICATIONS

The initiatives, projects and programs outlined in the *Council Plan* have been identified at a high level in the Long-Term Financial Plan and ten-year Capital Works Program. A number of the projects, programs and initiatives will be funded through a combination of Council and external funding, so may be subject to successful funding being secured. Once adopted, the *Council Plan* will provide the basis for the development of more detailed costings and business cases to support the annual budget planning cycle.

Initiatives outlined in the Annual Action Plan are funded within the adopted 2021-22 budget.

POLICY AND LEGISLATIVE IMPLICATIONS

Under the Local Government Act (2020), the *Council Plan* must be adopted by Council prior to 31 October 2021. The adoption of the *Council Plan* at the Special Council meeting on 26 October 2021 will ensure Council complies with these obligations.

COMMUNICATION AND ENGAGEMENT

The *Council Plan* was developed in partnership with the Glen Eira community, informed by a comprehensive engagement program undertaken between April and September 2021. Building on the work already done during the development of the *Community Vision*, Council asked the community to '*help create a healthy, connected and thriving Glen Eira*'. Through this engagement, Council sought to bring diverse voices to the table to help inform the strategic direction of the municipality over the next four years. The draft *Council Plan* aims to reflect the input of a broad range of people who access and experience all neighborhoods and places within the Glen Eira municipality. A full report on this engagement program is provided as an Appendix to the *Council Plan*.

The draft *Council Plan* was adopted by Council for the purposes of community engagement on 10 August 2021 and made available for review and feedback from the community between 11 August and 30 September 2021. As part of this review both the Community Vision Deliberative Panel and the new Youth Advisory Committee participated in engagement activities and provided detailed feedback on the draft *Council Plan*.

The *Council Plan* and Annual Action Plan will be made available to the community on the Council website and communicated to residents of Glen Eira. Regular reporting through the Quarterly Services Performance Report and Annual Report will ensure the community is regularly updated about progress against the priorities outlined in the *Council Plan*.

LINK TO COUNCIL AND COMMUNITY PLAN

Theme Five: Informed and Engaged

A well governed Council that is committed to transparency and engages residents in decision-making.

OFFICER DECLARATION OF CONFLICT OF INTEREST

No officers involved in the preparation of this report have any direct or indirect interest in this matter.

CONCLUSION

The *Council Plan 2021-2025* is Council's overarching strategic plan for the next four years and reflects the ambitions of the community, the Council and the organisation. The 2021-2022 Annual Action Plan outlines Council's key priorities over the next financial year. Both Plans have been developed in partnership with the Glen Eira community and are informed by an extensive process of engagement and consultation.



GLEN EIRA
CITY COUNCIL

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

GLEN EIRA COUNCIL PLAN 2021–2025

HEALTHY • CONNECTED • THRIVING

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ACKNOWLEDGEMENT OF TRADITIONAL OWNERS

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

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

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

MAYOR'S FOREWORD



The reform of the Victorian *Local Government Act 2020* has set clear expectations in relation to how councils plan for the future and respond to the changing needs and expectations of a growing municipality, city and state. It also provides us with the opportunity to work in partnership with our community to shape the future of Glen Eira and build on our reputation as a passionately community-focused organisation.

Planning for the future presents a particularly unique challenge for Council as we navigate the lasting impacts of the global pandemic on our community. At the same time, we are faced with the realities of responding to a global climate emergency, a growing and increasingly diverse population and finite financial resources. But these challenges are not ours to face alone. Partnering, working alongside and supporting our community will be the key to building resilience and ensuring everyone can be optimistic about a bright future in Glen Eira.

Our four-year *Council Plan* outlines how we will dedicate our organisation and its resources to supporting our community — strengthening trust, embedding collaboration and prioritising the areas that are most important to the people who live, work and play here. It provides a blueprint for how we will ensure the aspirations outlined in the *Glen Eira 2040 Community Vision* are progressed over the next four years. Respect for our history and an unwavering commitment to be a trusted provider of community infrastructure, services and support underpin our future direction.

Our *Council Plan* has been developed through a significant process of community engagement. We have listened to ensure the strategic directions included in our *Plan*, reflect the views and aspirations of our broader community. In particular, we sought to engage with those whose voices are often harder to hear to ensure our *Council Plan* reflects the hopes and aspirations of our diverse and unique community.

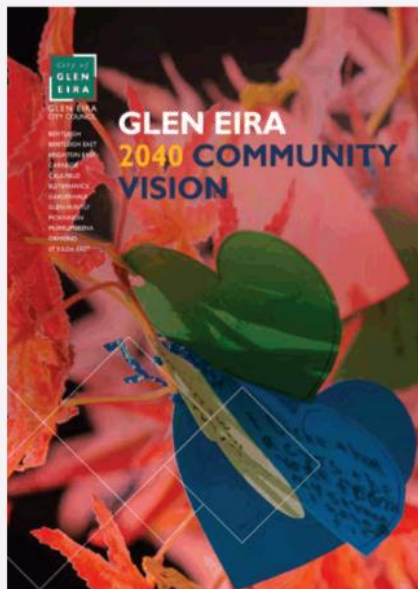
On behalf of Glen Eira City Council we look forward to working hard over the next four years to deliver on our commitments, continuing to listen, adapt and respond to the challenges and opportunities that emerge. I commend the *Council Plan 2021–2025* to our whole community as we continue to build a healthy, connected and thriving Glen Eira.

Margaret Esakoff
Mayor, City of Glen Eira

THE ROLE OF THE COUNCIL PLAN

The *Council Plan 2021–2025* (the *Council Plan*) is Council's overarching strategic plan outlining the goals it seeks to achieve over the next four years. It shapes how resources will be allocated and how Council will measure and report on progress and achievements. The *Council Plan* responds directly to the vision established for the community through the *Glen Eira 2040 Community Vision* (the *Community Vision*) and reflects the contributions made by the Glen Eira community throughout the engagement process.

It is a *Plan* for everyone in the Glen Eira community and considers the needs and aspirations of all people who live, work and play here.



Glen Eira 2040 Community Vision

The *Community Vision* was developed following a deliberative community engagement process that started with gaining feedback from more than 4,000 people across Glen Eira from all stages of life, from children right through to older adults across all of Glen Eira's suburbs.

Following this engagement, the *Community Vision* was shaped by a committed group of 32 local community members who made up the Deliberative Citizen's Panel, broadly representing Glen Eira's demographic profile. They reviewed the data from the engagement program and created a vision for the community.

They worked diligently and collaboratively at different stages prior to and during COVID-19 lockdowns, to finalise their *Community Vision* report which was endorsed by Council in March 2021.

The *Community Vision: Our Glen Eira: A thriving and empowered community working together for an inclusive and sustainable future*, incorporates six principles which are:

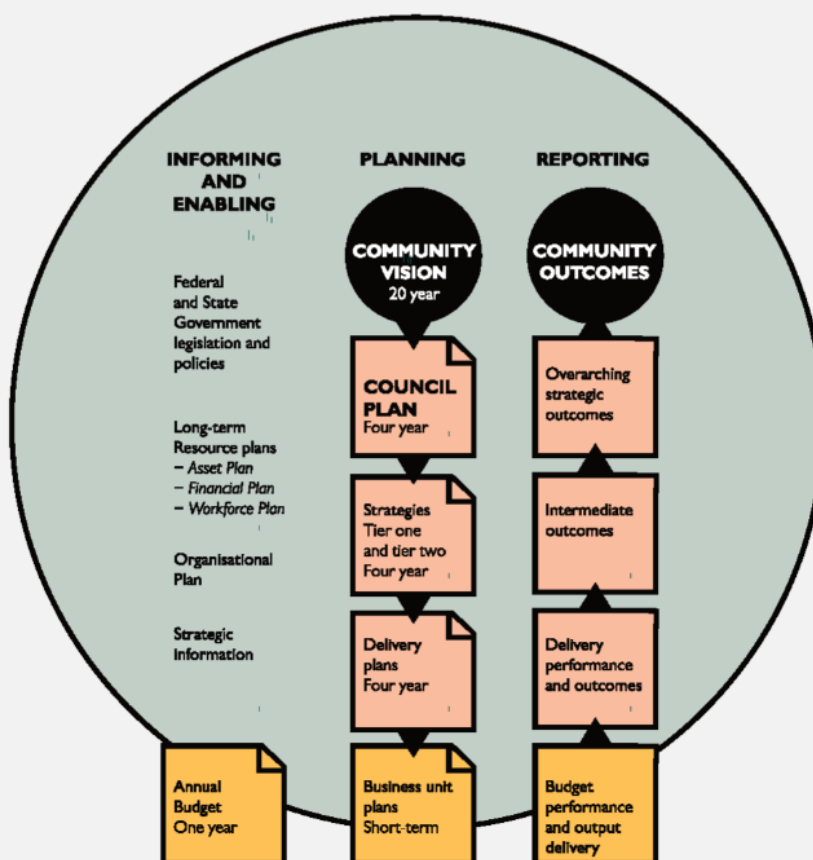
- > Principle one: We work together.
- > Principle two: Planning for community resilience.
- > Principle three: Inclusive and healthy community.
- > Principle four: Maximise and diversify our green and natural spaces.
- > Principle five: We are proactive in meeting challenges and innovate using evidence-based methods.
- > Principle six: Promote and develop our creative potential, celebrating our diverse identities through art and other cultural expression.

THE ROLE OF THE COUNCIL PLAN

Integrated planning and reporting

Along with the *Community Vision*, the *Council Plan* is the overarching strategic component of Glen Eira's *Integrated Planning and Reporting Framework* (the *Framework*). The *Framework* describes how strategic planning and reporting is developed and managed by Council to ensure the work it does contributes to the goals and aspirations of the Glen Eira community.

The *Framework* outlines how Council plans for the future across multiple functions, levels and locations to contribute to those aspirations. It also shows how the obligations from our regulators and relationships with our partners impact and contribute to the community's desired outcomes. From a reporting perspective, the *Framework* ensures there are mechanisms in place to monitor progress towards achieving those outcomes and report transparently to the community.



Integrated Planning and Reporting Framework

THE ROLE OF THE COUNCIL PLAN

Engaging with our community

The *Council Plan* has been developed in partnership with the Glen Eira community. A comprehensive community engagement program ‘Help us create a healthy, connected and thriving Glen Eira’, built on the feedback received through the development of the *Community Vision*, bringing diverse voices to the table to help shape the direction of the municipality over the next four years. The *Council Plan* considers the needs of all people who access and experience all neighbourhoods and places within the Glen Eira municipality.

Throughout the first phase of the community engagement period, more than 1,800 people told us what was important to them, their families and their

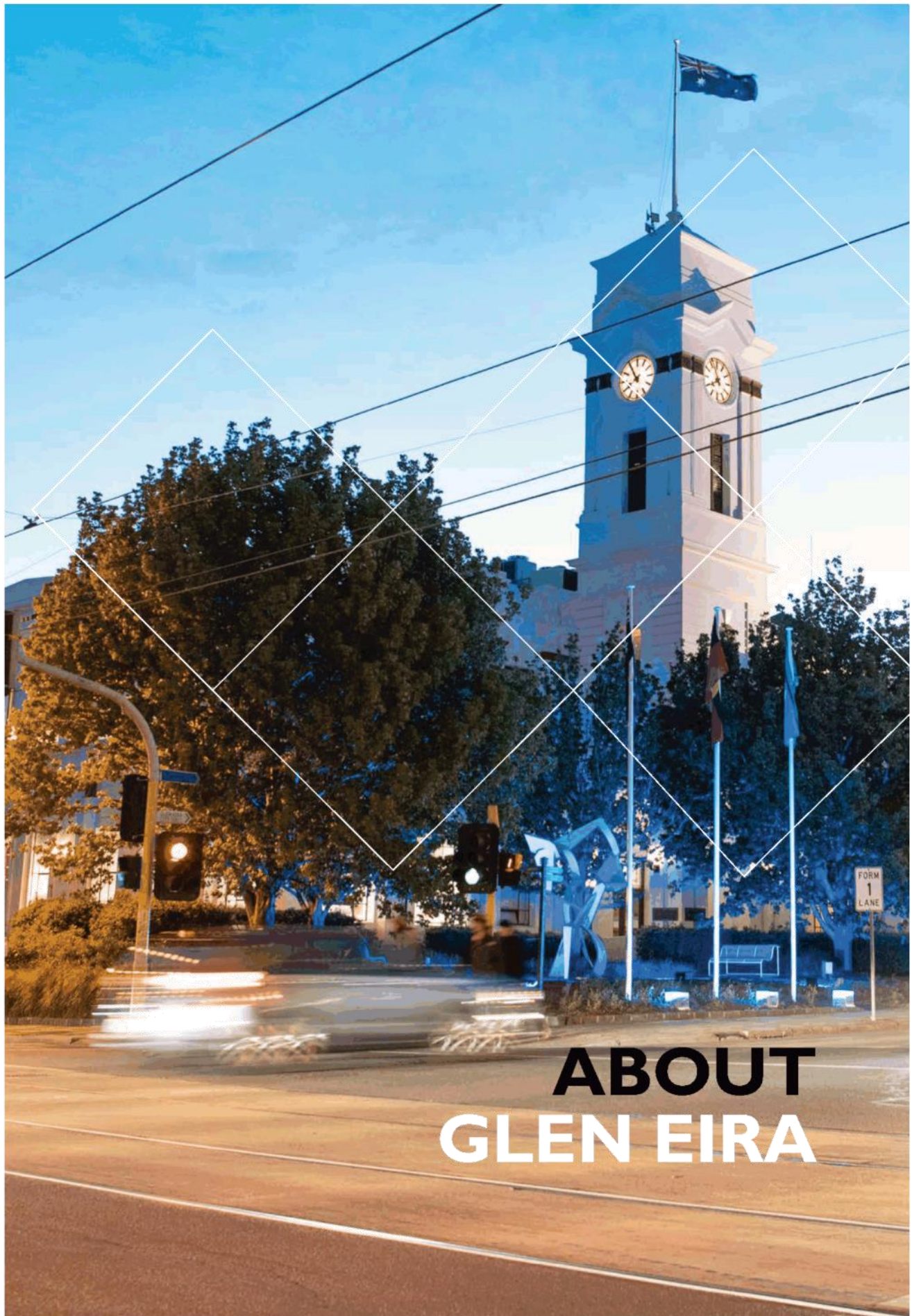
businesses through pop-up events, online surveys, a telephone survey, focus groups, one-on-one discussions and workshops held across the municipality. The *Community Voice* panel was invited to provide input to its development. During the second phase of community engagement the draft *Council Plan* was made available for the whole community to provide feedback and input. The *Community Vision* Deliberative Panel and Youth Advisory Committee also provided detailed feedback on the draft.

More information about the engagement program and the feedback from community is provided in *Appendix A*. More information on how the *Council Plan* was developed is provided in *Appendix B*.

WE ASKED OUR COMMUNITY TO

HELP US CREATE A HEALTHY, CONNECTED AND THRIVING GLEN EIRA





GLEN EIRA CITY COUNCIL

The Council

The Glen Eira City Council was elected on 24 October 2020 for a four year term.

The City of Glen Eira is made up of three wards, with three Councillors representing each ward. The nine Councillors were elected for a four year term and they elect a Mayor annually.

CAMDEN WARD



Cr Sam Parasol
Ph: 0466 372 822
e: SParasol@gleneira.vic.gov.au



Cr Simone Zmood
Ph: 0466 469 776
e: SZmood@gleneira.vic.gov.au



Cr David Zyngier
Ph: 0427 319 018
e: DZyngier@gleneira.vic.gov.au

ROSSTOWN WARD



**Cr Margaret Esakoff
(Mayor)**
Ph: 0407 831 893
e: MEsakoff@gleneira.vic.gov.au



Cr Tony Athanasopoulos
Ph: 0466 372 816
e: TAthanasopoulos@gleneira.vic.gov.au



Cr Neil Pilling
Ph: 0418 310 631
e: NPilling@gleneira.vic.gov.au

TUCKER WARD



**Cr Jim Magee
(Deputy Mayor)**
Ph: 0427 338 327
e: JMagee@gleneira.vic.gov.au



Cr Anne-Marie Cade
Ph: 0466 372 809
e: ACade@gleneira.vic.gov.au



Cr Li Zhang
Ph: 0499 357 262
e: LZhang@gleneira.vic.gov.au

COMMUNITY ADVISORY COMMITTEES

Council actively promotes ongoing engagement with the community through its Community Advisory Committees. These Committees advise Council on a range of issues related to Council policy, planning and services. Community representative members are appointed through a public expression of interest process followed by assessment against an agreed criteria.

Current Community Advisory Committees are:

COMMITTEE	ROLE	MEMBERSHIP
Arts and Culture Advisory Committee	Makes recommendations for Arts and Culture programs.	Councillors — Cr Zhang, Cr Cade, Cr Pilling and Cr Parasol
Citizen of the Year Advisory Committee	Makes recommendations for recipients of <i>Citizen of the Year</i> , <i>Young Citizen of the Year</i> and <i>Community Group of the Year</i> .	Councillors — Cr Magee, Cr Esakoff and Cr Zmood One previous recipient of a Glen Eira <i>Citizen of the Year Award</i> and one previous recipient of a Glen Eira <i>Young Citizen of the Year Award</i> .
Community Engagement Advisory Committee	Makes recommendations about how Council consults with residents, ratepayers and other stakeholders, ensuring maximum participation, communication and value to the community.	Councillors — Cr Zmood, Cr Cade and Cr Athanasopoulos Six community representatives appointed for a term of up to two years
Community Grants Advisory Committee	Supports not-for-profit community-based groups to meet community priorities and to strengthen our community. Also makes recommendations about the suitability and distribution of community grant funding, with respect to applications and agreements.	Councillors — Cr Cade, Cr Parasol and Cr Esakoff

COMMUNITY ADVISORY COMMITTEES

COMMITTEE	ROLE	MEMBERSHIP
Elsternwick Cultural Precinct Advisory Committee	Ensures an integrated and collaborative approach to the design of the Elsternwick Cultural Precinct, Selwyn Street and the Memorial Structure for Holocaust Survivors.	Councillors — Cr Zyngier, Cr Cade, Cr Parasol and Cr Athanasopoulos Key stakeholders which may include representatives from the Jewish Holocaust Centre, Kadimah Jewish Cultural Centre and National Library, Jewish Museum of Australia, Sholem Aleichem College, Classic Cinema, the Community Security Group Victoria, the arts sector, Callum Morton, Professor, Fine Arts Monash University, 19 Selwyn Street, Elsternwick Traders Association, Woolworths and others as required.
Glen Eira Business and Economy Advisory Committee	Provides advice and recommendations to Council in relation to business and economic planning.	Three Councillors will be appointed to the committee in November 2021. Up to 10 community representatives appointed for a period of up to two years as non-voting members who are local business owners, operators or managers located in Glen Eira
Local Laws Advisory Committee	Provides a forum for discussion, investigation and recommendations concerning current and potential Local Laws and associated issues.	Councillors — Cr Cade, Cr Esakoff and Cr Pilling
Open Space, Sport and Recreation Advisory Committee	Provides advice and recommendations to Council in relation to sport, recreation and open space, including the review and consideration of current and future community needs for sport and recreation facilities, open space and unstructured recreation; responding to strategic opportunities; and reviewing policy and strategy.	Councillors — Cr Zhang, Cr Parasol and Cr Athanasopoulos

COMMUNITY ADVISORY COMMITTEES

COMMITTEE	ROLE	MEMBERSHIP
Strategic Transport Advisory Committee	Provides advice and makes recommendations about strategic transport planning. This includes the <i>Integrated Transport Strategy</i> , knowledge of emerging transport initiatives, ideas for urban design initiatives, advice on significant State Government projects, advice on advocacy and recommendations on policy issues where appropriate.	<p>Councillors — Cr Zmood, Cr Zyngier, Cr Magee and Cr Athanasopoulos</p> <p>Four community representatives appointed for a period of up to two-years as non-voting members with expertise in the following fields:</p> <p>Transport planning professionals, planning professionals, urban design professionals, public and community advocates, experts in all ability access, enthusiasts of walking, cycling and alternative transport forms.</p>
Sustainability Advisory Committee	Makes recommendations about environmental sustainability. This includes advocacy and policy initiatives relating to sustainability on behalf of the community and responding to strategic Council and sector issues and opportunities.	<p>Councillors — Cr Zmood, Cr Parasol, Cr Zhang and Cr Zyngier</p> <p>Four community representatives appointed for a period of up to two years.</p>
Youth Advisory Committee	Provides feedback and advice to Council on matters impacting young people in the development of initiatives, strategies and plans.	<p>Councillors — Cr Zyngier, Cr Zhang and Cr Athanasopoulos</p> <p>A minimum of 10 and maximum of 20 young people (aged 12–25 years old)</p> <p>Two Council officers</p>



THE CITY OF GLEN EIRA

The Traditional Owners of Glen Eira

The area that makes up the City of Glen Eira rests on the traditional lands of the Boonwurrung/Bunurong and Wurundjeri Woi Wurrung peoples of the Kulin Nation. The Boonwurrung/Bunurong and Wurundjeri Woi Wurrung peoples have lived on and been connected to the land to the south and east of Melbourne, from the Werribee River to Wilson's Promontory, for thousands of years. It is an important meeting place and location for events of political, cultural, social and educational significance. Glen Eira City Council is committed to ensuring that First Peoples' culture, lore, knowledge, and heritage enriches our growth and development.

Location and features

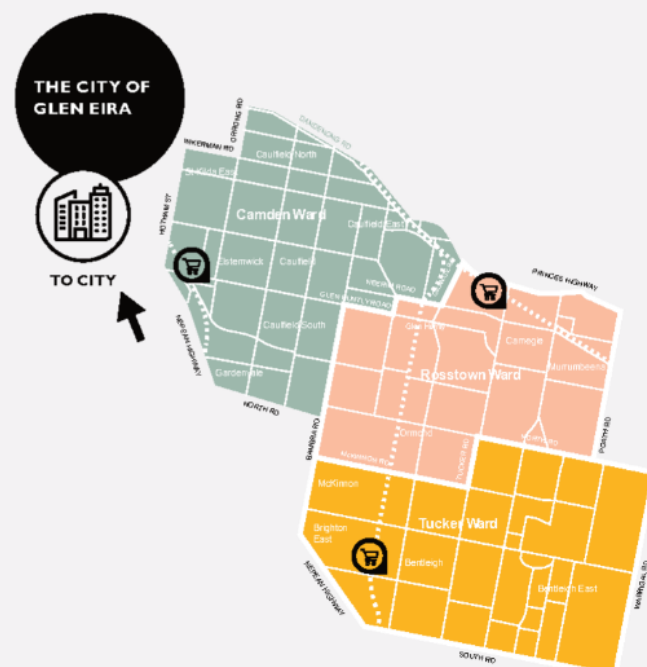
The City of Glen Eira covers an area of 39 square kilometres and includes the suburbs of Bentleigh, Bentleigh East, Carnegie, Caulfield, Caulfield East, Caulfield North, Caulfield South, Elsternwick, Gardenvale, Glen Huntly, McKinnon, Murrumbeena, Ormond and parts of Brighton East and St Kilda East. Adjoining municipalities include the cities of Bayside, Kingston, Monash, Port Phillip and Stonnington.

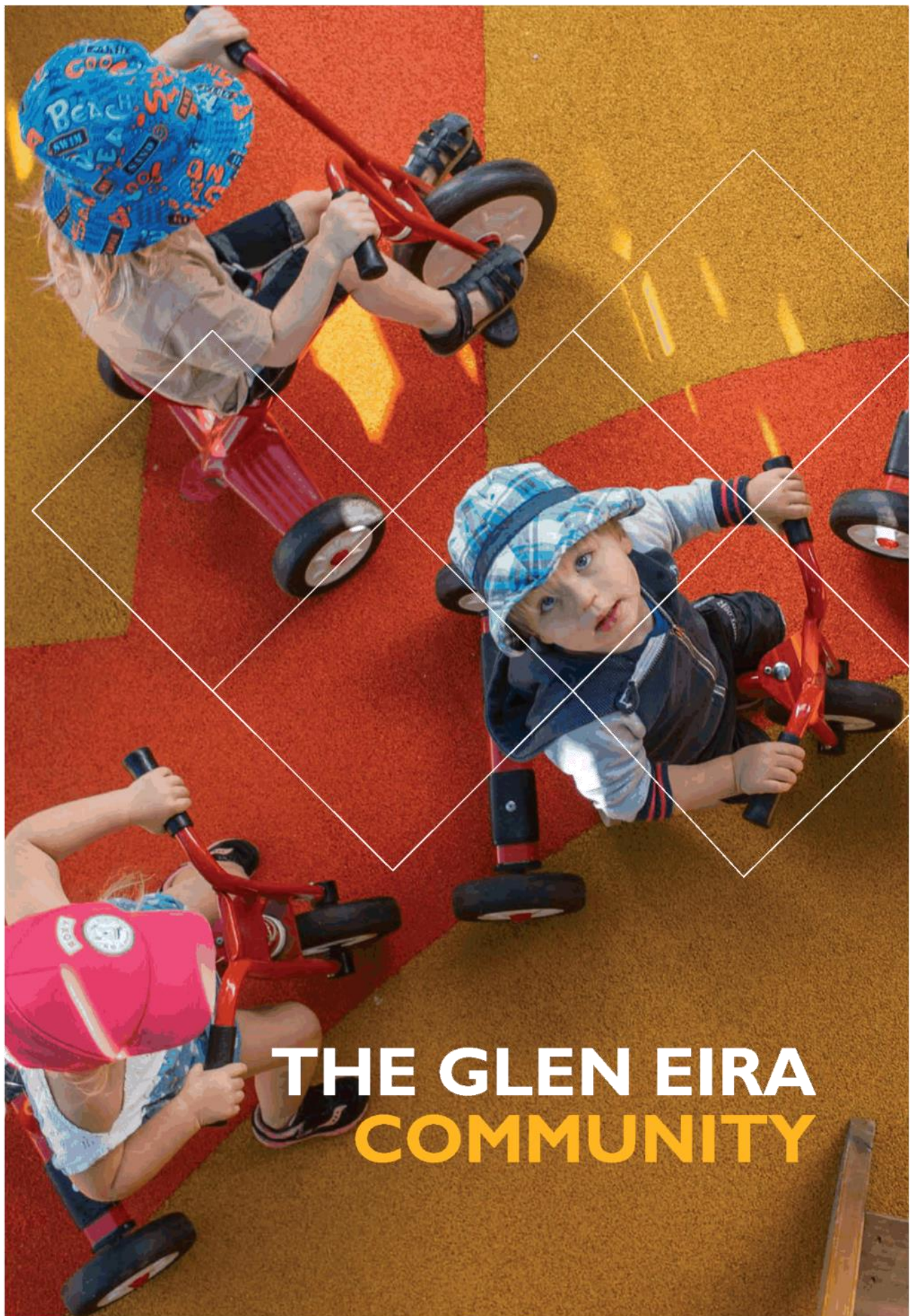
Located approximately 10 kilometres south east of Melbourne's Central Business District, Glen Eira forms part of Melbourne's Inner South East region. Glen Eira's community is well served by public transport, shopping precincts, local infrastructure, health and education facilities, and a wide range of religious, cultural and community services. High quality parks and recreation reserves contribute to the City's liveability and character.

The City's residential neighbourhoods feature leafy, tree lined streets with high amenity values, connected to a series of well-established strip shopping centres.

These activity centres have evolved since the late 19th century following tram and train routes and form social and economic hubs for Glen Eira's community. Both residential and commercial areas share a rich urban character and heritage.

Glen Eira has a thriving local economy, focused in its activity centres and supported by commercial precincts along main roads, education and health facilities and home businesses. Features of economic and social significance include the Caulfield Racecourse Reserve, Monash University, the Jewish Holocaust Centre, Rippon Lea Estate and Caulfield Park.





THE GLEN EIRA COMMUNITY

THE GLEN EIRA COMMUNITY

Our population is growing

Our population of approximately 158,000 people continues to grow. As this happens, the demographics of our community are changing. Our future planning will consider the best way to meet the needs of our changing community.

HOUSEHOLDS



Increase in dwellings 2016–2021

6,496



New flats apartments or attached dwellings average

1,573



Average yearly increase in dwellings

2.1%



% increase in housing 2016–2021

11%



Most development by suburb (top three)

1. CAULFIELD NORTH
2. CAULFIELD EAST
3. CARNEGIE

Our community is changing

The residents of Glen Eira come from a wide range of cultures, households and ages. As at the 2016 Census there were 59,809 households in the city, with the most common type of household being couples with children.

POPULATION



2016 Population

148,583

2020 Population

158,216

2026 Forecast

167,052



Median Age

37

DIVERSITY

Our community is diverse

The residents of Glen Eira come from a wide range of cultures with over a third of our community members born overseas.



Residents born overseas

36.7%



Top five backgrounds

1. China
2. India
3. Great Britain
4. South Africa
5. Israel



Languages spoken at home

118

33%
speak another language

Mandarin (5.5%)
Greek (3.9%)
Russian (3.4%)
Hebrew (2.2%)



Living with a disability (2018)

18,811

12.3% of population



Aboriginal and Torres Strait islanders (2016)

250

0.2% of population



Jewish population

More than half (56%) of Victoria's Jewish population live in Glen Eira (30,644)

Our community enjoys relative prosperity

Glen Eira is a relatively prosperous community with a significantly higher median income than other local government areas in greater Melbourne, with high levels of tertiary education and lower percentage of residents receiving forms of income support. Our community has relatively low levels of crime and a large proportion of residents feel safe in Glen Eira.

While Glen Eira residents enjoy relatively good health and wellbeing when compared to the Victorian average, like many other communities there are a range of socio-economic, mental health and wellbeing issues and challenges that impact on a proportion of our population.

PROSPERITY

EDUCATION



Bachelor's degree or higher

45%

Diploma or certificate

20%

Secondary school

34%

ECONOMY



Local businesses

16,660

Employed residents

87,193

Unemployed residents

5.8%

RELATIVE ADVANTAGE



Socio-Economic Indexes for Areas

1,074

Seventh highest in the State



Rate of crime per 100,000 of population

6th

Lowest in the State



People in Glen Eira who feel safe or very safe walking in their local area alone during the day

96%



People in Glen Eira who feel safe or very safe walking alone at night

48% of Females



Overall community satisfaction rating

68%

(compared to metro (67) and State (61) averages)



Community satisfaction with the appearance of our public areas

78%

(compared to Metro (74) and State (73) averages)



OUR COUNCIL PLAN 2021–2025

OUR COUNCIL PLAN

2021–2025

How to read this document

The *Council Plan* describes the outcomes the community can expect to see as a result of the strategic actions Council takes over the next four years.

There are **five strategic directions** which will guide Council's efforts — they are the key focus areas for Council over the next four years.

The **strategic outcomes** are the long-term goals Council wants to achieve, progress or contribute to.

Supporting each strategic outcome are a series of **strategic priorities** Council will focus on.

There are also a series of **indicators and measures** that Council will use to measure progress and monitor performance, which will be reported back to the community.

Each section also describes the **major initiatives** and projects Council will allocate funding and resources to in order to achieve these outcomes. In some cases, Council will directly deliver or lead initiatives and in others it will partner or advocate for change.

To ensure the *Council Plan* is adaptable and responds to emerging opportunities or challenges, annual action plans will be developed and published to the community each year to support the delivery of the strategic outcomes. The outcomes outlined in the *Council Plan* are intended to achieve the goals and aspirations outlined in the *Community Vision*, but also be sufficiently agile to adapt to the evolving needs of our community over the next four years.

In addition to the strategic outcomes outlined in this *Council Plan*, Council delivers a diverse range of services, programs and projects which directly benefit many community members. A summary Council's key services is provided in *Appendix C*.

OUR COUNCIL PLAN

2021–2025

STRATEGIC DIRECTIONS

The high-level directions Council is seeking to achieve in the long-term.

STRATEGIC OUTCOMES

The medium-term outcomes Council seeks to achieve, progress and contribute to over the next four years.

STRATEGIC PRIORITIES

The specific areas Council will focus on to support the achievement of strategic outcomes over the next four years.

INDICATORS AND MEASURES

Council will use these to measure its progress and monitor performance and report back to community on over the four years.

MAJOR INITIATIVES

These are the larger-scale initiatives and projects that will contribute to the achievement of the strategic outcomes. They represent areas where significant investments in capital or recurrent resources will be made.

This section also outlines Council's role in these initiatives which may include:

- Delivery (where Council has a direct responsibility for full delivery of an initiative)
- Partnership (where Council works with other groups or agencies to deliver an initiative)
- Advocacy (where Council's role is to influence others to deliver an initiative)

SUPPORTING STRATEGIES, PLANS AND POLICIES

Lists the key strategies, policies or plans which support the strategic outcomes under each strategic direction.

Monitoring and evaluation

It is important that we track our progress and review how we are contributing to achieving the medium and longer-term outcomes in this *Plan*. Each year we will develop an annual action plan and report to the community on our progress and achievements.

At the end of the four years, we will evaluate the impact our activities have had on progressing the long-term community outcomes established in the *Community Vision*.



OUR STRATEGIC DIRECTIONS

OUR STRATEGIC DIRECTIONS

Council will focus on progressing the following five strategic directions over the next four years:



WELL INFORMED AND TRANSPARENT DECISIONS AND HIGHLY VALUED SERVICES



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

Engaging with our community is critical to ensuring that the decisions we make reflect the goals and aspirations outlined in the *Glen Eira 2040 Community Vision*. Our community has told us that representative and genuine engagement is a vital element of building trust as we work together to plan for future challenges.

We will proactively seek out and listen to the voices of all people and groups in our community and use this to inform our policies, priorities and services. We will also ensure we communicate clearly and effectively with our community, stakeholders and partners about our priorities, our plans and our decisions.

Over the next four years, we will design and deliver responsive and customer-focused services which are highly valued. We will strengthen our communication and engagement practices to build community trust and consolidate our financial and corporate planning process to ensure our approach is integrated and supports our future goals.

WELL INFORMED AND TRANSPARENT DECISIONS AND HIGHLY VALUED SERVICES



Strategic priorities

We will:

- > ensure our community engagement is accessible and transparent;
- > proactively communicate with the community about changes that impact them and genuinely listen to their feedback;
- > consider a broad base of evidence before making decisions;
- > provide value-for-money, responsive and innovative services; and
- > put in place robust and transparent planning to ensure our organisation is sustainable now and into the future.

Indicators and measures

What you will see from Council over the next four years:

INDICATOR	MEASURE
Opportunities for the community to be engaged in Council's planning, projects and key decision-making processes.	<ul style="list-style-type: none"> • All engagement activities comply with the <i>Community Engagement Policy</i>. • Community satisfaction with our engagement approach is maintained or increased.
Council proactively advocates for community priorities.	<ul style="list-style-type: none"> • Strategic advocacy priorities are promoted through a dedicated advocacy framework. • Stakeholder awareness of our advocacy priorities is increased. • Council's advocacy delivers measurable results.
Council decisions and activities communicated in a timely, clear and proactive manner.	<ul style="list-style-type: none"> • Communication activities comply with adopted service standards. • Increased community satisfaction with Council's communication.
Customer-focused and responsive services that provide value-for-money.	<ul style="list-style-type: none"> • Overall community satisfaction measures are maintained or increased. • Service reviews conducted across key Council services include value-for-money assessments.
Annual budgeting and long-term financial planning activities are informed by deliberative community engagement.	<ul style="list-style-type: none"> • Deliberative engagement process undertaken for strategic financial planning activities. • Community participation in the deliberative process informs the annual budgeting process. • Evaluation of deliberative process is completed.
Well-informed decision-making and ethical governance which builds trust.	<ul style="list-style-type: none"> • Community satisfaction with decisions made by Council in their interests is maintained or increased. • Full compliance with <i>Public Transparency Policy</i> requirements under the <i>Local Government Act 2020</i>. • No reported findings of unethical practice by integrity agencies.

WELL INFORMED AND TRANSPARENT DECISIONS AND HIGHLY VALUED SERVICES



The major initiatives we will undertake include:

MAJOR INITIATIVES	COUNCIL'S ROLE
We will work with our Community Engagement Advisory Committee to develop and implement a <i>Community Engagement Strategy</i> .	Deliver
We will review and refine our approach to communication, engagement and advocacy.	Deliver
We will develop innovative consultation and engagement methods to engage the community in meaningful discussions on major projects and key strategies.	Deliver
We will implement our <i>Integrated Planning and Reporting Framework</i> to ensure greater visibility of our strategic planning processes and transparent reporting to the community on our performance.	Deliver
We will implement our <i>Customer Experience Strategy</i> to ensure that our service delivery is accessible, professional and consistent with our service promises to the community.	Deliver
We will deliver a <i>Smart Cities Framework and Implementation Plan</i> to underpin how we use technology and data to plan and deliver services.	Deliver
We will build an annual cycle of deliberative engagement to inform more transparent annual budget, capital works and long-term financial planning processes.	Deliver
We will review our policies and make them available to the community to ensure they support strong ethical governance and transparency.	Deliver

Supporting strategies, policies and plans:

- > *Long Term Financial Plan*
- > *Revenue and Rating Plan*
- > *Annual Budget*
- > *Workforce Plan*
- > *Integrated Planning and Reporting Framework*
- > *Customer Experience Strategy*
- > *Community Engagement Policy*
- > *Smart Cities Framework*

ACCESS TO WELL DESIGNED AND MAINTAINED OPEN SPACES AND PLACES



Our public open spaces and places support a healthy and connected community and contribute to a more sustainable and vibrant City.

With more people choosing to live and work in the municipality, our public open spaces are under increasing pressure as our community looks for places to relax, connect and socialise close to home. This presents a particular challenge in Glen Eira, which has the lowest provision of public open space per head of population of any Local Government area in metropolitan Melbourne. Our community has identified access to public places and spaces as a critical challenge for our municipality in the *Community Vision* and is looking to Council to lead innovative approaches to increasing access to public spaces and places.

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

ACCESS TO WELL DESIGNED AND MAINTAINED OPEN SPACES AND PLACES



Strategic priorities

We will:

- > increase the quantity and quality of public open space for our residents;
- > develop, improve and maintain the amenity of our public places and precincts;
- > provide improved access to a mix of passive and active spaces that are inclusive, fit-for-purpose, flexible and adaptable to meet the needs of our diverse community, now and in the future; and
- > seek innovative approaches to increasing access to open space through partnerships and multipurpose design and find ways to unlock access to open space owned by others.

Indicators and measures

What you will see from Council over the next four years:

INDICATOR	MEASURE OR TREND
Increased open space provision in accordance with the priorities outlined in the <i>Open Space Strategy</i> .	<ul style="list-style-type: none"> • Increased hectares of available public space and/or increase in access to open space owned by others.
Improved access, quality and safety of our active open space facilities including our sporting and recreation reserves.	<ul style="list-style-type: none"> • Increased utilisation rates of public spaces and facilities. • Community satisfaction with recreation facilities is maintained or increased.
More flexible open spaces and places which cater for passive enjoyment and improve participation in active recreation.	<ul style="list-style-type: none"> • Flexible designs enable passive and active components in recreation projects. • Delivery of active recreation facilities and programs in line with targets set in the <i>Active Recreation Action Plan</i>. • Utilisation of multi-function spaces is increased.
Improved look and feel of our activity centres including cleanliness, footpath condition, graffiti, waste management, trees, parking, safety and lighting.	<ul style="list-style-type: none"> • Community satisfaction with the condition of local streets and footpaths is maintained or increased. • Community perceptions of safety in activity centres are maintained or increased. • Footpath condition ratings meet or exceed intervention levels. • Delivery of projects and programs that improve the amenity of our activity centres.

ACCESS TO WELL DESIGNED AND MAINTAINED OPEN SPACES AND PLACES



INDICATOR	MEASURE OR TREND
	<ul style="list-style-type: none"> Increased availability of empathetic parking in all major activity centres and neighbourhood centres. Increased quantity of trees in activity centres in line with targets set under the <i>Urban Forest Strategy</i>.
New and refurbished multi-purpose spaces and facilities that maximise usage by a diverse range of community members and groups.	<ul style="list-style-type: none"> Delivery targets for capital works projects are achieved. Achieve target utilisation rates for new and refurbished facilities reflective of the Glen Eira population demographics.
Greater access to public spaces and places, managed by others, for example the Caulfield Racecourse Reserve, Level Crossing Removal Authority, education facilities and neighbouring councils.	<ul style="list-style-type: none"> Increased advocacy, partnerships and agreements with other organisations for access to open space by Glen Eira residents.

The major initiatives we will undertake include:

MAJOR INITIATIVES	COUNCIL'S ROLE
We will invest a minimum of \$26.9million on the acquisition of public open space over the four-year Council term.	Deliver
We will complete the redevelopment of the Carnegie Memorial Swimming Pool as a treasured community asset.	Deliver Partner Advocate
We will create a vibrant new destination in Bentleigh through the construction of the 'Eat-Street' precinct.	Deliver
We will complete the detailed design of the Selwyn Street Cultural Precinct, creating a new vibrant space centered on celebrating the rich culture, creating a pedestrian plaza area connecting the community hub, museum and other areas of interest.	Deliver Partner

ACCESS TO WELL DESIGNED AND MAINTAINED OPEN SPACES AND PLACES



MAJOR INITIATIVES	COUNCIL'S ROLE
We will complete the redevelopment of Lord Reserve Pavilion into a state-of-the-art pavilion that provides multi-use spaces, accessible unisex amenities and social facilities for use by sports clubs.	Deliver
We will investigate the feasibility of constructing two new multi-deck carparks (fully funded by the federal government) to increase availability of parking for public transport commuters and public use in Bentleigh and Elsternwick; and if deemed feasible and endorsed by Council, will commence construction	Deliver Partner
We will progressively update and upgrade our playgrounds in line with our <i>Planning for Play Guidelines</i> .	Deliver
We will invest in initiatives that progress the vision incorporated within our site masterplans for our key sites.	Deliver
We will advocate for Federal, State and philanthropic funding of the Caulfield Racecourse Reserve redevelopment in partnership with the Caulfield Racecourse Reserve Trust.	Advocate
We will advocate for improved open space provision as part of the State Government's level crossing removal projects at Neerim Road and Glenhuntly station.	Advocate

Supporting strategies, policies and plans:

- > *Open Space Strategy*
- > *Active Recreation Action Plan*
- > *Tennis Strategy*
- > *Planning for Play Guidelines*
- > *Activity Centre Structure Plans for Caulfield, Carnegie, Elsternwick, Bentleigh and Glen Huntly*
- > *Ten-year Asset Management Plans*
- > *Urban Forest Strategy*
- > *Park master plans*
- > *Pavilion Redevelopment Strategy*
- > *GET ACTIVE — the Future of Recreation and Sport Report*

A LIVEABLE AND WELL PLANNED CITY



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

Our municipality is recognised for its wonderful amenity — with tree-lined streets, well-connected neighbourhoods and a network of vibrant activity centres. Like most other metropolitan councils, we face the significant challenge of accommodating population growth and new development while maintaining the unique character and heritage of our City.

With more people living in smaller households, our City is adapting to changing employment and housing trends. While population growth is inevitable, our residents have told us they want to maintain our unique character and conserve the things they enjoy most about living and working in Glen Eira.

Over the next four years, we will focus on progressing planning controls which seek to balance the need for population growth with maintaining the character of our neighbourhoods and activity centres. We will seek to strengthen controls to enable us to sustainably manage the growth and change and direct most of the new growth into our network of vibrant activity centres.

A LIVEABLE AND WELL PLANNED CITY



Strategic priorities

We will:

- > actively progress our planning priorities to manage growth and maintain the character and heritage of our City;
- > plan for diverse housing options to meet community needs now and into the future;
- > advocate for a transport network that provides safe, accessible and sustainable transport options for our community; and
- > support and facilitate local job creation by enhancing our activity centres to be thriving and vibrant hubs.

Indicators and measures

What you will see from Council over the next four years:

INDICATOR	MEASURE OR TREND
Planning for greater certainty and clarity in how our priority growth areas will be managed.	<ul style="list-style-type: none"> • Permanent planning controls are introduced into the <i>Glen Eira Planning Scheme</i> to help manage growth across the major activity centre network. • Permanent planning controls are introduced into the <i>Glen Eira Planning Scheme</i> to help manage growth within the Caulfield South, Caulfield Park and Bentleigh East neighbourhood activity centres. • Improved satisfaction with public communication about the role and function of Council planning including the related strategies and policy frameworks. • Council's urban strategic planning includes consideration of the goals outlined in the <i>Open Space Strategy</i>, the <i>Our Climate Emergency Response Strategy</i> and the <i>Urban Forest Strategy</i>.
Planning for a range of housing options to meet community needs with opportunities for increased social and affordable housing.	<ul style="list-style-type: none"> • Sustainable growth and development are guided by the directions contained in the <i>Glen Eira Housing Strategy</i>. • The goals outlined in the <i>Social and Affordable Housing Strategy</i> are progressed.
Planning that provides guidance to Council on the best location of future community assets.	<ul style="list-style-type: none"> • Structure plans and other strategies inform Council's investment in local facilities and spaces.
Planning to facilitate more vibrant activity centres that encourage resident and commercial activity.	<ul style="list-style-type: none"> • Prepare a <i>Placemaking Framework</i> and progress public realm and placemaking initiatives in accordance with the adopted <i>Framework</i>.

A LIVEABLE AND WELL PLANNED CITY



INDICATOR	MEASURE OR TREND
The progression of safe, accessible and sustainable transport initiatives.	<ul style="list-style-type: none"> Improved community perceptions of the availability of safe and accessible transport options in Glen Eira. Completion of agreed capital works programs aimed at improving the safety and accessibility of sustainable transport.
Advocate for improved transport infrastructure.	<ul style="list-style-type: none"> Key stakeholders have increased awareness about the improvements needed in transport infrastructure in Glen Eira. Priority transport infrastructure policy reforms are progressed.
Protecting Glen Eira's built heritage.	<ul style="list-style-type: none"> Additional heritage reviews undertaken for two suburbs/centres. Annual reporting to Council on properties and precincts which are included in adopted heritage reviews, amendments on exhibition and included in the Schedule to the Heritage Overlay.

The major initiatives we will undertake include:

MAJOR INITIATIVES	COUNCIL'S ROLE
We will prepare <i>Planning Scheme</i> amendments for built form controls for the Caulfield South, Caulfield Park and Bentleigh East neighbourhood activity centres following Council endorsement of the three <i>Built Form Frameworks</i> .	Deliver
We will prepare updated <i>Structure Plans</i> for Carnegie, Elsternwick and Bentleigh Activity Centres and seek authorisation from the Minister for Planning for <i>Planning Scheme</i> amendments for permanent controls.	Deliver
We will seek endorsement from the Minister for Planning for the <i>Caulfield Station Precinct Structure Plan</i> and create a <i>Planning Scheme</i> amendment.	Deliver
We will prepare a <i>Planning Scheme</i> amendment to implement controls within the Elster Creek catchment to protect flood prone areas.	Deliver Partner
We will complete a <i>Housing Strategy</i> to inform how we accommodate housing growth in the municipality and introduce change through a <i>Planning Scheme</i> amendment.	Deliver

A LIVEABLE AND WELL PLANNED CITY



MAJOR INITIATIVES	COUNCIL'S ROLE
We will establish a local economic advisory committee to facilitate engagement with our business community and provide advice to Council on economic recovery and sustainability.	Partner
We will prepare a <i>Place-making Framework</i> to activate our local activity centres.	Deliver
We will develop a four-year program of initiatives to inform future budget allocations for improved cycling infrastructure and a linked cycling network.	Deliver
We will work with Victoria Police, Consumer Affairs Victoria, The Department of Families, Fairness and Housing, and other partners and agencies to improve the community's sense of safety associated with the impact of rooming houses within Glen Eira.	Partner Advocate

Supporting strategies, policies and plans:

- > *Glen Eira City Plan: Activity Centre, Housing and Local Economy Strategy*
- > *Glen Eira Planning Scheme*
- > *Local Economy and Place Making Action Plan*
- > *Integrated Transport Strategy*
- > *Social and Affordable Housing Strategy*
- > *Elster Creek Catchment Flood Management Plan*
- > *Cycling Action Plan*
- > *Rooming House Strategy*
- > *Activity Centre Structure Plans for Caulfield, Carnegie, Elsternwick, Bentleigh and Glen Huntly*

A GREEN AND SUSTAINABLE COMMUNITY



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

In 2020, Council declared a climate emergency recognising climate change as one of our most significant and urgent challenges. Our community also prioritised climate action as a key principle in the *Glen Eira 2040 Community Vision* outlining a goal for Glen Eira to be recognised as a leader in environmental sustainability.

In setting its ambitious targets for zero net Council emissions by 2025 and zero net community emissions by 2030, Council committed to strong and holistic action on climate change. In 2021 Council adopted its four-year *Our Climate Emergency Response Strategy* which set a comprehensive plan to respond to the climate emergency over the next four-years. Council also adopted an *Urban Forest Strategy* in 2021, galvanising its ambition to proactively increase tree canopy across the municipality, through private and public greening initiatives.

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

A GREEN AND SUSTAINABLE COMMUNITY



Strategic priorities

We will:

- > embed climate change action in everything that we do to support the transition towards zero net emissions from Council by 2025;
- > create opportunities for our community to act on climate change to progress towards zero net emissions by 2030;
- > increase our tree canopy and expand private and public greening initiatives; and
- > work with our community to understand the human impacts of climate change and the adaptation strategies that may be required to minimise the social, health and economic impacts.

Indicators and measures

What you will see from Council over the next four years:

INDICATOR	MEASURE OR TREND
Implementation of priority actions under the <i>Our Climate Emergency Response Strategy Action Plan</i> .	<ul style="list-style-type: none"> • Net zero Council greenhouse gas emissions by 2025. • 80 per cent of Council energy supplied by renewable sources by 2025. • Decrease in community greenhouse gas emissions. • Decrease in on-road transport emissions. • Increase in recycled or reused content used in Council operations.
Frequent and factual communication and engagement on the climate emergency through all channels integrated with all Council services.	<ul style="list-style-type: none"> • Increased volume and frequency of communication by Council in relation to building community awareness and action on climate change.
Implementation of the <i>Sustainable Building and Infrastructure Policy</i> .	<ul style="list-style-type: none"> • Environmentally sustainable design requirements considered in all Council building and infrastructure projects.
Implementation of agreed actions under the <i>Urban Forest Strategy</i> .	<ul style="list-style-type: none"> • Increased percentage of tree canopy cover in the public realm. • Increased number of trees planted in the municipality (in line with annual targets).

A GREEN AND SUSTAINABLE COMMUNITY



INDICATOR	MEASURE OR TREND
A reduction in the volume of waste directed to landfill.	<ul style="list-style-type: none"> • Achievement of 20 per cent reduction in waste to landfill by 2025. • Increased volume and frequency of communication by Council in relation to sustainable waste management practices and priorities.
Advocacy and partnerships with governments and agencies to drive stronger action on climate change response.	<ul style="list-style-type: none"> • Increased number of targeted workshops, meetings and campaigns designed to advocate to government and other agencies for climate change action. • Increased involvement in Local, State and Federal government initiatives on climate emergency response.
Tree canopy and biodiversity footprint on Council managed land achieves targets identified in the <i>Urban Forest Strategy</i> .	<p>Increased year-on-year numbers of:</p> <ul style="list-style-type: none"> • Trees planted in streets, parks and car parks. • Square metres of urban biodiversity garden beds prepared for future planting. • Trees, shrubs and grasses planted in biodiversity garden beds. • Streetscapes replanted with new avenue planting.

The major initiatives we will undertake include:

MAJOR INITIATIVES	COUNCIL'S ROLE
We will deliver initiatives that ensure council buildings, assets and infrastructure are energy efficient, fossil fuel free and powered by 100 per cent renewable energy.	Deliver
We will work with the Eastern Alliance for Greenhouse Action and Climate Emergency Australia to develop a climate emergency position statement and advocacy priorities.	Advocate
We will develop and implement an <i>Integrated Water Management Plan</i> to understand and manage the cultural, environmental, social and economic importance of Glen Eira's water in the landscape and work with the Elster Creek Catchment Collaboration to manage flood risk.	Partner

A GREEN AND SUSTAINABLE COMMUNITY



MAJOR INITIATIVES	COUNCIL'S ROLE
We will develop and implement a <i>Biodiversity Plan</i> to understand the impact the climate emergency will have on local flora and fauna, and identify actions to help the local ecosystem flourish and connect people to nature.	Deliver
We will work with the Metropolitan Waste and Resource Recovery Group on alternative options for the future of landfill.	Partner
We will achieve a six-star green star rating for the Carnegie Memorial Swimming Pool redevelopment.	Deliver
We will implement the <i>Urban Forest Strategy</i> , transparently reporting on our canopy targets annually.	Deliver

Supporting strategies, policies and plans:

- > *Our Climate Emergency Response Strategy*
- > *Urban Forest Strategy*
- > *Sustainable Building and Infrastructure Policy*

A HEALTHY, INCLUSIVE AND RESILIENT COMMUNITY



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

Good health and wellbeing is important for everyone and Council has an important role to play in improving the health outcomes for our community. Council is committed to ensuring that Glen Eira is an inclusive and connected community, where everyone is welcome and included.

While the majority of Glen Eira residents enjoy high levels of health and wellbeing when compared to all Victorians, there are many who experience social isolation, economic disadvantage and other inequalities, which may impact on their overall quality of health and wellbeing.

As the COVID-19 pandemic continues to influence our way of life, we recognise that the effects of the pandemic extend beyond our physical health and impact our economic, social and mental wellbeing. Supporting our community to respond and recover from the ongoing impacts of the global pandemic will be a key focus over the next four years.

Over the next four years, we will implement our *Community Wellbeing Plan 2021–2025*, ensuring an integrated approach to creating a healthy, safe and connected community.

We will plan and deliver health and wellbeing services that focus on supporting all residents to thrive and be active and healthy at every stage of life. We will respond to the health and wellbeing needs of children, young people, families, older people, people with disability, those who experience disadvantage, and people from diverse cultures and backgrounds from across our community.

Over the next four years, we will work with our community and build on our partnerships with community health providers and community organisations to tackle the most pressing health and wellbeing priorities to improve health outcomes across the community.

A HEATHY, INCLUSIVE AND RESILIENT COMMUNITY



Strategic priorities

We will:

- > support improved health, wellbeing and resilience of all individuals, families and groups within our community;
- > embrace diversity and value all people, promoting a community that welcomes and includes everyone;
- > support accessible pathways into services, activities and facilities for people of all ages and abilities, particularly those most in need; and
- > deliver services, events and programs that recognise and celebrate our broad interests and differences and promote participation for all.

Indicators and measures

What you will see from Council over the next four years:

INDICATOR	MEASURE OR TREND
Services and partnerships to improve the health and wellbeing of residents of all ages and backgrounds across the community.	<ul style="list-style-type: none"> • Maintain or increase participation in Council-delivered health and wellbeing programs and activities across the community. • Community satisfaction with Council services which support community wellbeing — including arts, libraries, community, cultural, family and disadvantaged support services, is maintained or increased.
Opportunities to celebrate our diverse community and people of all backgrounds and abilities welcomed into all aspects of community life.	<ul style="list-style-type: none"> • Increase in opportunities for the community to engage with, connect and celebrate our diverse community. • Increase in promotion of the benefits and opportunities of diversity in our community.
Services and programs that support community connection, lifelong learning and development at key stages of life including early childhood, youth, families and older persons.	<ul style="list-style-type: none"> • Satisfaction with Maternal and Child Health Services and Youth Services is maintained or increased. • Satisfaction with arts centres and libraries is maintained or increased. • Satisfaction with services that support healthy ageing are maintained or increased.

A HEATHY, INCLUSIVE AND RESILIENT COMMUNITY



INDICATOR	MEASURE OR TREND
Opportunities to participate in festivals, events and activities that foster cultural and artistic expression, local identity and support community wellbeing	<ul style="list-style-type: none"> • Accessible and flexible opportunities for participation in cultural and artistic events and activities. • Satisfaction with Council's Arts and Culture services is maintained or increased.
Continue to provide a high standard of aquatic and leisure programming which supports and adapts to community needs.	<ul style="list-style-type: none"> • Satisfaction with Glen Eira Leisure services is maintained or increased. • Increase participation and membership in all Glen Eira Leisure facilities.

The major initiatives we will undertake include:

MAJOR INITIATIVES	COUNCIL'S ROLE
We will implement our <i>Community Wellbeing Plan 2021–2025</i> to support our residents to be healthy, strong and resilient.	Deliver Partner Advocate
We will ensure Council is well positioned to respond to the outcomes of the Commonwealth aged care reforms to ensure the delivery of high-quality services that meet the expectations of older persons and the community.	Deliver Partner
We will implement our <i>Gender Equality Action Plan</i> demonstrating strong leadership in gender equality, respect and prevention of family violence.	Deliver
We will implement our <i>Reconciliation Action Plan</i> to embrace and improve our relationships and collaboration with First Nations people.	Deliver Partner

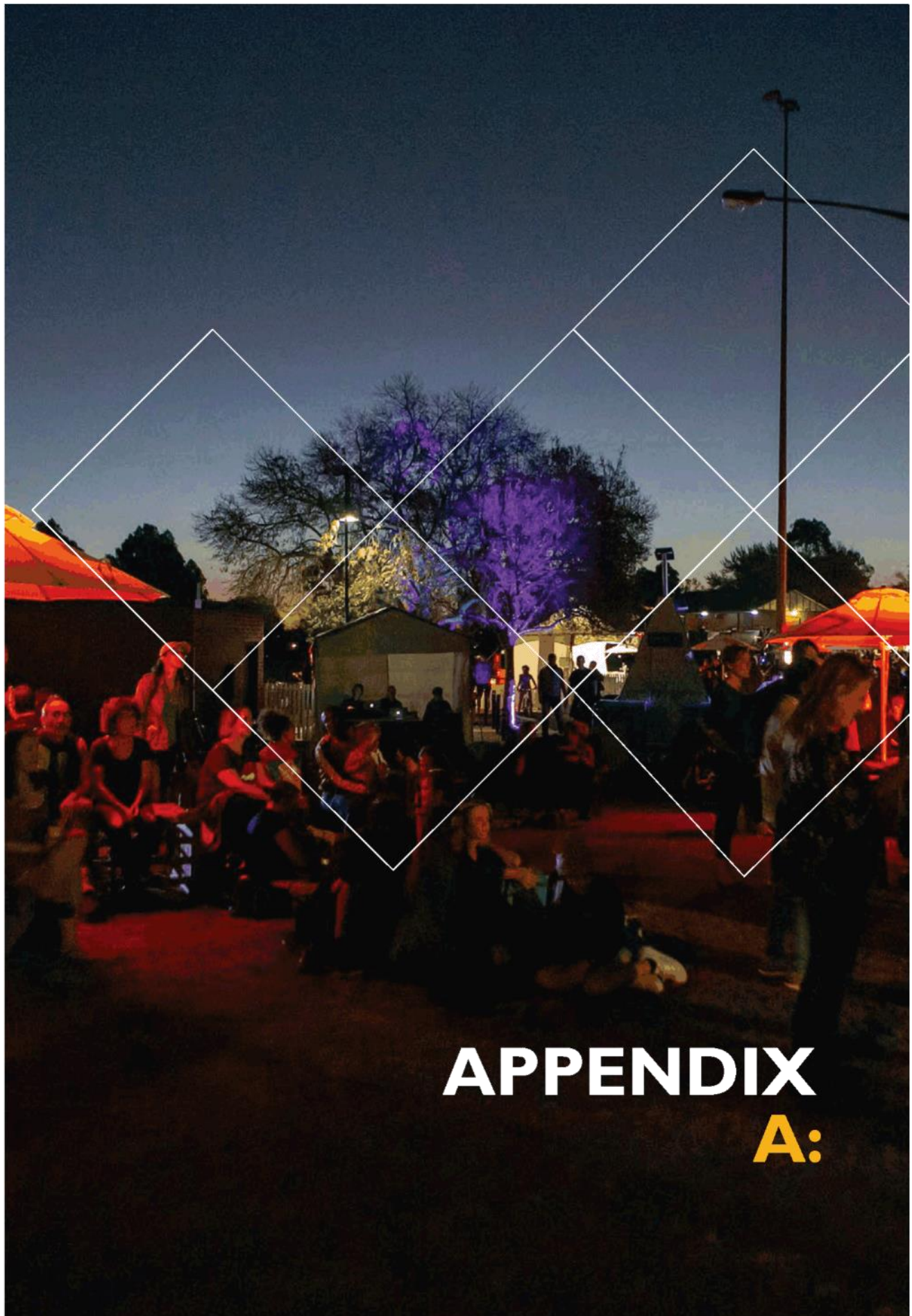
A HEATHY, INCLUSIVE AND RESILIENT COMMUNITY



MAJOR INITIATIVES	COUNCIL'S ROLE
We will implement our <i>Community Safety Plan</i> to ensure ongoing collaboration with our partners to improve the community's feelings of safety.	Deliver Partner
We will deliver a program of community festivals, events and cultural arts programs to celebrate diversity, encourage community connection, foster creativity and contribute to improved community wellbeing.	Deliver
We will deliver a new Bentleigh Library and Youth Hub providing new adaptable multipurpose spaces which delivers a range of welcoming programs and events for young people, adults and families through to older persons.	Deliver
We will deliver a new Community Hub in Murrumbeena Park that will provide multi-functional spaces for a variety of community, Council, sporting and casual users to meet the needs of our growing community in Murrumbeena and Hughesdale.	Deliver
We will deliver a refreshed <i>Domestic Animal Management Plan</i> , underpinning our approach to the management of cats and dogs in the municipality.	Deliver
We will deliver upgrades to the Glen Eira Town Hall in Caulfield to improve customer service amenity, building security and address challenges with disability access.	Deliver

Supporting strategies, policies and plans:

- > *Community Wellbeing Plan 2021–2025*
- > *Reconciliation Action Plan*
- > *Community Safety Action Plan*
- > *Gender Equality Action Plan*
- > *Domestic Animal Management Plan*



Informing the draft themes of the Council Plan: Findings from the community engagement

Prepared for the City of Glen Eira

July 2021





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Background, objectives and methodology



J W S R E S E A R C H 3



Background and research objectives

The City of Glen Eira is developing a number of strategic plans including the Council Plan and the Municipal Public Health and Wellbeing Plan. Indeed, COVID-19 has illustrated how important health and a sense of community is to our way of life.

Council wishes to prioritise its actions for the next four years, taking into account the views of the community, to bring the vision of residents and Council to life.

Feedback is sought on each of five draft themes that underpin the Council Plan namely:

- Well designed and maintained open spaces and places
- A liveable and well planned city
- A green and sustainable community
- A healthy, inclusive and resilient community
- Well informed and transparent decision making that builds community trust.

To this end, Council is undertaking a range of engagement activities to ensure the views of people from diverse backgrounds and at all stages of life, who live, work and play in Glen Eira, are taken into account.

Many of the engagement activities operate on an 'opt-in' approach, with those who have a particular interest in Council's strategies and planning lending their voice.

In addition to these engagement activities, the City of Glen Eira commissioned JWS Research to undertake independent, representative research among the community.

This report presents a compilation of the findings of the consultations undertaken by Council coupled with the results of the research undertaken by JWS Research – to provide a comprehensive assessment of community views. The core objective of the combined activities is to understand what Glen Eira residents consider important for the future of the City, under each of the draft themes of the Council Plan.



Methodology and sampling

Quantitative research via a 15 minute Computer Assisted Telephone Interview (CATI) undertaken by JWS Research

Representative sample of n=500 City of Glen Eira residents aged 18 years and over.

Weighting applied at the analysis stage to actual City of Glen Eira age/gender proportions based on ABS census data.

Margin of error is +/-4.4% at the 95% confidence level for results near 50%. Margins of error are larger for sub-samples.

The research was conducted in compliance with AS-ISO 20252.

Consultation conducted by the City of Glen Eira

Online surveys	Face to face and Pop-ups	Groups and Workshops		In depth interviews
<ul style="list-style-type: none"> • 'Have Your Say' opt-in community survey (n=253) • Community Voice survey (n=184) • Pop-up survey (n=113) • Youth survey (n=252) • Media communications survey (n=14) 	<ul style="list-style-type: none"> • 9 place based pop-ups across the municipality • Postcards drawing with pre-schoolers aged 3 to 4 years 	<ul style="list-style-type: none"> • 4 with seniors including 2 with CALD groups • 9 with a range of community and sporting groups • 1 with health organisation representatives 	<ul style="list-style-type: none"> • 1 with CALD community leaders. • 2 with disability advocates and living with a people • 2 with carers of people living with a physical or intellectual disability 	<ul style="list-style-type: none"> • 5 with disability advocates/group representatives • 3 with carers of a person living with a physical or intellectual disability • 7 interviews with parents at playgroup



Methodology and sampling (cont'd)

In considering the feedback obtained on the draft themes of the Council Plan, and the measures that underpin this, it is important to note the following:

- The quantitative survey undertaken by JWS Research provides a representative view of the entire City of Glen Eira community base.
- The consultation conducted by the City of Glen Eira (both qualitative and quantitative feedback) focus on a range of people from diverse backgrounds, needs, special interest groups and at all stages of life, who live, work and play in the City of Glen Eira. The majority of participants chose to opt-in as they have a particular interest in the Council's strategies and planning. As such, the information gleaned provides valuable insights on the views of these individual cohorts.

Executive summary



J W S R E S E A R C H 7



Overview of the draft themes

Consistently, across all the research and consultation activities undertaken, three of the five Council Plan themes rise to the top as being *most important* to residents. In excess of eight in 10 residents across (close to) all surveys rate these themes as 'very' or 'extremely important'. These are:



'Well-informed and transparent decision-making that builds community trust'



'A well planned and liveable city'



'Well designed and maintained open spaces and places'

Two of the Council themes rank lower, noting that this is not to suggest that these themes are not important. Indeed, more than seven in 10 residents in each survey rate these themes as 'very' or 'extremely important'. These are:



'A green and sustainable community'



'A healthy, inclusive and resilient community'

Among the community generally, women place a higher level of importance on these latter two themes.

At the macro level, it is clear that the community places greater importance on some themes over others. However, evaluation of the individual component parts of each theme shows that within these, there are aspects that the community consider highly important. For example:

- As part of a 'healthy, inclusive and resilient community, *'services that support older adults to age well in their home'* is considered 'extremely' or 'very important' to 77% of the community and is among the most important individual aspect evaluated. This is confirmed in the Have Your Say survey, where 73% of respondents rate this aspect as important.
- *'Social spaces for gathering with families and friends'*, as part of 'well designed and maintained open spaces', is important ('extremely' or 'very important') to 64% of residents (74% in the Have Your Say survey).

Well-informed and transparent decision-making that builds community trust



There is clearly interest in, and support for, **informed decision-making** among the Glen Eira community. **The community want a transparent process** in which their voices will be heard. This has been a consistent message through the research and consultation activities.

- Indeed, feedback received about the consultation process, such as the pop-up events, has been positive.

Informed decision-making means actively seeking resident views and input on community issues, particularly among those who will be impacted.

The phrase '**well-informed**' indicates that **thoughts, perspectives and the needs of the community are invited and respected**. Council must ensure that strategies to achieve this are implemented, not just talked about.

Virtually **all** in the community agree (either 'strongly' or 'somewhat') that:



'Community engagement should seek out and facilitate the involvement of those who are potentially affected by or interested in a decision' – 90% of residents, 87% of those from the *Have Your Say* survey.



'It is important to ensure representative participation in community engagement'
– 90% of residents, 94% of those from the *Have Your Say* survey agree.

Ongoing, representative, community engagement is seen as a critical element of a well-functioning Council. This also helps to **build a cohesive community, through keeping them informed and providing the opportunity to contribute.**

It is essential that transparency and consultation applies to all decision-making, it cannot be selective as this undermines trust, increasing cynicism. Not all believe that the Council is transparent. In the opt-in *Have Your Say* responses, only 14% of these respondents agreeing that '*Communication about Council's decision-making is open and two-way*'. Among the broader (representative) community, agreement levels are higher (60%).

The Community Satisfaction Survey (reported separately) shows that decisions made in the interest of the community has the strongest influence on perceptions of Council's overall performance. To this end, Council should detail how community engagement will occur, how this inputs into decision making and the feedback mechanisms.



A well planned and liveable city

In order to achieve a well planned, liveable city, a long-term view must be taken. This involves adjusting to, and accommodating for, the growing population density in Glen Eira. Residents raise concerns regarding the impact of over-development and a growing population on quality of life in the area.

A well planned and liveable city caters to wide-ranging needs and mitigates against threats to quality of life. Important elements to consider include:



Access – well maintained footpaths, good public lighting, greater accessibility with strip shopping centres and access between footpaths and roads.



Colour and creativity – such as murals to increase the aesthetic amenity of the municipality.



Indoor spaces – varying in size and location, accommodating a range of activities are equally as important as outdoor spaces.



Encouragement of cycling by providing safe paths that are connected to key locations. This can form a part of the action response to climate change, which residents strongly support.

Open spaces and places need to provide amenity to play and socialise. These are important for overall health, both mental and physical.

Though still deemed important, less value is placed on programs that structure activity, such as physical activity programs or sports club pavilions. People want to independently enjoy facilities and spaces, including:



Sports grounds and sporting areas (67% of residents, 60% of those from the *Have Your Say* survey believe these are 'very' or 'extremely important').



Providing all ability play and recreation equipment and facilities in parks and reserves (65% of residents, and 66% from the *Have Your Say* survey).



Social spaces for gathering with families and friends (64% of residents, 74% from *Have Your Say* survey).



Well designed and maintained open spaces and places

Perceptions of liveability and sufficient, quality open spaces for all people to enjoy are interconnected. It is apparent there is as much demand for open spaces to accommodate passive activities as there is for the sporting facilities, perhaps even more.

Undoubtably, COVID and the experience of living in lockdown, where meeting outdoors offers the opportunity to socialise, is increasing the importance residents place upon open space. This is reflected in:



64% of residents believe it is 'very' or 'extremely important' to have **areas to meet family and friends in open spaces as well as places**. Three quarters of respondents to the 'Have Your Say' survey think likewise.

Open space is also important for people in high density living (such as apartments).

- Open, passive spaces are also valued by people (including seniors and people living with a disability) who do not want to sit next to a sporting field or playground.
- Consideration should also be given to accessibility (even footpaths) and lighting (particularly at night time) to increase useability and perceptions of safety.

- Passive open spaces, and activities within these, can bring the community together and provide an avenue for inclusion. Thus, there is the dual opportunity to assist reduce isolation and improve mental health and well-being.

These spaces must have trees, plants, seating and, possibly tables, in order to set-up a relaxing, quiet place to socialise and enjoy.

Two in five residents are regular users of playgrounds. Views are mixed the facilities and features that are most needed, but natural shade, rubbish bins, drink fountains, seating, shade structures and public toilets are among the most commonly cited needs.



A green and sustainable community

Climate change is an important issue; however the short-list of actions evaluated do not resonate as strongly, indicating alternatives may need to be considered.



81% of residents are **supportive of Council taking action on climate change**, 61% are 'strongly' supportive. Younger people (aged 18 to 39 years) are *significantly* more supportive (91% either 'strongly' or 'somewhat support').

In the **Youth Survey**, **climate change and environmental sustainability are of great concern**. There is evidence to suggest that even those as young as 13 years are worried about the future, they want action. Importantly, they want to be a part the strategy and to have their voices heard.

Despite high levels of support for climate change action, only one of the Council-proposed actions is deemed important by a majority of the community:



56% of residents, 64% of those from the *Have Your Say* survey, believe it is either 'extremely' or 'very important' for Council to provide '**access to solar panel bulk-buy programs and low-interest loans**'.



All of ways to reduce waste going into landfill evaluated are deemed useful. Sharing initiatives (74% believe this would be useful) and second-hand platforms (73%) are considered the most useful.



The idea of sharing initiatives, such as tool libraries, is particularly appealing to younger residents aged 18 to 34 years (84% believe this would be useful).

There is a perception that, to achieve real change, a **wholistic approach is required, educating businesses, residents and in schools**. The belief is that educating children will in-turn result in them educating their families and influencing behaviour.

The consultation activities unveil a plethora of suggestions of actions Councils can take, including:

- Creating community gardens to educate about growing food as well as being an inclusive activity.
- Using more sustainable and recycled materials in construction in the municipality.

There is a view that many small actions can generate a big impact.



A healthy, inclusive and resilient community

Mental health and wellbeing services are important in ensuring a healthy, inclusive and resilient community.

A healthy, inclusive and resilient community is viewed as an 'extremely' or 'very important' Council responsibility by approximately three out of four residents. In the context of the other themes, this ranks lower. However, at a more granular level, the individual areas that constitute a healthy and inclusive community rise to a high level of importance.

Educating those in the community about disability and mental health is critical:



80% of residents believe it is 'extremely' or 'very important' to **'provide and promote information about services and activities available to people with a disability'**.



70% of residents believe **'providing education and information from experts on current issues impacting mental wellbeing in the community, for example cyber bullying, healthier technology use/screen time, food and mood, etc.'** is important,

Wellbeing services for the elderly are considered more important than those for younger people such as children and parents.



77% of residents (and 73% of residents to the *Have Your Say* survey) believe it is either 'extremely' or 'very important' to have **'services that support older adults to age well in their home.'**

Even among the younger cohorts, elderly support services are still considered the most important aged-based service.

Council is perceived to have an important role to play in being a central hub for mental health services and fostering inclusiveness. It can also:



Facilitate networking between community groups and organisations to maximise resource usage – potentially leading to a more cohesive community.



Consider working more closely with schools to use this as another channel to disseminate information and to connect. Youth mental health initiatives can be implemented as well as programs to break down the stigma around mental health.



Recommendations

Continue to engage with the community and seek their input

It is critical that Council actively seeks representative community input through engagement efforts. Above all other Council responsibilities, residents are most passionate about allowing those who may be impacted by a Council decision to contribute their views, while also ensuring representative participation.

Passive open spaces are important

Some people feel that the emphasis in Glen Eira is on sports grounds and playgrounds, but equally important are social spaces for people to gather. These are perceived to provide a multitude of benefits, not just physical, but mental health benefits as well. Opportunities for connection can be fostered in the outdoors.

Aesthetics are a key element of a liveable city

The importance of colour to enhance the liveability of the city should not be underestimated. Open spaces and greenery are one element of this – a creative approach can be taken. Murals and sensory experiences can also be considered.

Educate the community on disability and mental health

Individual initiatives and actions that address mental health and wellbeing are important. There is an opportunity for Council to play a role in being a central hub for information on mental health services and facilitating better networking between community groups, organisations and individuals.

Sustainability provides an avenue to connect with young people

The community is supportive of Council taking action on climate change, particularly those 18 to 39 year olds. Young people are interested in the environment and sustainability. It is acknowledged that many small actions can have a big impact – Council can be seen to lead the way and assist residents here.



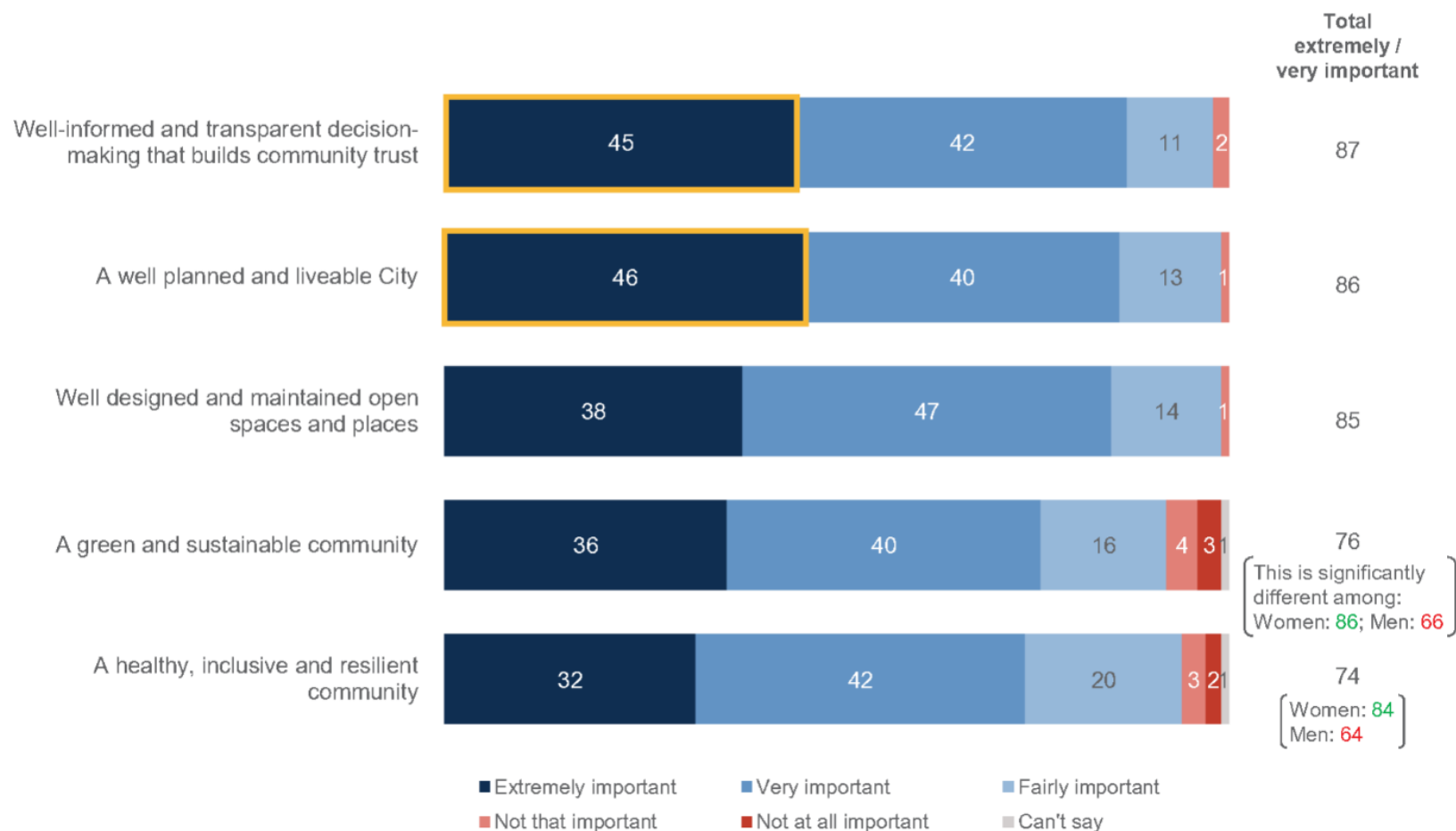
Detailed findings

J W S R E S E A R C H 15

Well informed decisions to build trust, liveability and open spaces for the community are of utmost importance



Importance of Council responsibility areas (%) – JWS Survey



Significantly higher / lower than the total at the 95% confidence interval.

Q1. I am going to read out a list of areas for which Council has some responsibility. For each area, please RATE THE IMPORTANCE of that area as a responsibility Council should focus on. Please keep in mind that the focus is on the importance of that responsibility area for local government only, not other levels of government such as federal or state and separate to how well you think Council is actually performing in that area

J W S R E S E A R C H

16

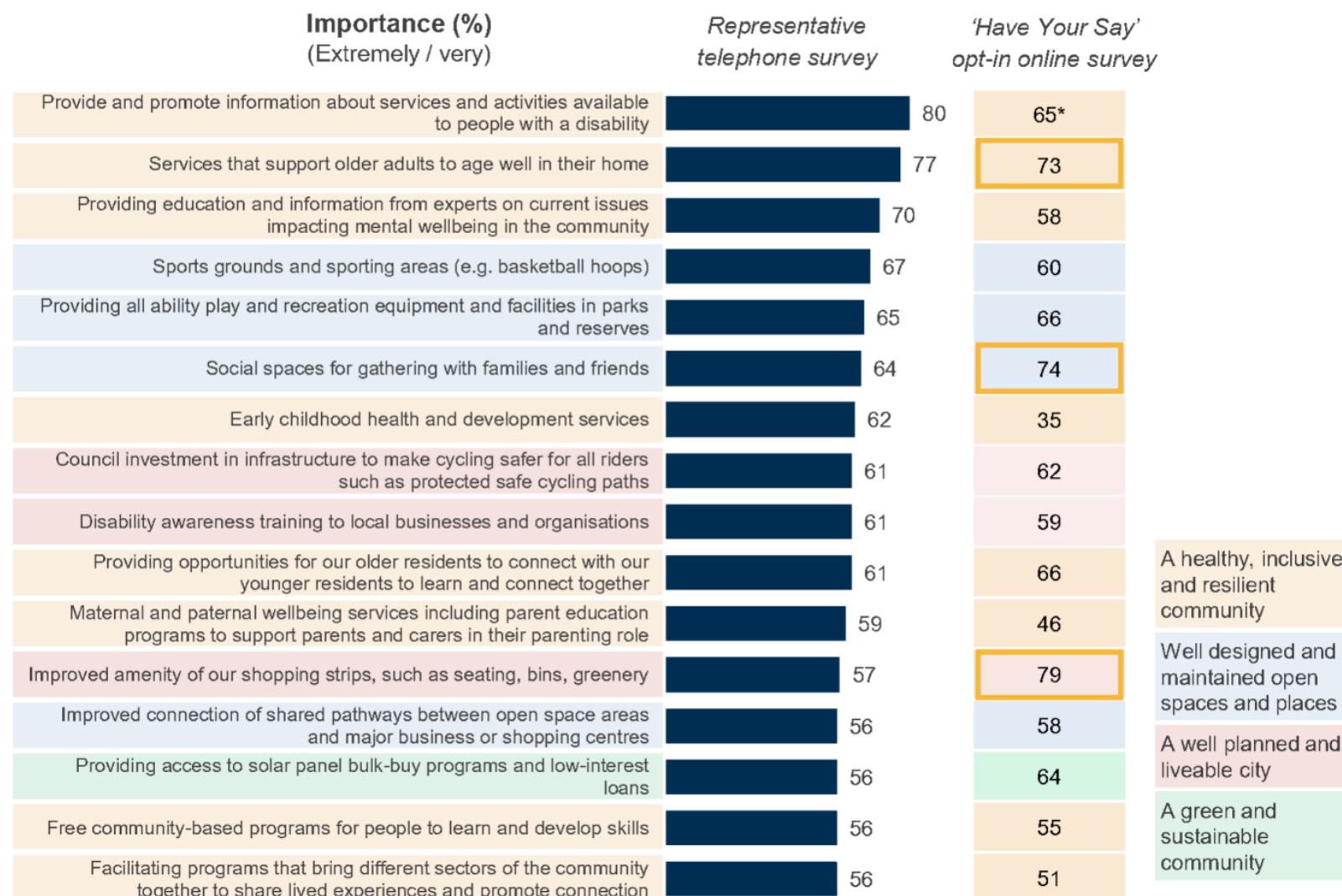


Prioritisation of Council themes

Representative telephone survey Theme ranking (n=500)	'Have Your Say' opt-in online survey Theme ranking (n=253)	Community Voice survey Theme Ranking (n=183)	Pop-up survey Theme ranking (n=113)
Well-informed and transparent decision-making that builds community trust 87% 'extremely/very important'	Well-informed and transparent decision-making that builds community trust 91% 'extremely/very important'	A well planned and liveable city 97% 'extremely/very important'	Well designed and maintained open spaces and places 90% 'extremely/very important'
A well planned and liveable city 86% 'extremely/very important'	A well planned and liveable city 91% 'extremely/very important'	Well designed and maintained open spaces and places 94% 'extremely/very important'	A well planned and liveable city 82% 'extremely/very important'
Well designed and maintained open spaces and places 85% 'extremely/very important'	Well designed and maintained open spaces and places 91% 'extremely/very important'	Well-informed and transparent decision-making that builds community trust 93% 'extremely/very important'	A green and sustainable community 79% 'extremely/very important'
A green and sustainable community 76% 'extremely/very important'	A healthy, inclusive and resilient community 80% 'extremely/very important'	A green and sustainable community 81% 'extremely/very important'	A healthy, inclusive and resilient community 77% 'extremely/very important'
A healthy, inclusive and resilient community 74% 'extremely/very important'	A green and sustainable community 70% 'extremely/very important'	A healthy, inclusive and resilient community 79% 'extremely/very important'	Well-informed and transparent decision-making that builds community trust 75% 'extremely/very important'

For each area, please RATE THE IMPORTANCE of that area as a responsibility Council should focus on. Please keep in mind that the focus is on the importance of that responsibility area for local government only, not other levels of government such as federal or state and separate to how well you think Council is actually performing in that area.

Individual initiatives or actions that help to ensure a healthy and inclusive community are most important

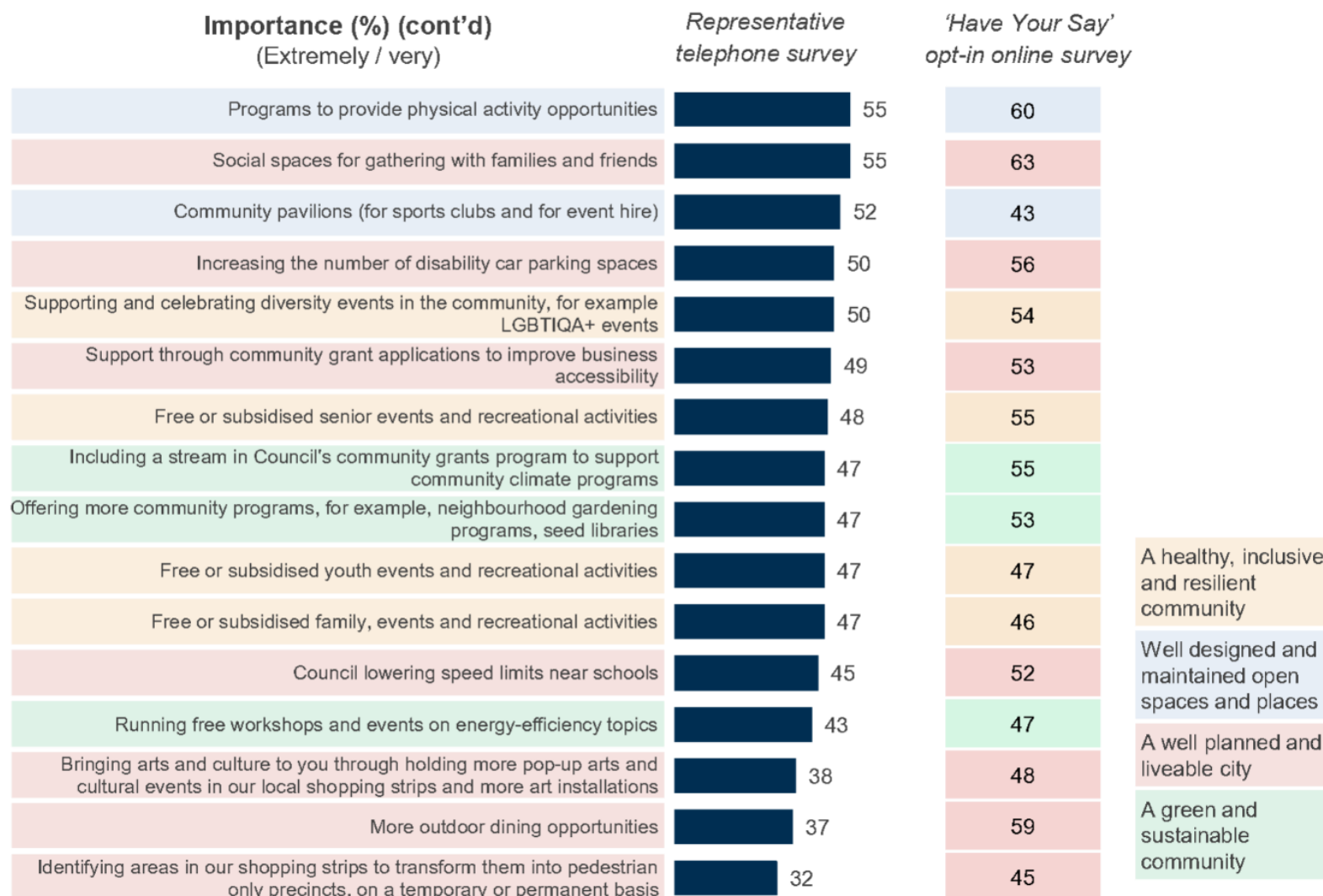


* Different wording: 'Provide and promote services and programs for people with a disability for social support and /or to support in volunteering'. Q2, Q8, Q10, Q12 and Q13.

J W S R E S E A R C H

18

While the community supports action on climate change, green initiatives are comparatively less important



Q2, Q8, Q10, Q12 and Q13.

J W S R E S E A R C H

19

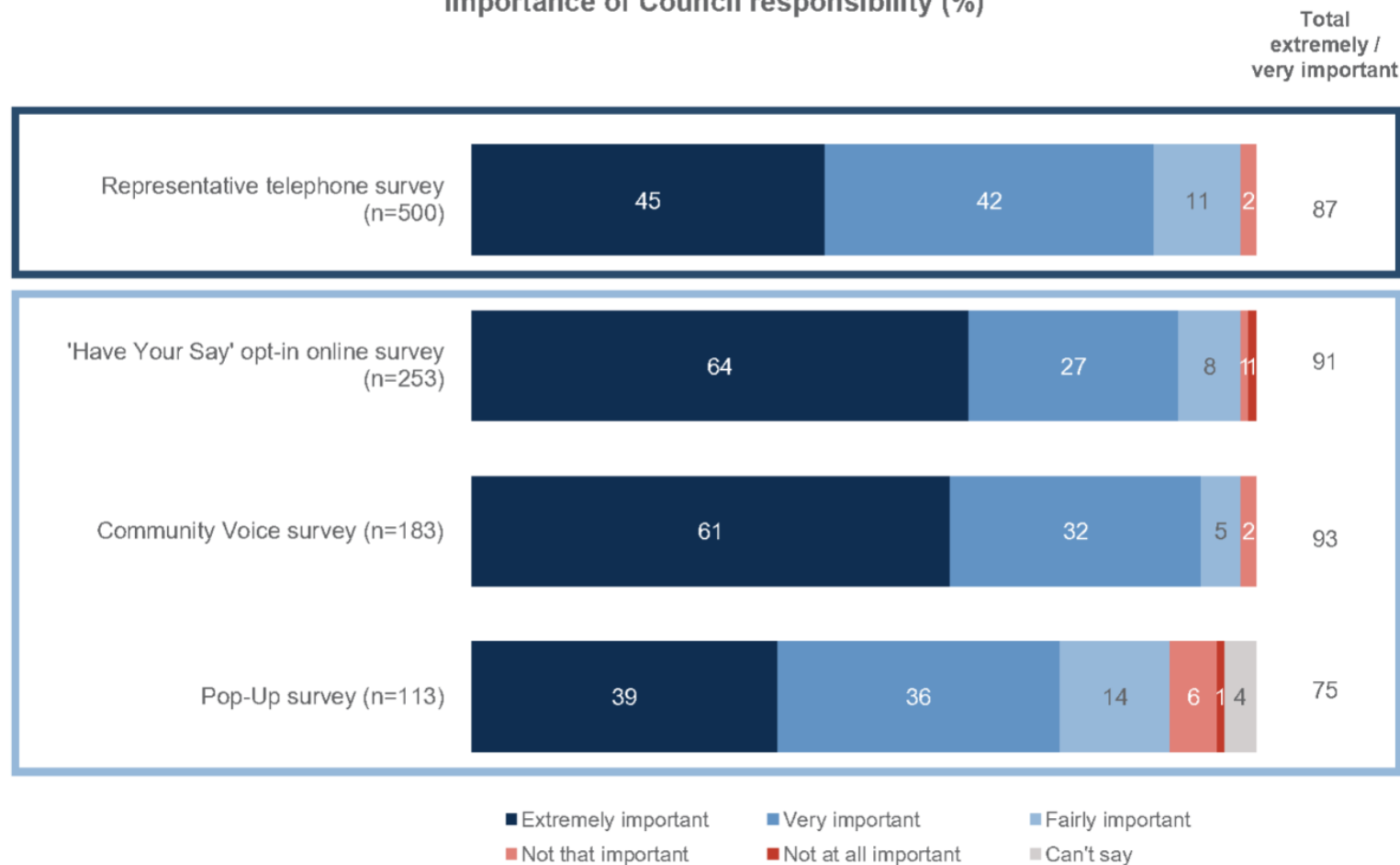
**Well informed
and transparent
decision-making
that builds
community trust**



J W S R E S E A R C H 20

Well-informed, transparent decision-making is an imperative

Well-informed and transparent decision-making that builds community trust Importance of Council responsibility (%)



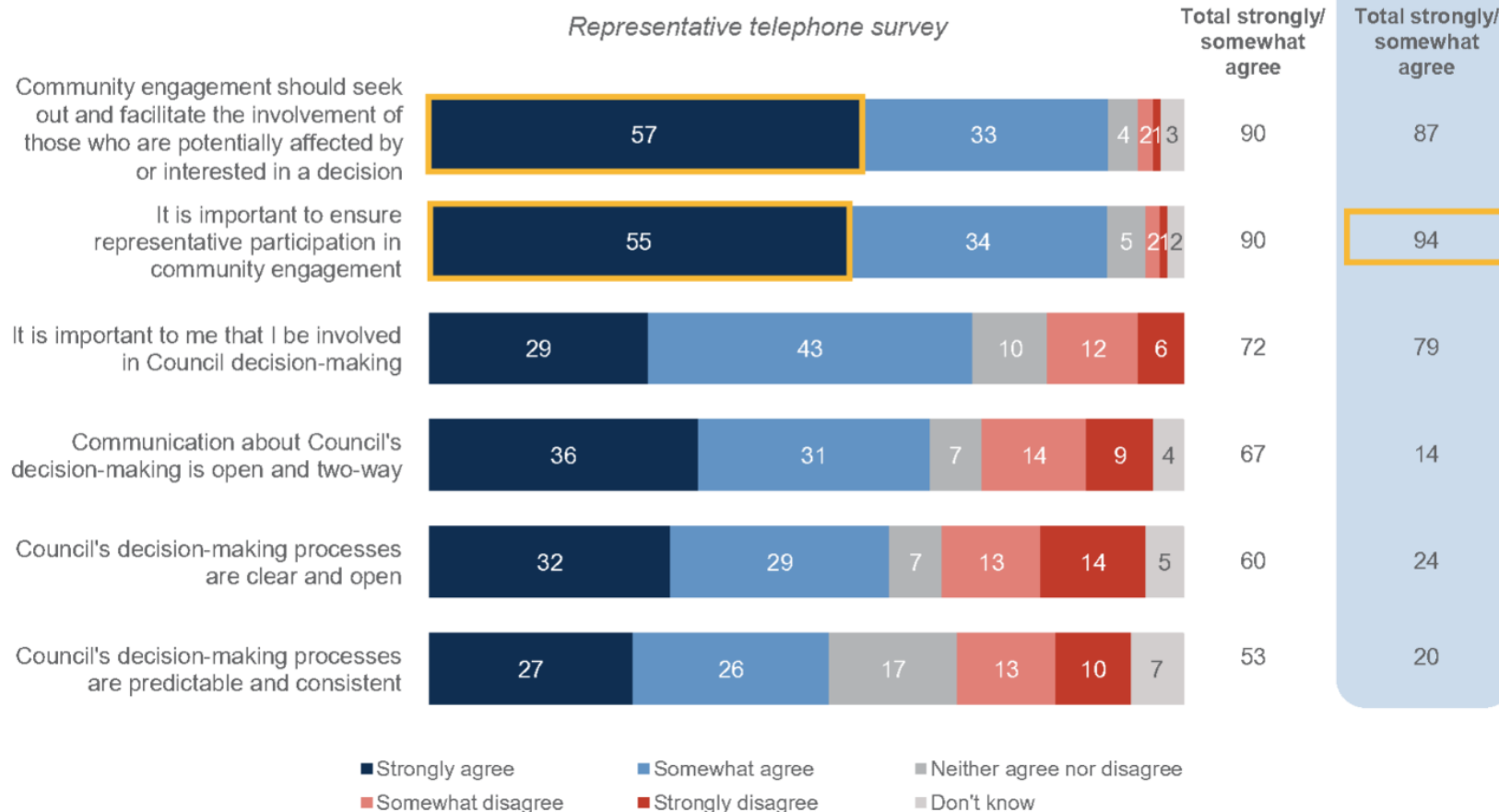
For each area, please RATE THE IMPORTANCE of that area as a responsibility Council should focus on. Please keep in mind that the focus is on the importance of that responsibility area for local government only, not other levels of government such as federal or state and separate to how well you think Council is actually performing in that area.

J W S R E S E A R C H 21

Community engagement and representative participation in decision making is *extremely* important to most



Agreement with statements about Council decision-making processes (%)



Q14. I'm going to read out a list of statements and for each one, I'd like you to tell me your level of agreement.

J W S R E S E A R C H 22

'Well-informed': all needs and perspectives encouraged



Feedback about Council's **community engagement** is **positive**.

In the Community Satisfaction Survey, decisions made in the interest of the community has the strongest influence on perceptions of Council's overall performance.

Three in five respondents to the pop-up survey feel well-informed by Council (noting this group are likely more highly engaged).

"Community involvement is the key and essential for transparency. Engagement and forums need to be on all major projects that affect the community."
(Carer)



'Well-informed' shows that **thoughts, perspectives and needs of the community are invited and respected**.

- Particularly important for those who are impacted or interested.
- Ensure all have an opportunity to contribute and, depending on the issue, **a range of opinions should be canvassed**. For example, the opinion of youth is just as important as the broader community on sustainability issues as it impacts their future (and they are interested in the topic).

"Community engagement has been fantastic." (Pop-up event)

"Don't ignore young people just because they were born in a different decade to you." (Female, 14 years)

79%

of respondents to the Community Voice Survey '*strongly agree*' that they want Council to seek representative community feedback and 'ensure those who may be impacted by a Council decision can contribute their views'.

- **Ongoing engagement with community groups builds a cohesive community**, keeping them informed as well as providing opportunity to contribute.

"Meetings like this are important for ongoing engagement across community organisations to have a sense of what is happening and how we can input/ help."
(Community group)

A range of methods are required to ensure involvement of all community groups



67% of respondents to the Community Voice Survey want Council to **'ensure we involve you earlier** – right at the start of a project, when we're looking at issues and ideas'.



Consideration could be given to the range of mechanisms to communicate with, and include, the community:

- Young people do not read newsletters (**social media** is important here).
- **Paper based** communications remain important.
- Promote awareness of the available Glen Eira **apps** to the community to encourage further uptake and use.
- Be aware that QR check-in requirements, and digital communications, can isolate some groups (including, but not limited to, older people).
- Ensure accessibility for disabled people by using methods that allow them to access information independently.
- Continued efforts to include opinions of the Cultural and Linguistically Diverse (CALD) members of the community are also encouraged.

Expanding the channels and types of communication will maximise the opportunities for people to contribute, reinforcing the perception of transparency.

"The use of social media is a great medium to communicate change and new improvements in the community."
(Pop-Up survey)

"Social media and digital only engagement is a barrier for older people – this can lead older people to feel isolated and marginalised."

"Advertise the youth sustainability group a bit more so that there's more members thus more ideas." (Female, 16 years)

"Information can be made more accessible to the disabled community by having more audio visual, pictures and larger print information." (Chat & Chuckle Group)



Transparency must apply to all decision-making



It is essential that transparency applies to all decision-making, it cannot be selective as this undermines trust, increasing cynicism. The perceived secrecy around the development of the racecourse is an example given by one interviewee.

This is also reflected in the responses to selected questions in the representative survey compared to the opt-in (engagement) activities. The notable difference, it can be hypothesised is attributable to the opt-in survey is likely to attract people with strong opinions. The message they appear to be giving to Council is that they are not transparent, predictable or inclusive.

- *'Communication about Council's decision-making is open and two-way'*
 - Representative telephone survey: 67% agree
 - 'Have Your Say' opt-in survey: 14% agree.
- *'Council's decision-making processes are clear and open'*
 - Representative telephone survey: 60% agree
 - 'Have Your Say' opt-in survey: 24% agree.
- *'Council's decision-making processes are predictable and consistent'*
 - Representative telephone survey: 53% agree
 - 'Have Your Say' opt-in survey: 20% agree.

**A well planned
and liveable city**

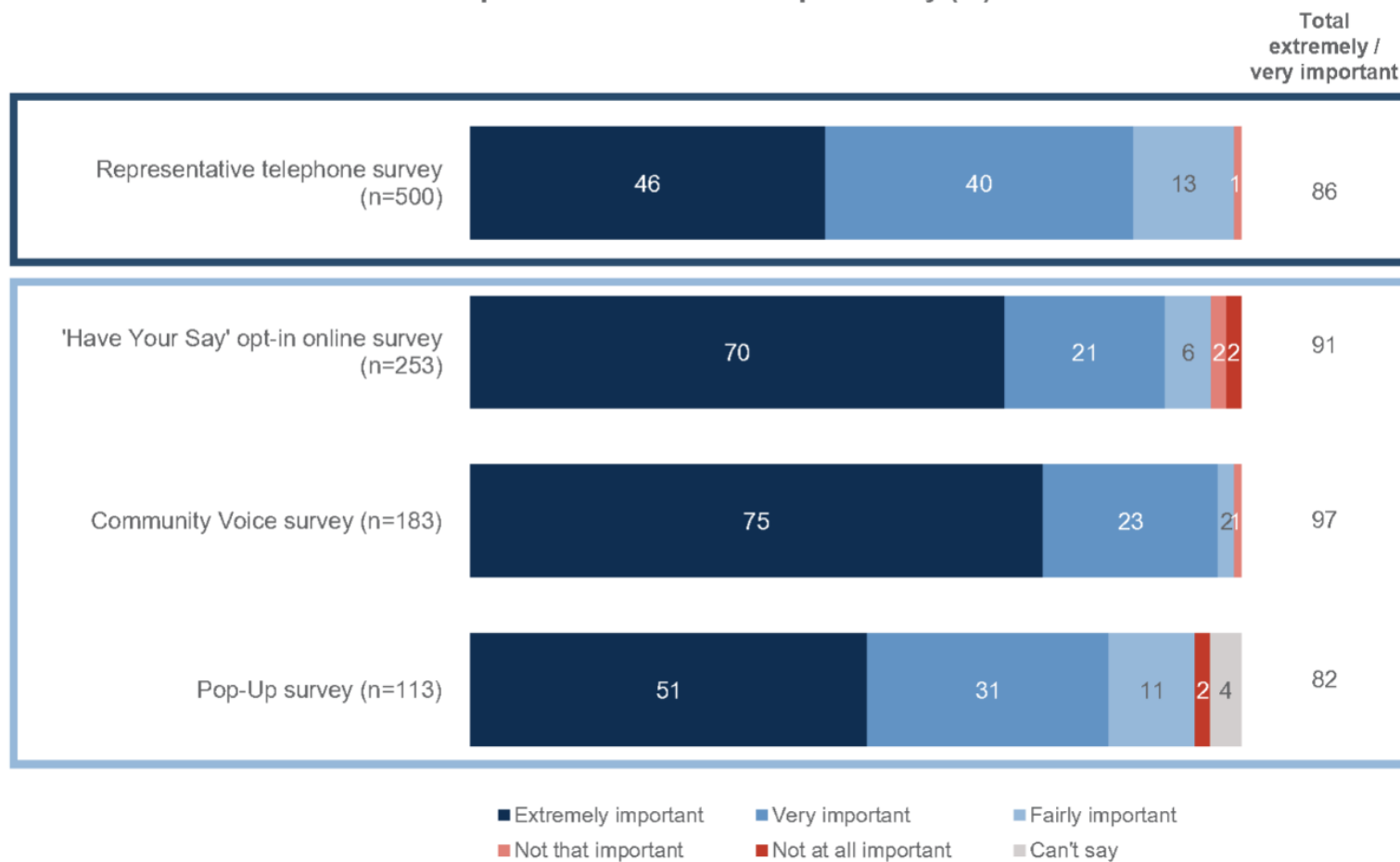


J W S R E S E A R C H 26



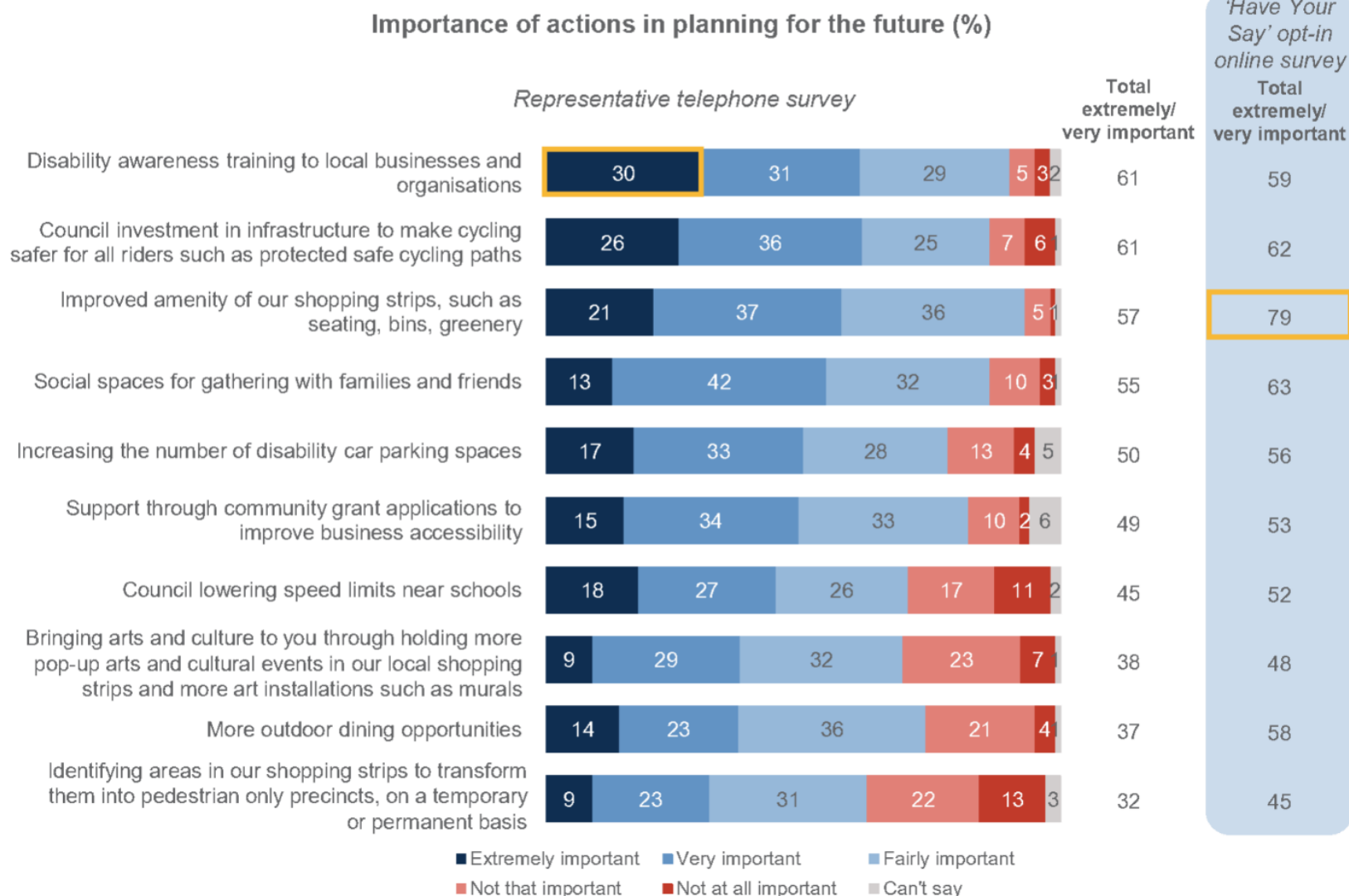
Liveability is highly valued

A well planned and liveable city Importance of Council responsibility (%)



For each area, please RATE THE IMPORTANCE of that area as a responsibility Council should focus on. Please keep in mind that the focus is on the importance of that responsibility area for local government only, not other levels of government such as federal or state and separate to how well you think Council is actually performing in that area.

Most want investment in disability awareness training, cycling infrastructure and improved shopping strip amenity



Q5. Thinking about the planning for the future, how important is [INSERT FIRST ITEM]?

J W S R E S E A R C H 28

Aesthetics are a key element in creating a liveable city



Over development and growing population density is a concerning issue. There are a number of aspects to consider:

- Increased density needs to be balanced with open green space.
- It has flow on effects to other areas including traffic and parking, increasing congestion particularly in areas with a lot of apartments near a shopping strip.
- Improved access to public transport.

The built environment has a significant impact on quality of life.



A liveable city is **aesthetically pleasing** – there are suggestions to introduce more colour and creativity through murals and tactile elements to create an engaging experience.

50%

of respondents to the Have Your Say survey consider it is **'extremely' or 'very important'** to have more local art installations, such as murals. **The need for colour takes on importance as building density increases in the municipality.**

64%

of respondents to the Have Your Say survey *who regularly visit playgrounds* believe that there is not enough sensory play equipment to stimulate sight, sound and touch. **There is a need to consider including a wholistic sensory experience across a range of elements and locations in the municipality.**

"Don't cram us in and remove trees from yards. Population growth needs to be managed better. It feels like our population growth policy is being led by developers making a quick buck..."
(Pop-up survey)

"The development of more buildings is having a terrible impact on the area. The big buildings are ugly, there is nowhere to park anymore, there is flooding because of all the concrete. Not enough green spaces." (Carer)

"Areas that we share spaces across ability and points of life, that are safe spaces, spaces where people can come and potter around, meet people and continue conversations. These are very important." (Community organisation)

Access and safety are critical to liveability



Access is a major issue for some community groups, including people living with disabilities and seniors. There is a need for:

- well-maintained footpaths (need to be monitored for gaps and trip hazards) – both streetscapes and within open space areas;
- access to and within a building;
- public lighting – for both safety and access;
- consideration of making strip shopping centres more accessible (shop entry and footpaths);
- more, appropriately positioned, disabled parking spots.

65% of respondents to the Have Your Say survey consider it is **‘extremely important’** that Glen Eira has **‘footpaths and roads that are safe and easy to navigate and cross’**.

65% also rate **‘adequate lighting in public spaces’** as **‘extremely important’**.

“Lifts instead of stairs where possible, automatic doors, clear labelling of items, better signage so that you don’t have to go back and forth around shops. There are some good examples where other places can be modelled on... I like Malvern Central in terms of what it has and how accessible it is.” (Chat & Chuckle)

“Footpaths are a ‘really big thing’. They are important in terms of accessibility.”
(Disability service provider)

“Lighting touches upon safety, people’s ability to do exercise, transport and being mobile, access to appointments, safety for staff in Council buildings and other buildings.” (Community organisation)

“There are not enough disabled parking spots, and the ones that are there are in the wrong position – they are at the bottom of hills. Very hard to wheel up a hill. Pavements, lots of tar because pavements are lifting. To wheel along a couple of shops, the paths are an accident waiting to happen.” (DRC Workshop)

Shopping strips offer opportunities to improve liveability



79% of respondents to the Have Your Say survey consider it is **‘extremely’ or ‘very important’ to improve the amenity of shopping strips** with more seating and greenery to make it a more pleasant rather than a functional space.



Approximately one out of two respondents to the Have Your Say survey also **want more pop-up arts/cultural events to be run in local shopping strips**. There is a sense that some residents want more than a shopping experience. For those who are socially isolated, it provides an opportunity to easily participate in the community.



Indoor spaces are equally as important in a well planned city to ensure a range of activities can be accommodated for the widely varied groups and individuals.

A number of groups and organisations indicate that their increasing membership cannot be accommodated through existing facilities. In order to offer more opportunities to participate, as well as engaging those previously not participating in community activities, there needs to be sufficient spaces, of varying sizes, available.



Improve the number and connectivity of bike paths that are linked with the shopping centres, commercial facilities as well as recreational areas. Encouraging less usage of cars will then be a more viable option for some people.

“Improve bike paths so that people feel safer riding on roads.” (Female, 13 years)

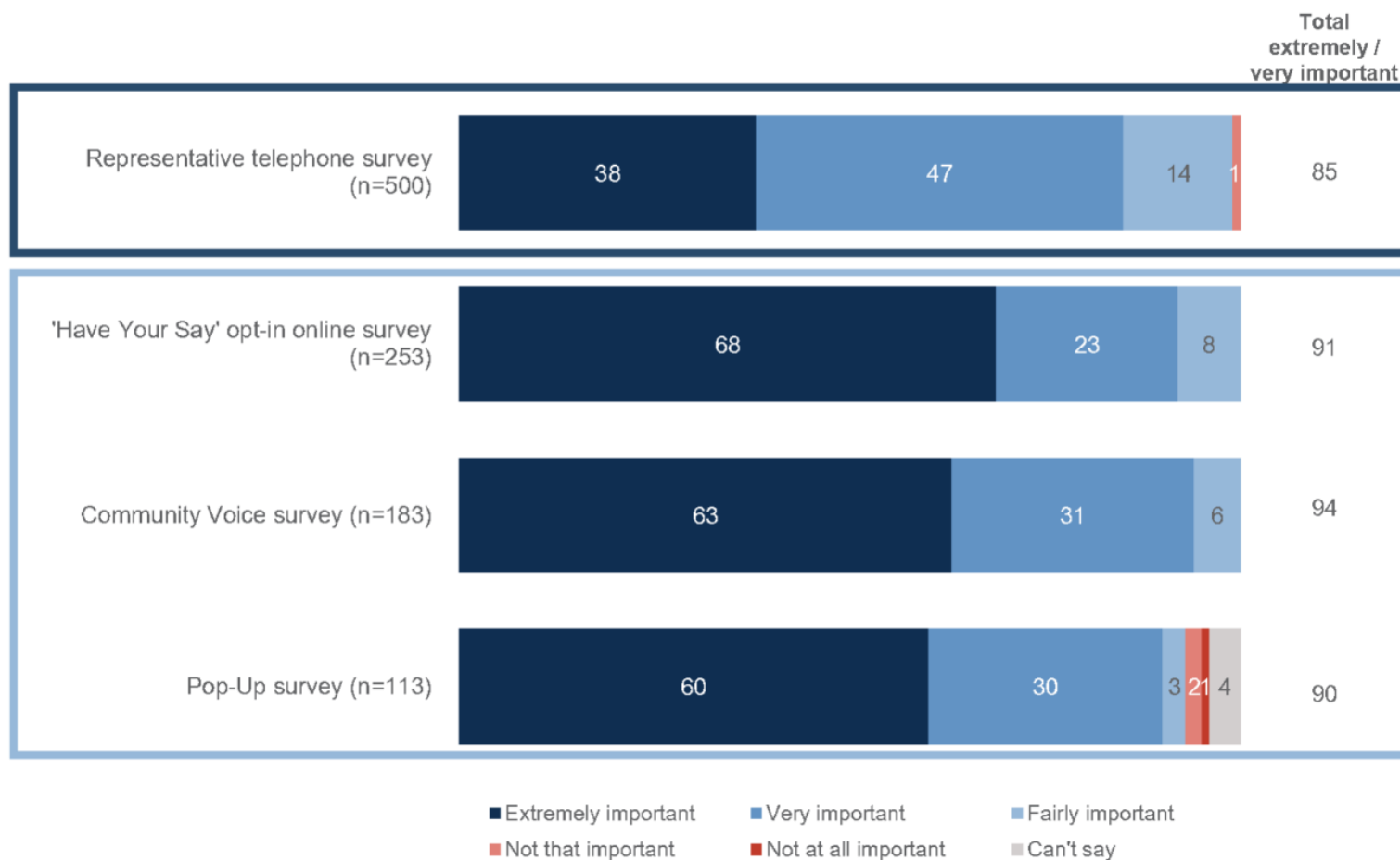
**Well designed
and maintained
open spaces and
places**





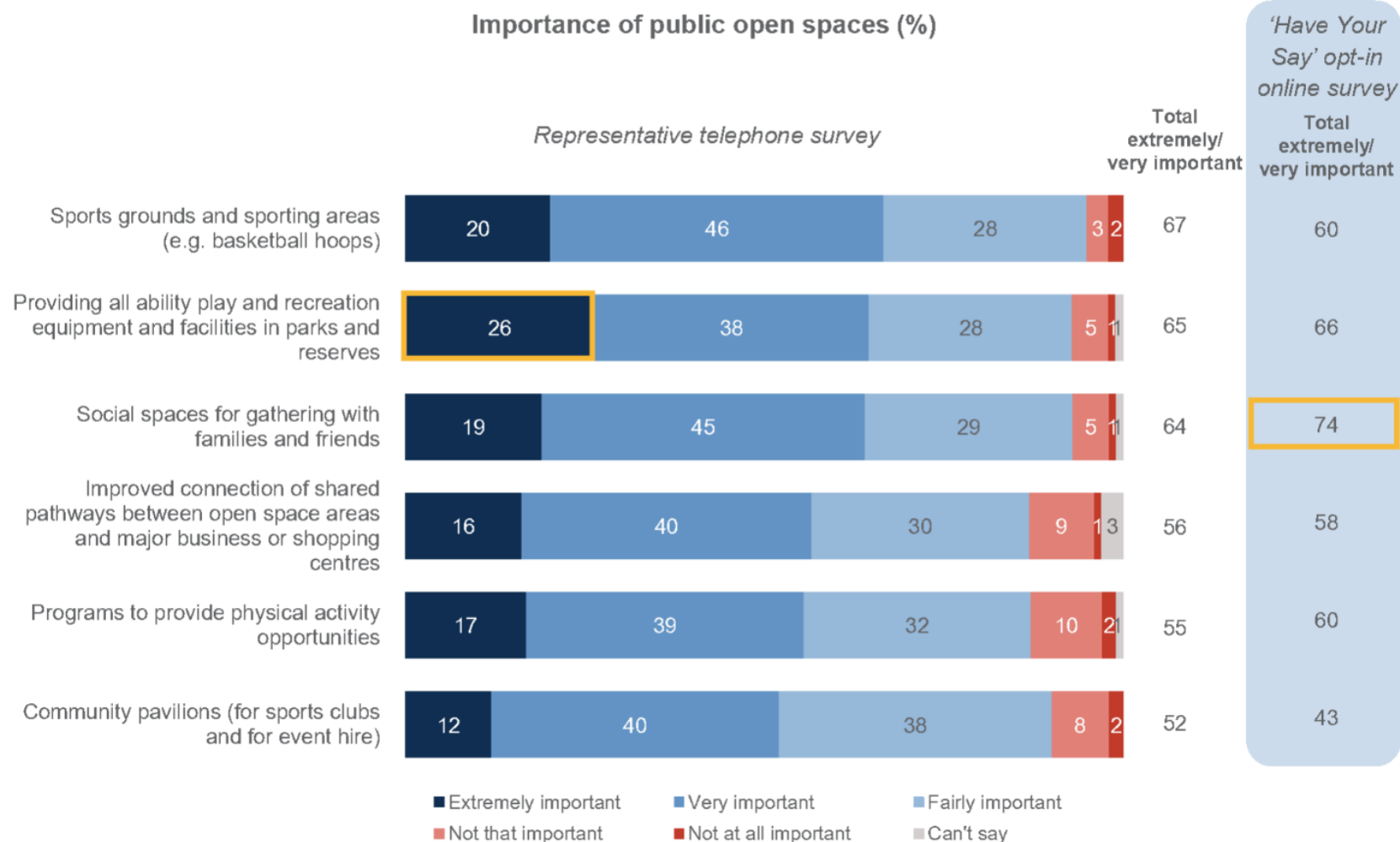
Open spaces and places are a key focus

Well designed and maintained open spaces and places Importance of Council responsibility (%)



For each area, please RATE THE IMPORTANCE of that area as a responsibility Council should focus on. Please keep in mind that the focus is on the importance of that responsibility area for local government only, not other levels of government such as federal or state and separate to how well you think Council is actually performing in that area.

Provision of recreational facilities in parks and reserves is *extremely* important to a quarter of Glen Eira residents



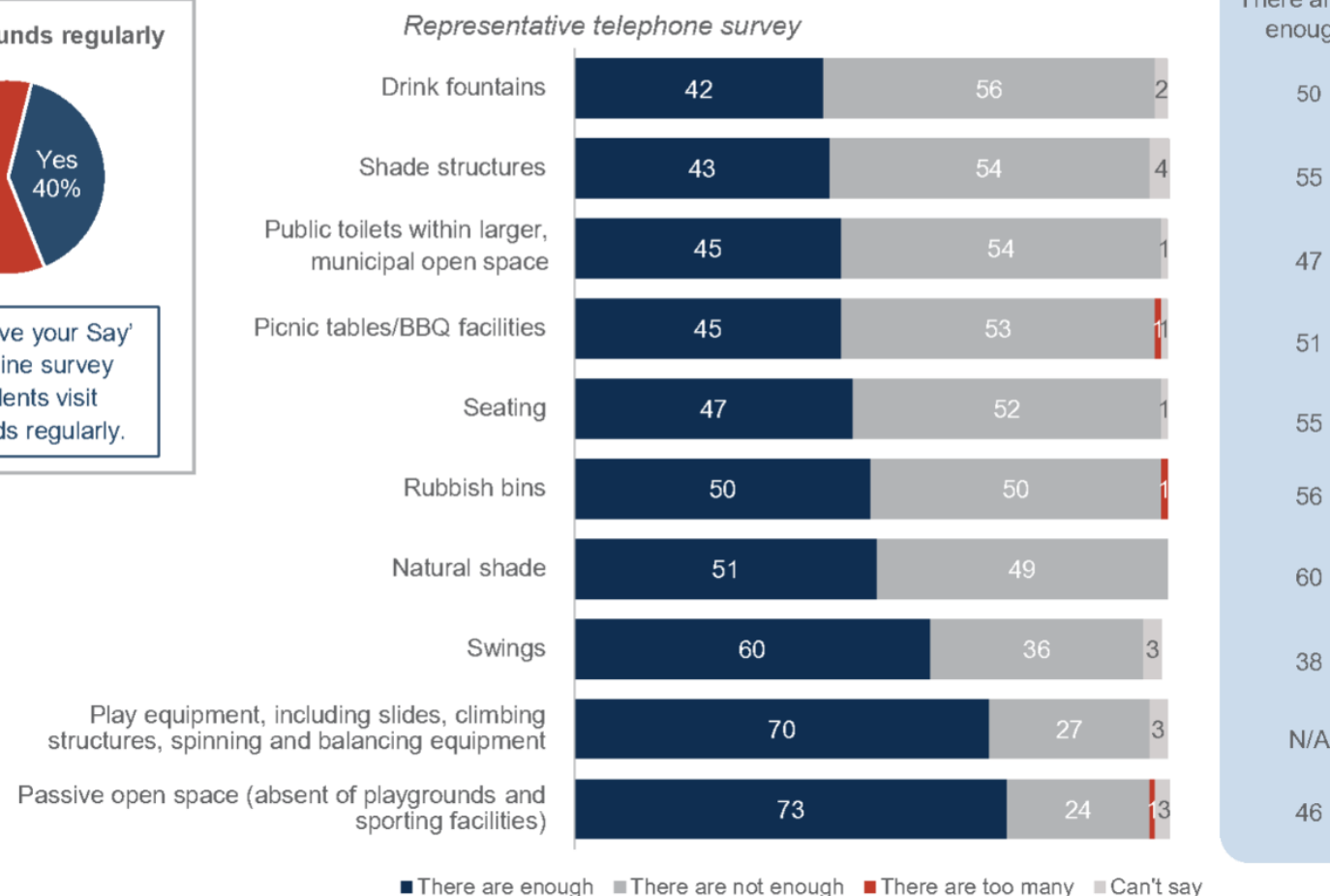
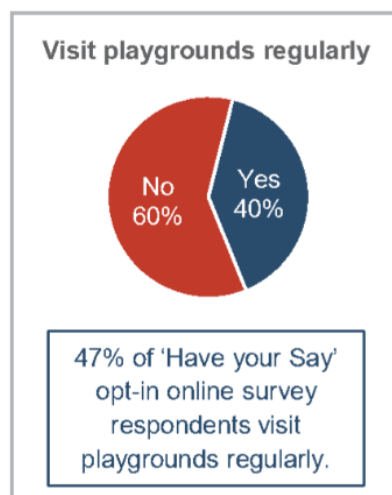
Q2. When thinking about your use of public open space now and into the future, please RATE THE IMPORTANCE of each of the following as something Council should focus on.

J W S R E S E A R C H 34

Most regular playground visitors want more drink fountains, shading, public toilets, picnic facilities and seating



Perceptions of the amount of facilities and features (%)
(Among those who regularly visit playgrounds)



'Have Your Say' opt-in online survey: 'There are not enough'

50

55

47

51

55

56

60

38

N/A

46

3. Do you regularly visit playgrounds? / Q4. For each of the following facilities and playground features, please indicate whether you think there are enough of them, if there are not enough and you would you like more or are there already too many?

J W S R E S E A R C H

35



Passive open and social spaces should be a focus

Use of public open space now and into the future, the most important areas Council should focus on

Community Voice survey n=182	Areas to focus on	'Have Your Say' opt-in survey n=253	'Extremely'/'very important' to focus on
Passive open space – areas to relax/quiet areas	76%	Passive open space – areas to relax/quiet areas	Not asked
Social spaces for gathering with families and friends	75%	Social spaces for gathering with families and friends	74%
Providing all ability play and recreation equipment and facilities in parks and reserves	50%	Providing all ability play and recreation equipment and facilities in parks and reserves	66%
Dog on/off leash and dog free zones	45%	Dog on leash areas	55%
Improved connection of shared pathways between open space areas and major business or shopping centres	42%	Improved connection of shared pathways between open space areas and major business or shopping centres	57%
Sports grounds	24%	Sports grounds & sporting areas (e.g. basketball hoops)	60%
Sporting areas (e.g. basketball hoops, golf birdie cages etc.)	23%	Sporting areas (e.g. basketball hoops, golf birdie cages etc.)	Not asked
Outdoor fitness equipment	16%	Outdoor fitness equipment	Not asked
Programs to provide physical activity opportunities	15%	Programs to provide physical activity opportunities	60%
Community pavilions (for sports clubs and event hire)	13%	Community pavilions (for sports clubs and event hire)	43%

Pop-up Question - When thinking about your use of public open space now & into the future, what are the most important areas Council should focus on? (Please choose your top four)
 HYS Q15: When thinking about your use of public open space now & in the future please rate the importance of each of the following as something Council should focus on

Open spaces and places are important for overall health, both mental as well as physical



Recognition of the importance of open spaces and places is evidenced by the consistent mentions of it in the discussions and interviews irrespective of age, background or special interest.



The provision of open spaces and places is **critical with the notable increase in high density living in the municipality**. Should more families with children move to apartments, this demand could grow.

Across all of the engagement activities undertaken, there are common needs that are raised, irrespective of backgrounds, needs or life stage.



All open areas must be well lit at night, not just the sporting fields, so people can feel comfortable to use these. **Adequate street lighting** is also linked with this so that people, particularly women, feel safe at night. For the seniors and the disabled this is essential for enabling them to navigate hazards more easily.



Consider allowing people to **use the open spaces at schools** providing more opportunities for access and play. This also dramatically increases the available open space in Glen Eira.

"More families living in apartments there is a shift to high density living so open space critical." (Community organisation)

"Make sure that adequate lighting is provided to be safe at night." (Pop-up survey)

"Lighting at some of our parks is very poor. Where there is sports training, the lighting is good while they are training, but smaller parks are pitch black at night regardless."

"Lighting touches upon safety, people's ability to do exercise, transport and being mobile." (Community organisation)



Passive open spaces for social gatherings are needed



Consistent feedback that **‘social spaces for gathering with families and friends’ is an important** (‘extremely’ or ‘very important’) **area for Council to focus on:**

- 75% of respondents to the Community Voice survey.
- 74% of residents who opted in to the Have Your Say survey.
- 64% of residents generally (representative survey).

“Public activities in parks to engage community and encourage skill sharing.”
(Pop-up survey)



‘Passive open space – areas to relax/quiet areas’ is another important area for Council to focus on (76% of respondents to the Community Voice survey).

Passive open space is important for people living with a disability, older residents and those in high density living who want to enjoy the outdoors.

- There is a need to cater to those who do not want to sit next to a sporting field or playground.
- Passive open spaces, and activities within these, can bring the community together and provide an avenue for inclusion.
- Open spaces provide opportunity to hold community activities on a smaller scale. This is ideal for those with limited or impaired mobility as well as those who may not feel comfortable attending large events such as festivals.

“More parks and open space to encourage people to get out and about.”
(Pop-up survey)

“On the weekends, 100% of our local park space is currently utilised by sporting teams – more space is needed for other park users.” (Community organisation)



Innovation with open space creation

69% of respondents to the Have Your Say survey consider it is **'extremely important'** that Council focuses on **'trees'**

63% also rate **'green open space (not sports grounds)'** as **'extremely important'**.



The need for passive open space is strong, however equally, **sporting clubs also want more space** and suitable facilities including ones that are more female friendly.



Become more **innovative with open space creation**. Perception is that a number of opportunities exist to create more green areas, many of which can be on a small scale. Examples are:

- Under the elevated train line ('Skyrail') there is useable space for passive enjoyment and creating a meeting place for the locals.
- A small fenced area on vacant land can be created as a children's playground near the Carnegie Station.
- Creating community gardens – while these take up small amounts of open space, they are perceived to provide significant benefits.



The need to have **more fenced children's playgrounds** is essential for parents of young children to prevent them running off, particularly if it is situated close to the road. This safety feature also makes playtime a more relaxing experience for the adults.

"We really need more space. We want to deliver the benefits of organised sport to the community (being physical and active, being engaged and connected in organised sport = good mental health)."
(Community organisation)

"Use the space under the Skyrail to provide open spaces that are useable particularly for those in the apartments. This can also provide meeting places for local people." (Community organisation)

"Fence playgrounds to stop kids running off particularly when they are near main roads." (Carer)

**A green and
sustainable
community**

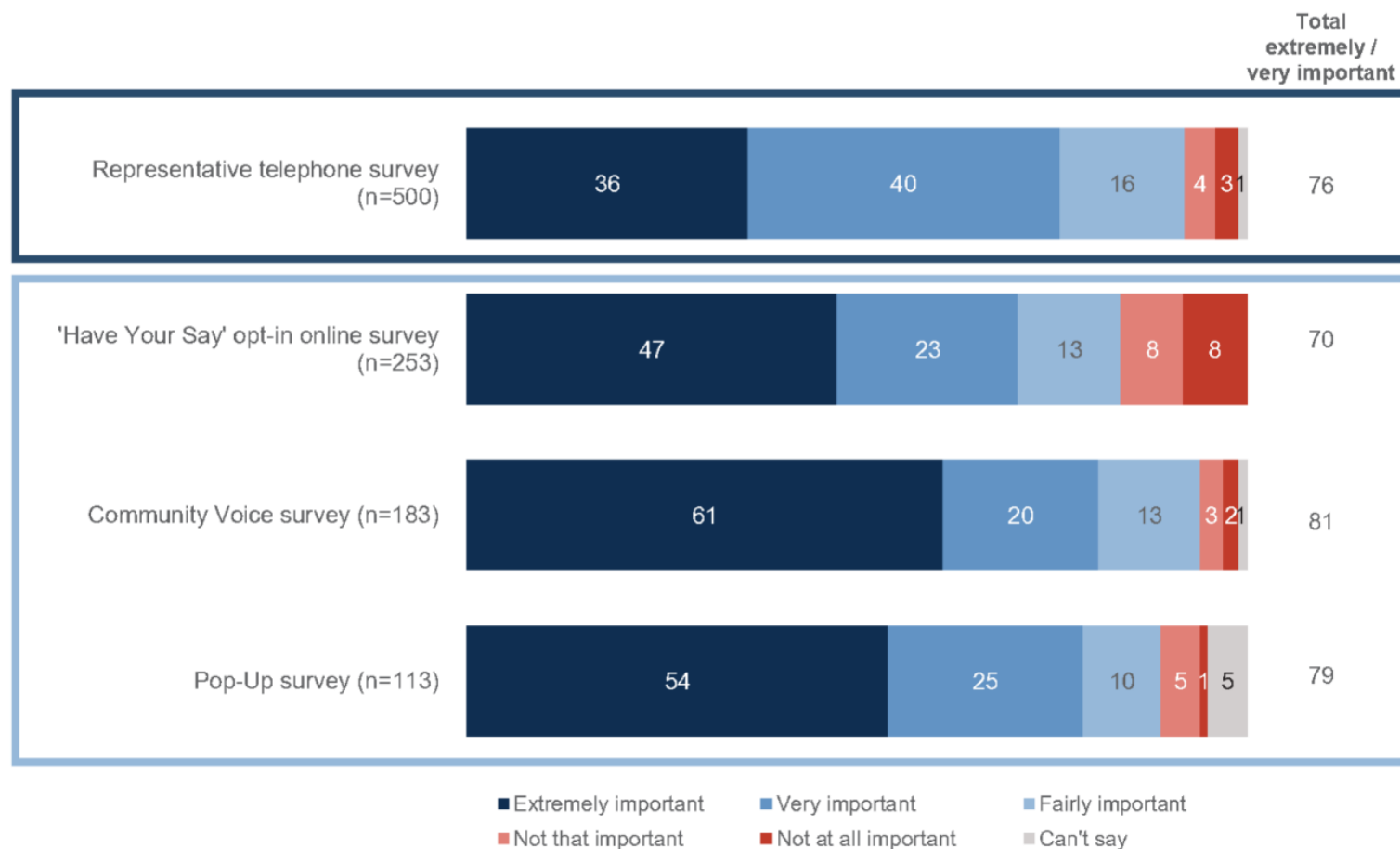


J W S R E S E A R C H 40



A green and sustainable community

A green and sustainable community Importance of Council responsibility (%)

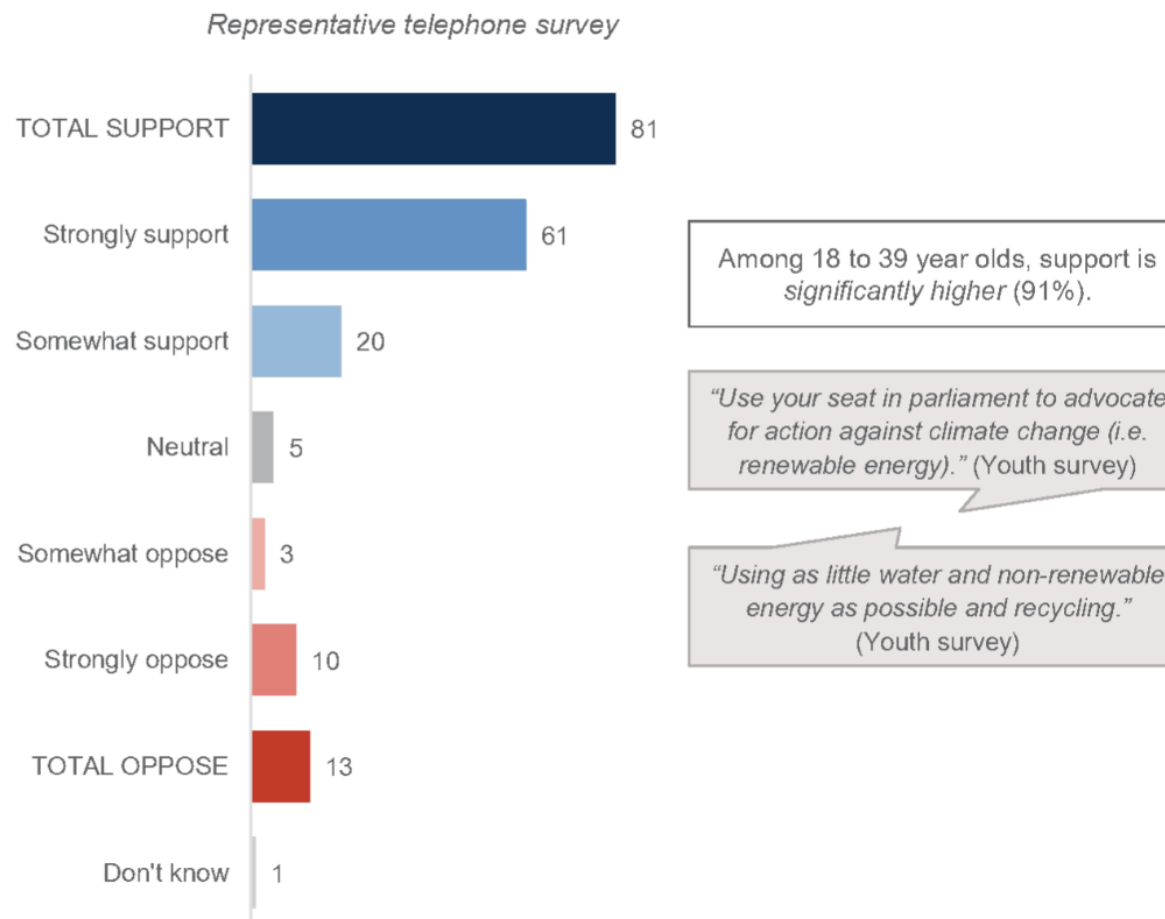


For each area, please RATE THE IMPORTANCE of that area as a responsibility Council should focus on. Please keep in mind that the focus is on the importance of that responsibility area for local government only, not other levels of government such as federal or state and separate to how well you think Council is actually performing in that area.

Glen Eira residents demonstrate strong support for Council taking action on climate change



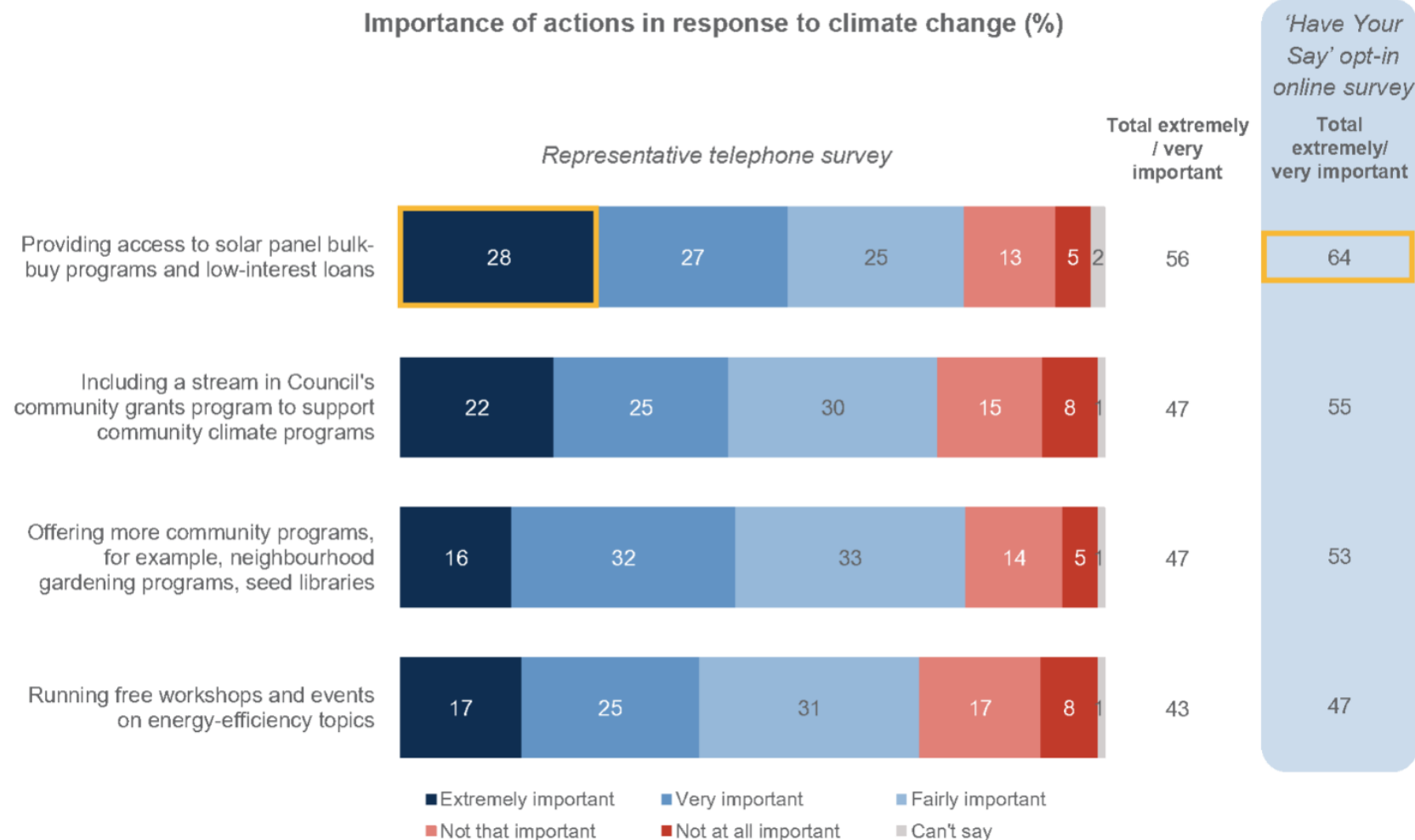
Support for Council taking action on climate change (%)



Q10. Do you support or oppose Council taking action on climate change?

J W S R E S E A R C H 42

Majority of residents think it is *extremely* or *very* important Council facilitates more affordable access to solar panels



Q8. Thinking about how we could support the community to respond to climate change, how would you rate the importance of the following actions?

J W S R E S E A R C H

43

Small initiatives can improve environmental sustainability



A range of actions are suggested that Council can take including:

- **Reducing plastics** – perhaps provide an incentive scheme for shops that go plastic free (paper bags and straws, wooden cutlery).
- **Soft plastics recycling bins** – possibly providing these at hubs such as shopping centres, train stations and parks. Similar schemes run successfully in Europe and the UK.
- **Turning the lights off** in Council buildings at night (except those needed for security).
- Use **more renewable energy**.
- Providing **compostable bags** for the kitchen caddies to increase usage and reduce issues with rotting food being a disincentive to use the green bin.
- **Introduce composting bins** in schools, shopping strips and centres.
- Providing more **drink fountains** so people do not buy water in plastic bottles.
- **Increase hard rubbish collections** to reduce dumping.
- Create more **community gardens** and places to enjoy the outdoors.
- Use more **sustainable and recycled materials** in construction (e.g. roads).
- Provide more **public seating** made from sustainable materials.
- **Encourage cloth swaps, thrifting, re-use and repair.**

"Sustainably means a lifestyle which can be carried on into the future. One that doesn't burn someone out and destroy them however one that is loved and doesn't cause excessive stress and anxiety levels." (Female, 16 years)

"Invest in more environmentally sustainable ideas – more green bins, less one use plastics, increased access to public transport as well as decreasing costs of public transport." (Female, 17 years)

"I think we should hold talk events where people talk and explain about simple things we can do to be more sustainable." (Male, 13 years)

"The Glen Eira community can be more sustainable by constructing using recycled or more sustainable materials. E.g. roads made with recycled plastic." (Male, 15 years)

"We can encourage people to bring keep cups to coffee shops. Encourage households to implement solar energy within their homes. Sustainability promotion campaigns within schools in the area." (Female, 25 years)

Climate change and environmental sustainability is an important issue for young people in particular



People think a **wholistic approach** is required to matters relating to sustainability – with education to occur among business, in the home and in schools.

A partnership between Council and schools, particularly primary schools could be productive. As demonstrated in the youth survey, children are concerned about the environment. Most will be responsive to participating and learning about sustainability. This will have the added benefit of many children educating, as well as changing the behaviour, of their families.



A suggestion that **more education for recycling at home** and what to put into each bin is required. As noted previously, if school children 'educate' their families, there is likely to be an increase in recycling being done correctly. A two pronged approach will be far more effective.

There is mixed feedback on the change to the bin collection cycle coming through some of the engagement activities. Some people perceive it is just making it even harder for **residents who are bearing the burden of Council's recycling initiatives**.



Increasing installation of solar panels and the limitations on feeding into the grid has led to some suggesting that a **local system can be set-up to enable residents' excess electricity to be fed into storage batteries for later usage**. This is also beneficial whilst the price of batteries for residential use remains prohibitive for many.

"Encouraging sustainability in schools, particularly in terms of waste and mindfulness around the technology and privileges we have access to maintains a level of respect and understanding of what is needed to increase our sustainability. Particularly as people are so influenced by their school culture, it's vital we offer opportunities and ideas at school in order to raise adults who are conscious of their environmental impacts." (Female, 17 years)

"Guess they can look further into what council and business do, rather than making it so difficult for residents. Council can do more than relying on the individual." (Carer)

"Glen Eira could become more sustainable by recommending or implementing renewable energy, like solar panel deals/offers, or even suggesting it to others." (Female, 13 years)



Environmental sustainability must be prioritised



There is a perception amongst some people that **spaces for sport are prioritised ahead of places to use for non-sporting activities, and at the expense of environmental sustainability.**

There is a need to provide more outdoor spaces with shade trees and water features, perhaps even more lakes to enable passive activities. Increasing the opportunities for people to enjoy the environment, will result in them valuing it more. People care about things they value so this will be important in encouraging sustainable activities, even if this is just recycling rubbish correctly.



Increase the greenery in Glen Eira by planting more trees in the streets and near railway lines where there are empty open spaces. This aids visual enhancement of the areas which positively impacts on overall well-being.



Shopping locally (food miles) **and growing food** are simple things that can be done to be more sustainable. Setting up community gardens is one way to facilitate this as well as providing how to information. The key is to make it simple to be sustainable – small initiatives can lead to greater involvement and commitment.

41%

of respondents to the Have Your Say survey consider it is **‘extremely important’ to ‘support local food farmers markets’.**

“Putting values on trees instead of buildings to be environmentally sustainable. Glen Eira Council puts value on buildings over trees and vegetation.” (Carer)

“Sport in Glen Eira has been prioritised to the detriment of the number of trees, including older trees. Shade has been reduced and reduced trees is not an environmentally sustainable choice.” (Carer)

“Biodiverse green space. Plant more indigenous plants in parks/railway lines and as street trees.” (Female, 13 years)

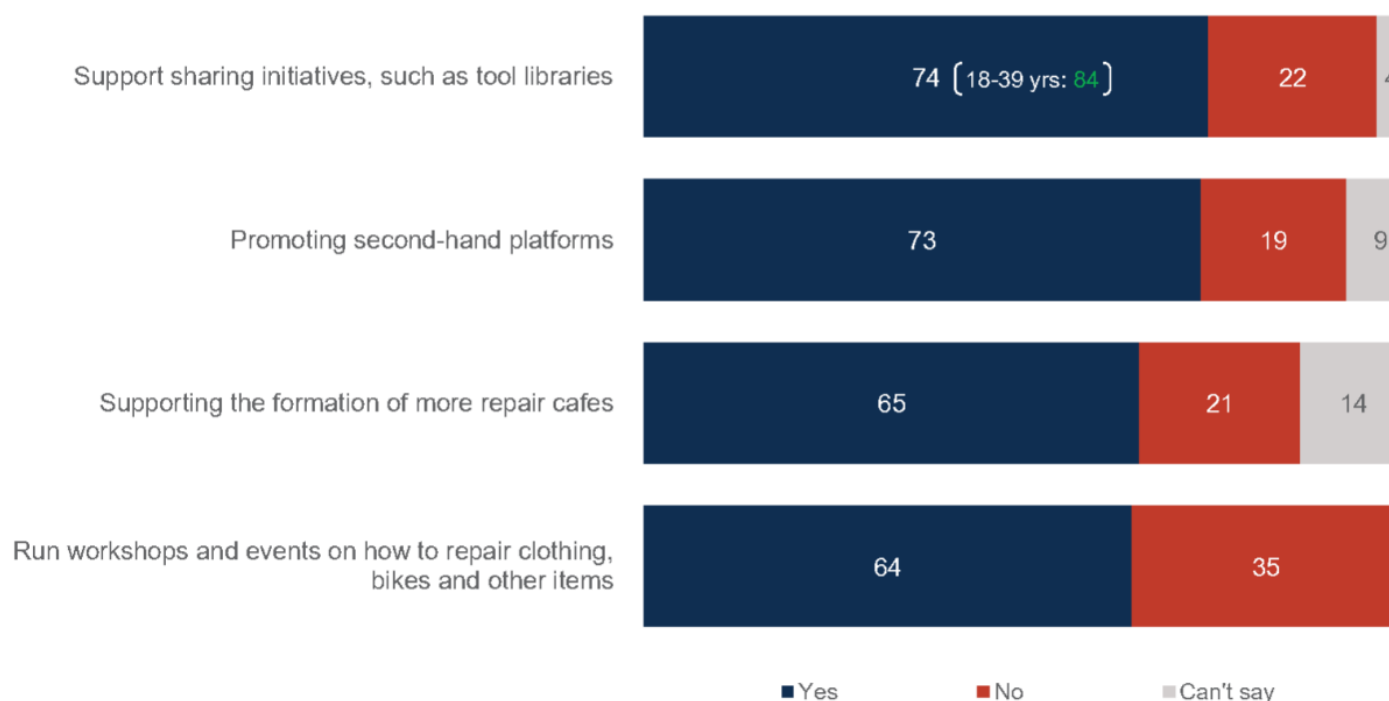
“I think we should hold talk events where people talk and explain about simple things we can do to be more sustainable.” (Male 13)

“Sustainability to me means creating an inclusive environment for those surrounding us, that ensures the safety of others, looking out for others and an ensured and promised future in the community.” (Female, 13 years)

Council initiatives to reduce waste to landfill are all considered useful



Ways Council could help the community
reduce the amount of waste into landfill (%)



Significantly *higher* than the total at the 95% confidence interval.

Q9. Which of the following ways do you think would be useful for Council undertake to help the community reduce the amount of waste into landfill?

J W S R E S E A R C H

47

**A healthy,
inclusive and
resilient
community**

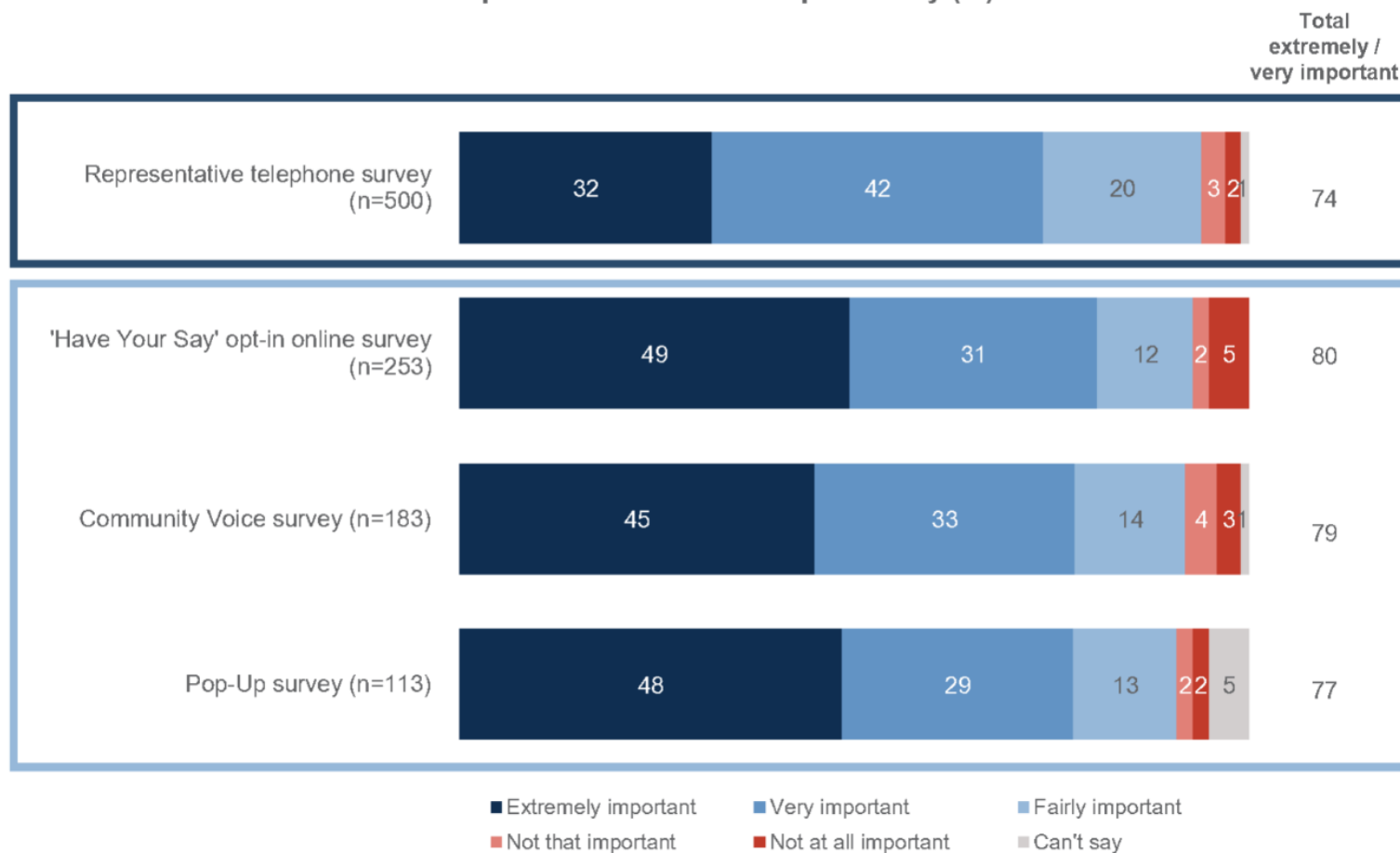


J W S R E S E A R C H 48



A healthy, inclusive and resilient community

A healthy, inclusive and resilient community Importance of Council responsibility (%)

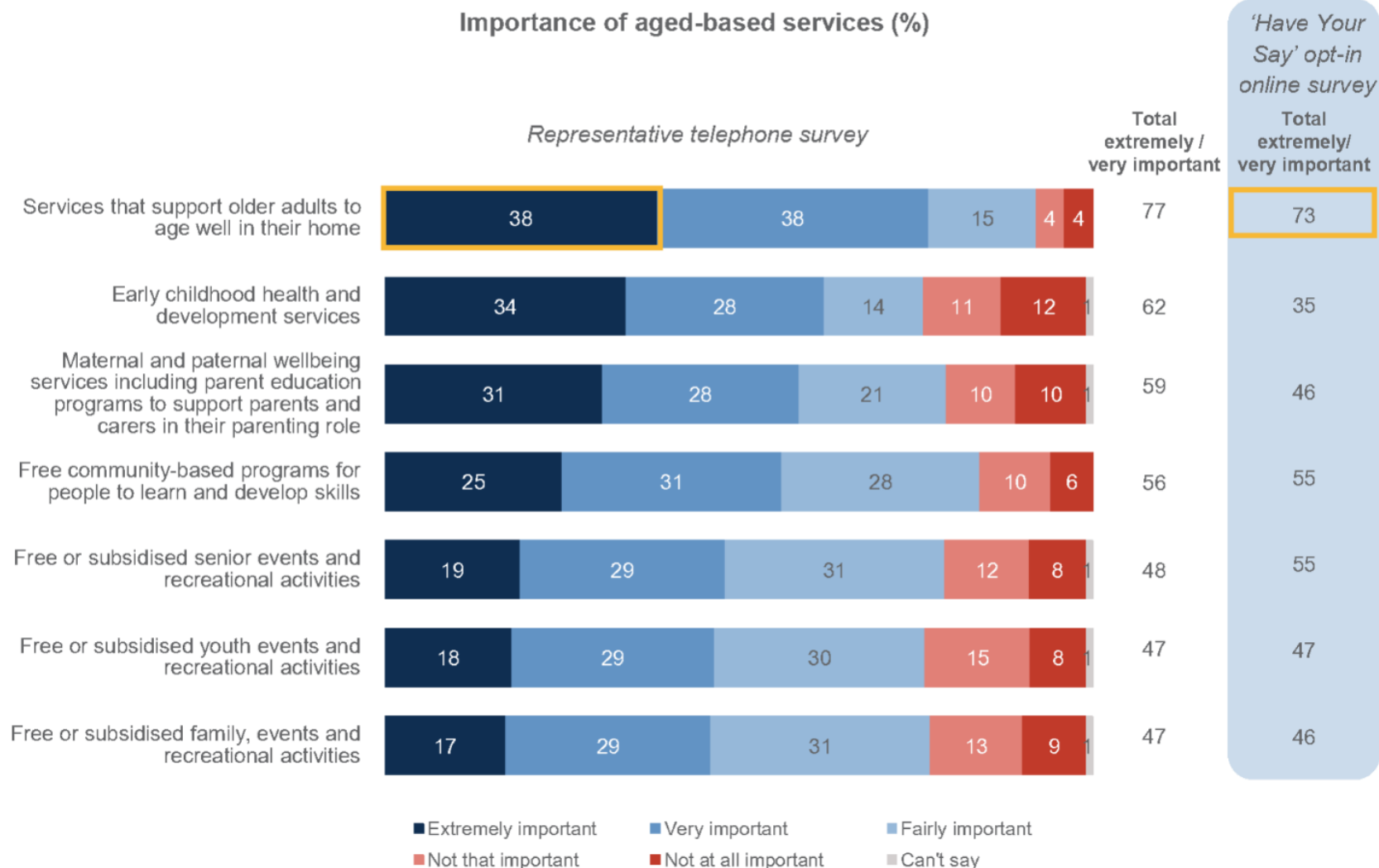


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J W S R E S E A R C H

49

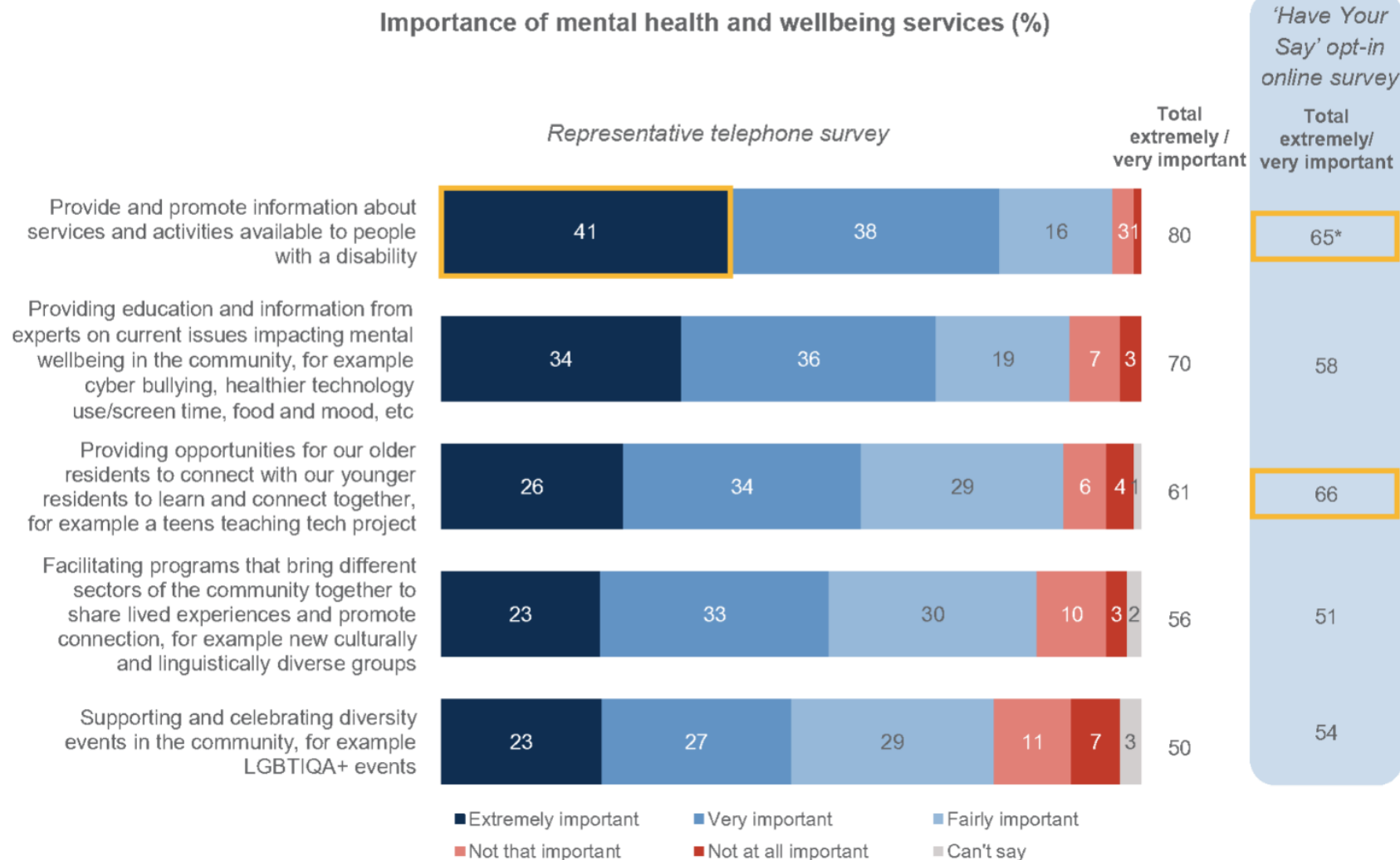
Supporting seniors to age well in home is essential



Q12. Thinking about your age and stage of life, please indicate how important each of the following is to you.

J W S R E S E A R C H 50

Education, information and opportunities for mental health and wellbeing



* Different wording: 'Provide and promote services and programs for people with a disability for social support and /or to support in volunteering'.
 Q13. How important is each of the following in Council supporting our community to improve mental health and wellbeing and build community connection and resilience?

Social isolation, stress and mental health have been exacerbated by COVID



Council is perceived to have an important role to play in being a central hub for mental health services and fostering inclusiveness.

- Lack of knowledge of where to go to find out what exists.
- People welcome Council facilitating better networking between community groups and organisations so they can work together, maximise resources and in-turn provide information to community contacts. This will lead to greater cohesiveness within the community as well as maximising the use of resources.
- **Council could work more closely with schools to use this as another channel to disseminate information and to connect.** School communities potentially represent, or have connections to, a large proportion of the Glen Eira population. Schools are very active, and often have effective communications. Council could endeavour to tap into this.
"The place to engage young carers is at school."
- Establishing a working relationship with schools enables **stigmas around mental health to be broken down.** Mental health initiatives can also be implemented for youth.
- **Inclusiveness also includes business as well as residents.** COVID is placing great strain on business owners, which will manifest as mental health issues for some, so there is a need to reach out, provide support and link in with available services.

"Lovely to offer social support but promote it. A lot of people don't know all the wonderful services we have cheap/free for our disadvantaged and ageing community."

"Lots of people who need support but don't know where to go. Different organisations could come together to provide support." (CALD)

"Could we engage Council to find out what groups and communities can we connect with so that we can form a partnership with groups (such as indigenous groups)." (Sporting club)

"Mental health concerns are rife and the people who are affected by mental health issues are getting younger and younger. The teenagers seem to be getting younger and younger too. There needs to be a huge focus on mental health, and continue to breakdown the barriers of stigma." (Community organisation)

"More emotional support for secondary school students and therapists that actually care about you, not just your stupid grades." (Female, 12 years)

Inclusion facilitates better mental health and resilience



Social and community events allow people to meet and interact.

- **Many are socially isolated**, including CALD communities, people living with a disability, younger and older residents.
- **Barriers** to attending events include: **limited English; anxiety;** and a **lack of confidence and social skills**. It is important to include activity based events to provide a 'safe' environment for interaction as there is less pressure on the individual when the focus is on an activity.
- A desire to have more multi-cultural and multi-lingual events was expressed.
- Ensure when planning events and festivals, **consideration is given to the needs of the range of people** in the community. **Accommodating these is the key to inclusion**. For example, ensuring accessibility for people with disabilities or providing a range of food options including juice and smoothie bars for people who are unable to have solid food.
- **Provide interaction opportunities for groups**, such as young carers and carers of children with intellectual disabilities **for whom there is perceived to be little, if anything, offered at the moment in Glen Eira**. There is a great deal of information and support groups available through the Australian Government website Carer Gateway. There is a need to have smaller, local online groups as well to have local community support.

"I would like to see more community events to unit our community further (e.g. performances, charity events, events for children, etc). Ones that interest all community members." (Female, 18 years)

"Increasing the areas of nature in Glen Eira is essential for community well-being – for a sense of place in sandbelt heathland, enjoying the joy of wildflowers, local trees, birds and animals, and peace in the city. Parks of sports ovals, pavilions and car-parks with a few random trees around the edges don't provide any sense of nature. Glen Eira needs small pockets of native gardens as well as a regional bushland park...." (Community Voice)

"Unless you fit into a certain group, you don't use Council social services. Diversifying the users of Council services will diversify opportunities for people with disabilities." (Disability Advocate)



Educate, support and connect

47% of respondents to the Have Your Say survey consider it is **‘extremely important’** that Council is **‘supporting people who are socially isolated or disadvantaged through programs, events or initiatives to support social connection’**.



Education to promote understanding of the issues and challenges that others face, such as disabled people or young carers, will create a more tolerant and inclusive community.



Support programs to **keep older people in their homes** and activities to keep them engaged are important. Linking the elderly with young children is welcomed. Cross generational interaction is known to have a very positive effect on quality of life, particularly for seniors.



Arts and culture can be integrated into community connection programs as it is important to support people to express their identity. This leads to positive mental health and wellbeing as well.



A volunteer connect program is needed by a number of organisations who desperately need volunteers. Council can play a key role in linking community members with organisations that need help. For those who are retired, isolated or just wanting to broaden their social network Council can have a pivotal role.

“Education people as to what it is like to be a disabled person so they can be more understanding, patient and, therefore, inclusive.” (Chat & Chuckle)

“Raise awareness that parents of kids with a disability is a carer with specific needs and a role that is much more difficult and restrictive than being a parent of kids without special needs.” (Carer)

“I think it is particularly important that there are support programs for young carers who are often trying to juggle care of a parent, siblings and juggling school.” (Carer)

“Continuation of libraries reaching out to vulnerable people and continuing their mobile service through COVID-19.” (U3A)

“We need more social programs to have more social connections – where do we find this information except through word of mouth via Lions Club.” (U3A)

Appendix: Demographics



J W S R E S E A R C H 55



Demographics: Representative telephone survey

Gender	%
Male	48
Female	52
Non-binary	0
Prefer to self describe	0
Prefer not to say	0

Age	%
18 to 39 years	41
40 to 59 years	34
60+ years	26

Children living at home	%
Yes	28
No	72
Prefer not to say	<1

Suburb	%
Bentleigh	8
Bentleigh East	16
Booran Road PO	5
Brighton East	<1
Carnegie	8
Caulfield	6
Caulfield East	1
Caulfield North	12
Caulfield South	10
Elsternwick	9
Gardenvale	1
Glen Huntly	3
McKinnon	3
Murrumbeena	7
Ormond	5
Patterson	4
Ripponlea	1
St Kilda East	<1

Housing status	%
Own my home (outright or with a mortgage)	69
Rent	26
Prefer not to say	5

Language other than English spoken at home	%
Yes	26
No	74
Prefer not to say	<1

Born outside of Australia	%
Yes	34
No	65
Prefer not to say	1

S1. RECORD GENDER / S2. In which of the following age groups do you belong? / D1. Do you have children aged 16 years or under living at home? / D2. Do you rent or own your home? / D3. Do you speak a language other than English at home? / D4. Were you born outside of Australia?

J W S R E S E A R C H 56



Demographics: 'Have Your Say' opt-in online survey

Gender	%
Male	34
Female	64
Non-binary	0
Prefer to self-identify	1
Prefer not to say	1

Age	%
Under 18 years	1
18-24 years	2
25-34 years	14
35-49 years	36
50-59 years	16
60-69 years	20
70-84 years	9
85+ years	0
Prefer not to say	1

Household status	%
Own my home (outright or with a mortgage)	79
Renting home through an agent or direct from the owner	13
Live in social or government housing	1
Other	3
Prefer not to say	4

Self-description	%
Long-term disability or impairment	8
Temporary disability or impairment	1
Care for a person with a disability or impairment	8
None of the above	83
Prefer not to say	2

Connection to Glen Eira	%
Resident	91
Ratepayer	56
Own a business	8
Work	17
Study	2
Visitor	4
Can't say	0
Other	2

Language other than English spoken at home	%
Yes	19
No	80
Prefer not to say	1

Born outside of Australia	%
Yes	25
No	74
Prefer not to say	2

S1. RECORD GENDER / S2. In which of the following age groups do you belong? / D1. Do you have children aged 16 years or under living at home? / D2. Do you rent or own your home? / D3. Do you speak a language other than English at home? / D4. Were you born outside of Australia?

**THERE ARE
OVER
123,000
PEOPLE
IN THE CITY OF
GLEN EIRA...**

**FIND OUT
WHAT THEY'RE
THINKING.**

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Issued: 30th July 2021





APPENDIX B: HOW THIS PLAN WAS DEVELOPED

The *Council Plan* was informed by the insights gained through extensive community engagement and by the deliberative process undertaken in developing the *Glen Eira 2040 Community Vision*.

To ensure an integrated approach to planning, Council undertook community engagement for the *Council Plan* and *Community Wellbeing Plan* concurrently. This engagement consisted of a series of phases that ensured that each of these documents were informed by robust evidence-based community engagement and complied with key legislation.

Phase one: Understanding context (December 2020–April 2021)

Review of key legislation and policy, including:

- > *Public Health and Wellbeing Act 2008*
- > *Local Government Act 2020*
- > *Victorian Public Health and Wellbeing Plan 2019–2023*
- > *Climate Change Act 2017*
- > Audit of existing strategies and plans
- > Identifying initial community aspirations through concurrent or recent community engagements
- > Understanding the aspirations of the newly elected Councillors at a series of collaboration workshops
- > The development of five draft focus areas to inform the community engagement program

Phase two: Integrated community engagement (April 2021–July 2021)

Council developed a comprehensive engagement program, building on the foundations established through the *Glen Eira 2040 Community Vision* process undertaken during 2020. This included the following key activities:

- > Telephone survey — 500 people
- > *Have Your Say* survey (256) and *Have Your Say* quick poll survey (260)
- > *Youth Survey* — 251
- > *Community Voice Survey* — 183
- > Pop-up survey — 114
- > Nine pop-ups: engagement — 690

APPENDIX B:

HOW THIS PLAN WAS DEVELOPED

- > Twelve focus groups with community leaders, older adult populations, sporting club representatives, CALD groups, people with a disability, carers, and other diversity groups
- > Eight workshops with community group representatives, various reference groups, health stakeholders
- > Eight one-on-one interviews
- > Picture board and postcard engagement activity with children in early childhood settings

Phase three: Integrating community insights and developing Council priorities (July–August 2021)

The engagement process identified a series of community aspirations and priorities for the future of the City. The community's voice informed the *Community Wellbeing Plan 2021–2025* and the draft *Council Plan 2021–2025*.

Phase four: Draft Council Plan for community engagement (August 2021)

Following endorsement by Council, the draft *Council Plan* was released for further community engagement allowing an opportunity for community feedback from 11 August 2020 until the end of September 2021, providing the community with the opportunity to reflect on how their insights informed the outcomes and priorities of the draft *Council Plan*.

The deliberative panel assembled for the development of the *Glen Eira 2040 Community Vision* was invited to provide feedback on the draft *Council Plan*.

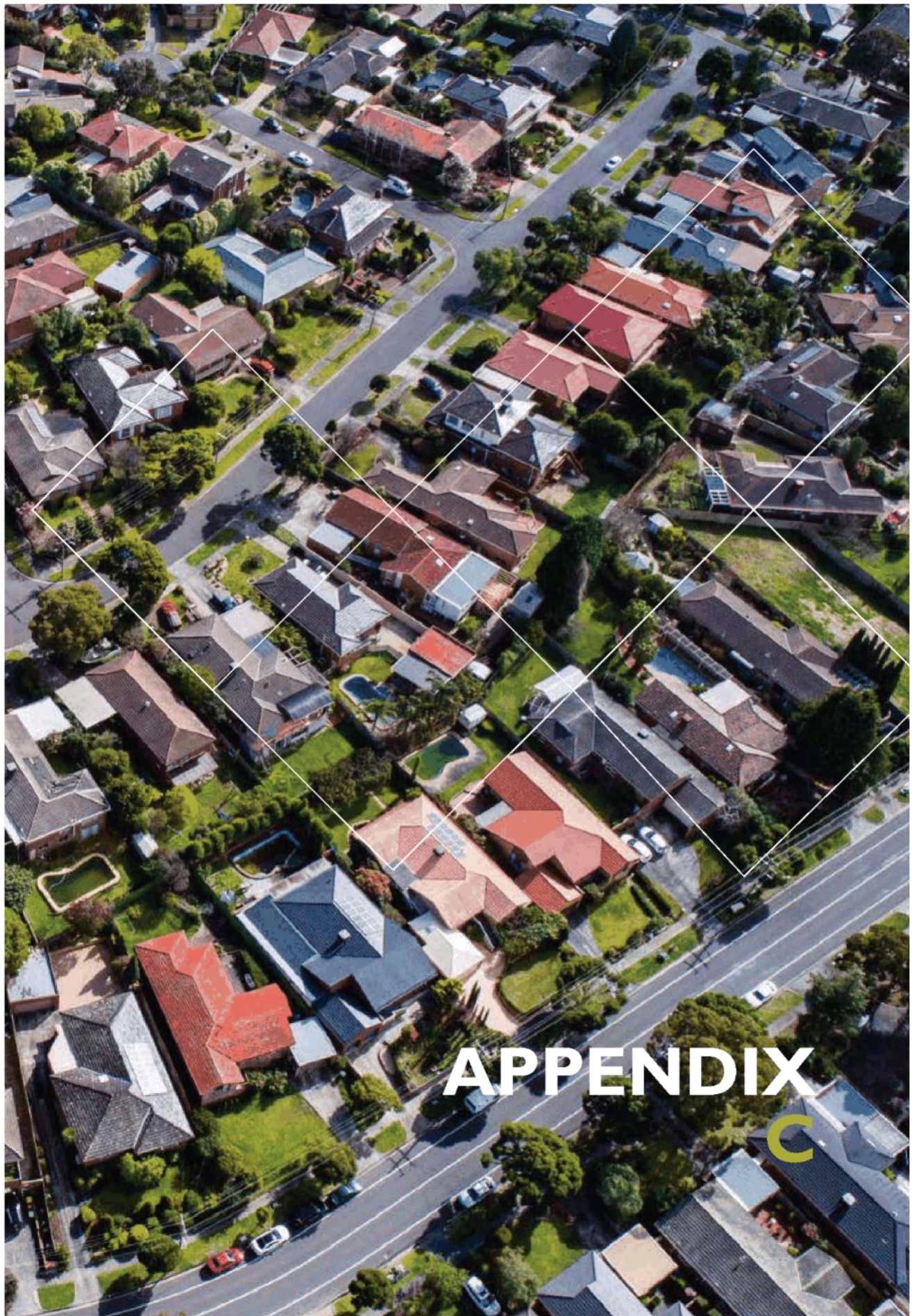
A virtual 'town hall' meeting was held by the Mayor and Councillors over Zoom where questions submitted by community members about the draft *Council Plan* were answered.

A Community Groups and Health Stakeholders Workshop was held to gain feedback about the draft *Council Plan* and draft *Community Wellbeing Plan*. The newly formed Youth Advisory Committee also participated in a workshop designed to provide input and feedback from a range of young people.

In total 85 community members provided feedback to Council during this phase. This feedback was used to inform a number of changes prior to finalising the draft *Council Plan* for adoption.

Phase five:

Finalisation of *Council Plan* and the *2021–2022 Annual Action Plan* for endorsement by Council. Council adopted the *Council Plan 2021–2025* at a Special Council Meeting held on 26 October 2021.



APPENDIX C: COUNCIL'S SERVICES

Major service areas

Providing valued services to our customers and community is central to everything we do. Council operates a broad range of services under direct delegation and on behalf of other government departments and agencies.

The services that Council delivers to the community include:

Capital works

Provision of new assets, renewal, upgrade and expansions for existing infrastructure, plant and equipment and property assets.

Parks and recreation

Promote, manage, maintain and improve the City's open recreational space and strategic planning for the City's recreation activities, facilities and reserves. Maintain trees and sports grounds and manage recreational facilities, pavilions and youth services.

Sustainability, recycling and waste

Collection and disposal of general waste, green waste and hard rubbish, provision of recycling services, sustainability initiatives and planning for climate change including Council's *Climate Emergency Strategy*. Also includes street sweeping activities, waste management education and enforcement.

Urban maintenance

Maintaining, developing and renewing the City's infrastructure including footpaths, roads, drains and buildings. This also includes facilities management, project and asset management, and emergency services.

Glen Eira Leisure

Manages our three recreational facilities:

Glen Eira Sports and Aquatic Centre (GESAC), Carnegie Swim Centre and Caulfield Recreation Centre, providing leisure, sport, recreation and health and wellbeing opportunities for the community.

Services for families and the community

Provision of maternal and child health services, a central enrolment service for kindergarten, family day care, early learning services, occasional care, children's support services and immunisations.

Also provided are a range of community development services that support community health and wellbeing by providing health promotion programs, facilitating inclusion and helping to build capacity of community groups.

Community engagement and planning services are also provided.

Services to the aged

Home and community-based services for elderly residents. Includes personal care, home maintenance, meal delivery, social programs and independent living units. Also includes provision of residential aged care in two residential facilities.

Glen Eira Libraries

Provides access to reference material, information, books, DVDs, magazines, games, e-Books and eMagazines. Provides *StoryTime*, *BabyTime* and other reading programs, special events and community programs at Caulfield, Elsternwick, Carnegie and Bentleigh.

Planning for growth and the future

Implementation of *Glen Eira Planning Scheme*, development of activity centres, structure plans and strategic urban planning services.

Community safety

Includes street lighting, school crossings, public and environmental health, building control and local laws.

Cultural services

Provides a comprehensive program of art and cultural activities including exhibitions, events, concerts and festivals.

**GLEN EIRA
CITY COUNCIL**

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Social media**Glen Eira City Council:**

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Glen Eira arts, gallery and events:

www.facebook.com/gleneiraarts

Glen Eira Leisure:

www.facebook.com/GESACOnline

<https://www.instagram.com/gleneiraleisure>

www.twitter.com/GESACOnline

Glen Eira Libraries and Learning Centres:

www.facebook.com/GlenEiraLibraries

<https://www.instagram.com/gleneiralibraries>

Glen Eira Sustainable Living:

www.facebook.com/sustainablelivinggleneira

Glen Eira Youth Services:

www.facebook.com/GlenEiraYouthServices

www.instagram.com/gleneirayouthservices



GLEN EIRA INTRODUCTION

The Glen Eira Council Plan 2021–2025

The *Council Plan 2021–2025* (the *Council Plan*) is Council's overarching strategic plan outlining the goals it seeks to achieve over the next four years. It shapes how resources will be allocated and how Council will measure and report on its progress and achievements.

The *Council Plan* responds directly to the vision established for the community through the *Glen Eira 2040 Community Vision* and reflects the contributions made by the Glen Eira community throughout the engagement process. It is a *Plan* for everyone in the Glen Eira community and considers the needs and aspirations of all people who live, work and play here.

There are **five strategic directions** which will guide Council's efforts — they are key focus areas for Council over the next four years.

- > For each strategic direction, Council has outlined the **strategic outcomes**, or long-term goal it wants to achieve, progress or contribute to.

- > Supporting each strategic outcome are a series of **strategic priorities**.
- > There are also **indicators and measures** that Council will use to measure progress and monitor performance, which will be reported back to the community.

To ensure Council tracks its progress and provides transparent reporting to the community, an *Annual Action Plan* has been established which will be monitored and reported quarterly.

The Annual Action Plan 2021–2022

This *Action Plan* was endorsed by Council at the Special Council Meeting on 26 October 2021 and describes the key actions Council will deliver during the 2021–22 financial year.

Reporting on Council's progress against these actions will be provided to the community quarterly in January, April and July 2022.



01

STRATEGIC DIRECTION

Well informed and transparent decisions and highly valued services



02

STRATEGIC DIRECTION

Access to well designed and maintained open spaces and places



03

STRATEGIC DIRECTION

A liveable and well planned City



04

STRATEGIC DIRECTION

A green and sustainable community



05

STRATEGIC DIRECTION

A healthy, inclusive and resilient community

01

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

**WELL INFORMED
AND TRANSPARENT
DECISIONS AND HIGHLY
VALUED SERVICES**



STRATEGIC PRIORITY		ACTION		MEASURE	PARTNERS
1.1	Ensure our community engagement is accessible and transparent.	1.1.1	Work with our Community Engagement Advisory Committee to develop a <i>Community Engagement Strategy</i> .	<i>Community Engagement Strategy</i> is adopted by Council.	Community Engagement Advisory Committee
		1.1.2	Maintain or increase satisfaction with Council's communication and community engagement.	Review and refine our approach to communication and engagement with our community.	
1.2	Proactively communicate with the community about changes that impact them and genuinely listen to their feedback.	1.2.1	Invest in customer-focused improvements to our online communication platforms including our websites and social media channels.	Maintain or increase community satisfaction with Council's digital platforms.	
		1.2.2	Develop a dedicated <i>Project Updates</i> webpage providing the community with regular updates about our capital works program.	New webpage is developed to provide transparent progress reporting for all Council's major capital projects.	
		1.2.3	Review and improve community engagement tools and technology platforms.	Engagement tools and technology platforms are improved to support effective collaboration with the community and simplify mechanisms to consolidate and evaluate feedback.	

01

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

**WELL INFORMED
AND TRANSPARENT
DECISIONS AND HIGHLY
VALUED SERVICES**



STRATEGIC PRIORITY		ACTION		MEASURE	PARTNERS
		1.2.4	Review our community and customer newsletters to simplify language and improve accessibility.	All newsletters are reviewed for consistency and accessibility and improvements are made to streamline subscription management processes.	
		1.2.5	Develop an <i>Advocacy Framework</i> to support advocacy priorities.	Strategic advocacy priorities are agreed by Council and promoted through a dedicated <i>Advocacy Framework</i> .	
1.3	Consider a broad base of evidence before making decisions.	1.3.1	Commence implementation of the <i>Integrated Strategic Planning and Reporting Framework</i> and deliver the first year of actions.	Council's strategic planning and reporting processes are aligned to the <i>Integrated Planning and Reporting Framework</i> .	
		1.3.2	Develop a data governance framework to support improved use and availability of Council's data assets.	A data governance framework is developed to support effective data management and provide a platform to improve data quality.	
1.4	Provide value-for-money, responsive and innovative services.	1.4.1	Conduct service reviews on Council services and implement identified improvements.	A schedule of service reviews is developed and an agreed program for 2021–22 is delivered.	

01

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

**WELL INFORMED
AND TRANSPARENT
DECISIONS AND HIGHLY
VALUED SERVICES**



STRATEGIC PRIORITY	ACTION	MEASURE	PARTNERS
	1.4.2 Deliver the first year of actions under the <i>Customer Experience Strategy</i> .	A <i>Customer Charter</i> is adopted by Council and published on Council's website. Customer request management systems and processes are improved to support the achievement of service targets outlined in the <i>Customer Charter</i> . Council staff participate in learning and development programs which support delivery of service targets outlined in the <i>Customer Charter</i> .	
	1.4.3 Deliver a <i>Smart Cities Framework and Implementation Plan</i> to guide how we use technology and data to plan and deliver services.	<i>Smart Cities Framework and Implementation Plan</i> is endorsed by Council and plan for 2022–2023 is agreed.	
1.5	Put in place robust and transparent planning to ensure our organisation is sustainable now and into the future.		
	1.5.1 Deliver the first year of deliberative engagement to inform the annual budget, capital works program and long-term financial planning processes.	A deliberative engagement process undertaken for strategic financial planning activities.	
	1.5.2 Review and publish Council policies to ensure full compliance with the <i>Public Transparency Policy</i> requirements under the <i>Local Government Act 2020</i> .	Council Policies are reviewed and published on the website in line with legislative obligations. All policies published on the website meet digital accessibility standards.	

02

Our public open spaces and places support a healthy and connected community and contribute to a more sustainable and vibrant City.

**ACCESS TO WELL
DESIGNED AND
MAINTAINED OPEN
SPACES AND PLACES**



STRATEGIC PRIORITY		ACTION		MEASURE	PARTNERS
2.1	Increase the quantity and quality of public open spaces for our residents.	2.1.1	Actively pursue opportunities to invest in public open space towards the \$26.9M target over four years.	Invest at least \$7.0M on the acquisition of new open space. Complete construction of a new open space in Aileen Avenue, Caulfield South.	
2.2	Develop, improve and maintain the amenity of our public places and precincts.	2.2.1	Consult with the community in developing a Masterplan for Mackie Road Reserve, Bentleigh East.	Consultation with the community informs the development of the <i>Mackie Road Reserve Masterplan</i> . The <i>Mackie Road Reserve Masterplan</i> is endorsed by Council before 30 June 2022.	
		2.2.2	Complete the redevelopment of Lord Reserve Pavilion in Carnegie.	Construction of Lord Reserve Pavilion is completed.	
		2.2.3	Commence the Carnegie Memorial Swimming Pool redevelopment.	Progress the Carnegie Swim Centre redevelopment and award the tender for the construction works.	
		2.2.4	Commence construction of the Bentleigh Eat Street Precinct project.	Complete stage one of the project.	
		2.2.5	Complete the design of the Selwyn Street Cultural Precinct project in Elsternwick.	Complete the detailed design.	

02

Our public open spaces and places support a healthy and connected community and contribute to a more sustainable and vibrant City.

**ACCESS TO WELL
DESIGNED AND
MAINTAINED OPEN
SPACES AND PLACES**



STRATEGIC PRIORITY		ACTION		MEASURE	PARTNERS
		2.2.6	Deliver the annual program of works on our footpaths and road assets.	<p>Invest a minimum of \$1.8M maintaining and improving our footpaths in prioritised locations, plus \$700K in defect rectifications and \$250K in new footpaths.</p> <p>Draft Asset Management Plans are prepared for adoption by Council to inform capital works priorities and standards for management of our footpaths.</p> <p>Deliver the adopted <i>Road Management Plan</i>.</p>	
		2.2.7	Commence delivery of the Great Walking Streets project.	<p>Footpath upgrades delivered in Great Walking Streets including:</p> <ul style="list-style-type: none"> • Patterson Road, between Nepean Highway and Jasper Road; • McKinnon Road, between Thomas Street and Tucker Road; • Koornang Road, between Dandenong Road and North Road; • Glen Huntly Road, between Bambara Road and Truganini Road; • Tucker Road, between North Road and Centre Road; and • Neerim Road, between Murrumbeena Road and Poath Road. 	

02

Our public open spaces and places support a healthy and connected community and contribute to a more sustainable and vibrant City.

**ACCESS TO WELL
DESIGNED AND
MAINTAINED OPEN
SPACES AND PLACES**



STRATEGIC PRIORITY		ACTION		MEASURE	PARTNERS
		2.2.8	Consult the community on proposals for the construction of new multi-storey commuter carparks in Bentleigh and Elsternwick, funded through the Federal Government's Urban Congestion Fund.	An agreed position on whether to proceed to feasibility investigation is endorsed by Council by the end of 2021.	Department of Infrastructure, Transport, Regional Development and Communications
2.3	Provide improved access to a mix of passive and active spaces that are inclusive, fit for purpose, flexible and adaptable to meet the needs of our diverse community, now and into the future.	2.3.1	Deliver upgrades to the playgrounds at Princes Park, Caulfield South and Rosanna Street Reserve, Carnegie.	Completion of Princes Park and Rosanna Street Reserve playgrounds.	
		2.3.2	Engage with the community to inform the future design of Packer Park, Carnegie and Centenary Park, Bentleigh East Playgrounds.	Consultation with the community informs the design of Packer Park and Centenary Park Playgrounds. Concept designs for both playgrounds are endorsed by Council prior to commencement of detailed design.	
		2.3.3	Construct a new shelter and living garden at Caulfield Park, Caulfield.	Project completed.	

02

Our public open spaces and places support a healthy and connected community and contribute to a more sustainable and vibrant City.

**ACCESS TO WELL
DESIGNED AND
MAINTAINED OPEN
SPACES AND PLACES**



STRATEGIC PRIORITY		ACTION		MEASURE	PARTNERS
		2.3.4	Deliver a viewing deck adjacent to the lake at Caulfield Park, Caulfield.	Project completed.	
		2.3.5	Deliver programs to improve the look and feel of our activity centres.	Round two of the Parklet Program in activity centres is completed. The <i>Liveable Centres Program</i> , a forward program of pedestrian amenity opportunities and improvements in key centres is delivered.	
		2.3.6	Prepare an annual report in collaboration with Elsternwick, Bentleigh and Carnegie Traders Association to identify amenity improvement opportunities in the activity centres.	Amenity improvement opportunities are identified in Elsternwick, Bentleigh and Carnegie activity centres.	
2.4	Seek innovative approaches to increasing access to open space through partnerships and multipurpose design and find ways to unlock access to open space owned by others.	2.4.1	Increase advocacy, partnerships and agreements with other organisations for access by Glen Eira residents.	Council's advocacy framework includes activities to support the redevelopment of the Caulfield Racecourse Reserve in partnership with the Trust, government and philanthropic organisations. Council's advocacy activities seek more open space provision as part of the level crossing removal projects at Neerim Road, Glen Huntly and Glen Huntly Station in partnership with the State Government.	

03

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

**A LIVEABLE
AND WELL
PLANNED CITY**



STRATEGIC PRIORITY	ACTION	MEASURE	PARTNERS
3.1	Actively progress our planning priorities to manage growth and maintain the character and heritage of our City.	3.1.1 Progress our structure planning program and present two draft structure plans for Council's formal consideration.	Draft structure plans for Carnegie and Caulfield Activity Centres are completed.
		3.1.2 Present three <i>Built Form Frameworks</i> for Caulfield South, Caulfield Park and East Bentleigh activity centres to Council.	Draft <i>Built Form Frameworks</i> are presented to Council for formal consideration.
		3.1.3 Improve the communication and engagement we undertake with the community about our role in planning.	A review is undertaken, and recommendations implemented to simplify how Council communicates and engages with the community in relation to its roles in strategic land use planning.
3.2	Plan for diverse housing options to meet community needs now and into the future.	3.2.1 Prepare a draft <i>Housing Strategy</i> and undertake consultation with the community on the draft.	Consultation with the community informs the development of a draft <i>Housing Strategy</i> . The draft <i>Housing Strategy</i> is developed.
		3.2.2 Implement year-three of the <i>Social and Affordable Housing Strategy 2019–2023</i> .	Minimum of 80 per cent of actions in year-three of the <i>Implementation Plan</i> are completed.

03

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

**A LIVEABLE
AND WELL
PLANNED CITY**



STRATEGIC PRIORITY		ACTION		MEASURE	PARTNERS
3.3	Advocate for a transport network that provides safe, accessible and sustainable transport options for our community.	3.3.1	Complete actions from the <i>Integrated Transport Strategy 2018–2031</i> .	Rosstown Trail plan is completed. Street Design Guidelines are presented to Council for formal consideration.	
3.4	Support and facilitate local job creation by enhancing our activity centres to be thriving and vibrant hubs.	3.4.1	Progress the preparation of a <i>Place Making Framework</i> .	Draft <i>Place Making Framework</i> is prepared ready for engagement with the community during 2022–23.	
		3.4.2	Establish a Business and Economy Advisory Committee.	The Committee is formally established, and the first meeting held in early 2022.	

04

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

**A GREEN AND
SUSTAINABLE
COMMUNITY**



STRATEGIC PRIORITY		ACTION		MEASURE	PARTNERS
4.1	We will embed climate change action in everything that we do to support the transition towards zero net emissions from Council by 2025.	4.1.1	Develop a climate emergency position statement and advocacy priorities.	The position statement and advocacy priorities are adopted by Council.	Eastern Alliance for Greenhouse Action Climate Emergency Australia
		4.1.2	Incorporate environmentally sustainable design requirements into Council building and infrastructure projects where appropriate.	Environmental sustainability design requirements are considered and included in Council infrastructure projects.	
		4.1.3	Consideration of climate change is embedded into integrated strategic planning and reporting processes.	Climate change considerations are incorporated into the development of all Council strategies and addressed in all Council reports.	
4.2	We will create opportunities for our community to act on climate change to progress towards zero net emissions by 2030.	4.2.1	Develop a program to activate the community on climate change.	Number of community members engaged in Council's climate change action program.	Jewish climate network Glen Eira Climate Action Network Community groups
		4.2.2	Develop a <i>Circular Economy Plan</i> .	The <i>Circular Economy Plan</i> is adopted by Council.	Metro Waste and Resource Recovery Group Sustainability Victoria

04

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

**A GREEN AND
SUSTAINABLE
COMMUNITY**



STRATEGIC PRIORITY	ACTION	MEASURE	PARTNERS
4.3	We will increase our tree canopy and expand private and public greening initiatives.	4.3.1 Increase our tree canopy and biodiversity footprint in line with annual targets in the <i>Glen Eira Urban Forest Strategy</i> .	Transparent annual reporting on progress against our targets under the <i>Glen Eira Urban Forest Strategy</i> .
		4.3.2 Progress our annual tree planting program and deliver agreed 2021–22 planting commitments.	Increase in number of trees planted in streets, parks and car parks compared to previous years. Increase in square metres of urban biodiversity garden beds prepared for future planting.
		4.3.3 Neighbourhood character statements are updated to reinforce the importance of vegetation as a core element of preferred neighbourhood character.	The draft <i>Housing Strategy</i> includes planning controls and policy that will encourage the retention of existing canopy trees and the planting of new canopy trees.
		4.3.4 Deliver community projects that expand and support plantings on private land, in identified hotspots and areas with limited natural landscape.	Delivery of projects in areas identified as having high heat vulnerability in the municipality. Number of trees protected and planted on private land through the delivery of the projects.

04

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

**A GREEN AND
SUSTAINABLE
COMMUNITY**



STRATEGIC PRIORITY		ACTION		MEASURE	PARTNERS
4.4	We will work with our community to understand the human impacts of climate change and the adaptation strategies that may be required to minimise the social, health and economic impacts.	4.4.1	Develop partnerships to support vulnerable people in our community to improve resilience to the impacts of climate change.	Partnerships with community services organisations established.	Local community service organisations
		4.4.2	Develop initiatives to support population groups with higher vulnerability to support them to improve their safety during extreme weather.	Initiatives delivered to improve the safety of vulnerable groups in extreme weather events.	
		4.4.3	Develop <i>Integrated Water Management Plan</i> .	<i>Plan</i> adopted by Council.	Elster Creek Catchment Partners — Melbourne Water; Cities of Port Phillip, Kingston and Bayside

05

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

**A HEALTHY, INCLUSIVE
AND RESILIENT
COMMUNITY**



STRATEGIC PRIORITY		ACTION		MEASURE	PARTNERS
5.1	We will support improved health, wellbeing and resilience of all individuals, families and groups within our community.	5.1.1	Implement annual actions within the <i>Glen Eira Community Wellbeing Plan 2021–2025</i> .	Minimum of 90 per cent of 2021–2022 actions completed.	
		5.1.2	Work with our community, local support agencies and community partners to implement COVID-19 response and recovery initiatives.	Support members of our community impacted by COVID-19 by responding to all requests for emergency food supplies, pharmaceutical supplies and psychosocial support. Glen Eira COVID-19 Vaccination Campaign delivered through Council media channels to support increased vaccination rates.	
		5.1.3	Develop a new <i>Community Safety Plan</i> to improve the sense of safety and support crime prevention in the municipality.	<i>Glen Eira Community Safety Plan 2022–2026</i> is endorsed by Council before 30 June 2022.	
		5.1.4	Support parents and carers to build and develop skills and confidence to enhance the health, wellbeing and development of infants and young children.	One hundred parent and carer education and support sessions delivered through Maternal and Child Health Services.	
		5.1.5	Develop a new four-year <i>Glen Eira Domestic Animal Management Plan</i> in consultation with the community outlining Council's approach to the management of domestic animals.	<i>Glen Eira Domestic Animal Management Plan 2022–2026</i> is adopted by Council.	

05

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

**A HEALTHY, INCLUSIVE
AND RESILIENT
COMMUNITY**



STRATEGIC PRIORITY		ACTION		MEASURE	PARTNERS
5.2	We will embrace diversity and value all people, promoting a society that welcomes and includes everyone.	5.2.1	Demonstrate strong leadership in the promotion of gender equality and prevention of family violence and violence against women.	Gender Equality Action Plan approved a and submitted the Commission for Gender Equality in the public sector.	
		5.2.2	Work with community leaders from culturally and linguistically diverse backgrounds to ensure Council strategies, services and initiatives build social cohesion.	Working group established and agreed reporting mechanisms to Council implemented.	Community Leaders
		5.2.3	Co-ordinate and deliver the annual International Day of Disability event to help grow a more inclusive community.	International Day of Disability event delivered at a Glen Eira Sports and Aquatic Facility.	
		5.2.4	Build a unified community that acknowledges Aboriginal and Torres Strait Islander Peoples through meaningful reconciliation and respect of First Nation’s cultural heritage.	Endorsement of the Glen Eira ‘Innovate’ Reconciliation Action Plan with Reconciliation Australia.	Traditional Owner Groups

05

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

**A HEALTHY, INCLUSIVE
AND RESILIENT
COMMUNITY**



STRATEGIC PRIORITY		ACTION		MEASURE	PARTNERS
5.3	We will support accessible pathways into services, activities and facilities for people of all ages and abilities, particularly those most in need.	5.3.1	Engage with our community to ensure our aged care and independent living services remain responsive to Commonwealth aged care reforms and meet current and future community needs.	Community engagement process completed to inform aged care and independent living services plan.	
		5.3.2	Support vulnerable young people to access social emotional and financial supports, including access to mental health services and education, employment and training pathways.	250 youth worker support consultations provided to young people.	
		5.3.3	Deliver the Bentleigh Library and Youth Hub capital works project.	Construction completed.	
		5.3.4	Deliver the Murrumbeena Community Hub capital works project.	Construction completed.	
		5.3.5	Deliver upgrades to the Glen Eira Town Hall.	The ground floor component of the Town Hall upgrade project is delivered and planning for future phases is commenced.	
		5.3.6	Implement empathetic parking at key carpark locations.	\$70,000 invested in empathetic parking initiatives.	

05

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**A HEALTHY, INCLUSIVE
AND RESILIENT
COMMUNITY**



STRATEGIC PRIORITY		ACTION		MEASURE	PARTNERS
5.4	We will deliver services, events and programs that recognise and celebrate our broad interests and differences and promote participation for all.	5.4.1	Deliver a range of community programs and events that promote community inclusion, celebrate diversity and encourage cultural expression.	Minimum of 80 activities and events delivered in parks, activity centres, major precincts and Council facilities.	
		5.4.2	Increase library usage through the provision of new programs and materials that support the diversity of life-long learning needs and emerging new ways of working.	Library visitations and usage of online resources increased.	
		5.4.3	Rebuild the membership profile at Glen Eira Sports and Aquatic Centre and other leisure facilities when they re-open and operations return to normal.	Return to minimum of 40 per cent of pre-COVID membership base.	
		5.4.4	Develop a library of 50 <i>GEL Anywhere</i> online classes to enable the community to stay active at home.	Online <i>GEL Anywhere</i> library available on the Council website.	



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Glen Eira Sustainable Living:

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