



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

## ANNUAL ACTION PLAN 2021–2022





# 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 is 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 2021–2022 financial year.

Reporting on Council's progress against these actions will be provided to the community quarterly in February, May and August 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	<b>Ensure our community engagement is accessible and transparent.</b>	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	<b>Proactively communicate with the community about changes that impact them and genuinely listen to their feedback.</b>	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 <i>Capital Works Program</i> .	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.	

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STRATEGIC PRIORITY		ACTION		MEASURE	PARTNERS
		<b>1.2.4</b>	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.	
		<b>1.2.5</b>	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> .	
<b>1.3</b>	<b>Consider a broad base of evidence before making decisions.</b>	<b>1.3.1</b>	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> .	
		<b>1.3.2</b>	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.	
<b>1.4</b>	<b>Provide value-for-money, responsive and innovative services.</b>	<b>1.4.1</b>	Conduct service reviews on Council services and implement identified improvements.	A schedule of service reviews is developed and an agreed program for 2021–2022 is delivered.	

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STRATEGIC PRIORITY		ACTION		MEASURE	PARTNERS
		<b>1.4.2</b>	Deliver the first year of actions under the <i>Customer Experience Strategy</i> .	<p>A <i>Customer Charter</i> is adopted by Council and published on Council's website.</p> <p>Customer request management systems and processes are improved to support the achievement of service targets outlined in the <i>Customer Charter</i>.</p> <p>Council staff participate in learning and development programs which support delivery of service targets outlined in the <i>Customer Charter</i>.</p>	
		<b>1.4.3</b>	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.	
<b>1.5</b>	<b>Put in place robust and transparent planning to ensure our organisation is sustainable now and into the future.</b>	<b>1.5.1</b>	Deliver the first year of deliberative engagement to inform the annual budget, <i>Capital Works Program</i> and long-term financial planning processes.	A deliberative engagement process undertaken for strategic financial planning activities.	
		<b>1.5.2</b>	Review and publish Council policies to ensure full compliance with the <i>Public Transparency Policy</i> requirements under the <i>Local Government Act 2020</i> .	<p>Council policies are reviewed and published on the website in line with legislative obligations.</p> <p>All policies published on the website meet digital accessibility standards.</p>	

# 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	<b>Increase the quantity and quality of public open spaces for our residents.</b>	2.1.1	Actively pursue opportunities to invest in public open space towards the \$26.9 million target over four years.	Invest at least \$7.0 million on the acquisition of new open space.  Complete construction of a new open space in Aileen Avenue, Caulfield South.	
2.2	<b>Develop, improve and maintain the amenity of our public places and precincts.</b>	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.	

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STRATEGIC PRIORITY	ACTION	MEASURE	PARTNERS
2.2	<b>Develop, improve and maintain the amenity of our public places and precincts.</b> Continued	2.2.6 Deliver the annual program of works on our footpaths and road assets.	Invest a minimum of \$1.8 million maintaining and improving our footpaths in prioritised locations, plus \$700,000 in defect rectifications and \$250,000 in new footpaths.  Draft Asset Management Plans are prepared for adoption by Council to inform capital works priorities and standards for management of our footpaths.  Deliver the adopted <i>Road Management Plan</i> .
		2.2.7 Commence delivery of the Great Walking Streets project.	Footpath upgrades delivered in Great Walking Streets including: <ul style="list-style-type: none"><li>• Patterson Road, Bentleigh between Nepean Highway and Jasper Road;</li><li>• McKinnon Road, McKinnon between Thomas Street and Tucker Road;</li><li>• Koornang Road, Carnegie and Ormond between Dandenong Road and North Road;</li><li>• Glen Huntly Road, Caulfield, Caulfield South, and Carnegie between Bambra Road and Truganini Road;</li><li>• Tucker Road, Ormond, McKinnon and Bentleigh, between North Road and Centre Road; and</li><li>• Neerim Road, Murrumbeena between Murrumbeena Road and Poath Road.</li></ul>

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STRATEGIC PRIORITY		ACTION		MEASURE	PARTNERS
2.2	<b>Develop, improve and maintain the amenity of our public places and precincts.</b> Continued	2.2.8	Consult the community on proposals for the construction of new multi-storey commuter car parks 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	<b>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.</b>	2.3.1	Deliver upgrades to the playgrounds at Princes Park, Caulfield South and Rosanna Street Reserve, Carnegie.	Completion of Princes Park, Caulfield South and Rosanna Street Reserve, Carnegie 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, Carnegie and Centenary Park, Bentleigh East 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.	



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STRATEGIC PRIORITY	ACTION	MEASURE	PARTNERS
2.3	<b>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.</b> Continued	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	<b>Seek innovative approaches to increasing access to open space through partnerships and multi-purpose design and find ways to unlock access to open space owned by others.</b>	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	<b>Actively progress our planning priorities to manage growth and maintain the character and heritage of our City.</b>	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	<b>Plan for diverse housing options to meet community needs now and into the future.</b>	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.	

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STRATEGIC PRIORITY	ACTION		MEASURE	PARTNERS
3.3	<b>Advocate for a transport network that provides safe, accessible and sustainable transport options for our community.</b>	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	<b>Support and facilitate local job creation by enhancing our activity centres to be thriving and vibrant hubs.</b>	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 2022–2023.
		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



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STRATEGIC PRIORITY	ACTION	MEASURE	PARTNERS
4.3	<b>We will increase our tree canopy and expand private and public greening initiatives.</b>	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 2021–2022 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.

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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.	

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STRATEGIC PRIORITY		ACTION		MEASURE	PARTNERS
5.2	<b>We will embrace diversity and value all people, promoting a society that welcomes and includes everyone.</b>	5.2.1	Demonstrate strong leadership in the promotion of gender equality and prevention of family violence and violence against women.	<i>Gender Equality Action Plan</i> approved and submitted to 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 <i>International Day of Disability</i> event to help grow a more inclusive community.	<i>International Day of Disability</i> event delivered at the Glen Eira Sports and Aquatic Centre.	
		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 <i>Glen Eira Reconciliation Action Plan 2020–2022</i> Innovate with Reconciliation Australia.	Traditional Owner groups



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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 car park locations.	\$70,000 invested in empathetic parking initiatives.	

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STRATEGIC PRIORITY		ACTION		MEASURE	PARTNERS
5.4	<b>We will deliver services, events and programs that recognise and celebrate our broad interests and differences and promote participation for all.</b>	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.	



GLEN EIRA  
CITY COUNCIL

## Glen Eira City Council

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### National Relay Service

If you are deaf, hearing-impaired, or speech-impaired,  
we ask that you call us via the National Relay Service  
and then ask for (03) 9524 3333.

Online: <https://internet-relay.nrsccall.gov.au>  
Teletypewriter (TTY): 13 36 77  
Speak and Listen: 1300 555 727

### Social media

#### Glen Eira City Council:

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

#### @cityofgleneira:

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

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

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

#### Glen Eira Leisure:

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#### Glen Eira Libraries and Learning Centres:

[www.facebook.com/GlenEiraLibraries](https://www.facebook.com/GlenEiraLibraries)  
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#### Glen Eira Sustainable Living:

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#### Glen Eira Youth Services:

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