



GLEN EIRA
CITY COUNCIL

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

GLEN EIRA COUNCIL AND COMMUNITY PLAN 2017-2021





Glen Eira City Council acknowledges the Boon Wurrung people of the Kulin Nation as the traditional landowners and the historical and contemporary custodians of the land on which the City of Glen Eira and surrounding municipalities are located.

We acknowledge and pay tribute to their living culture and their unique role in the life of this region.

GLEN EIRA COUNCIL AND COMMUNITY PLAN 2017–2021

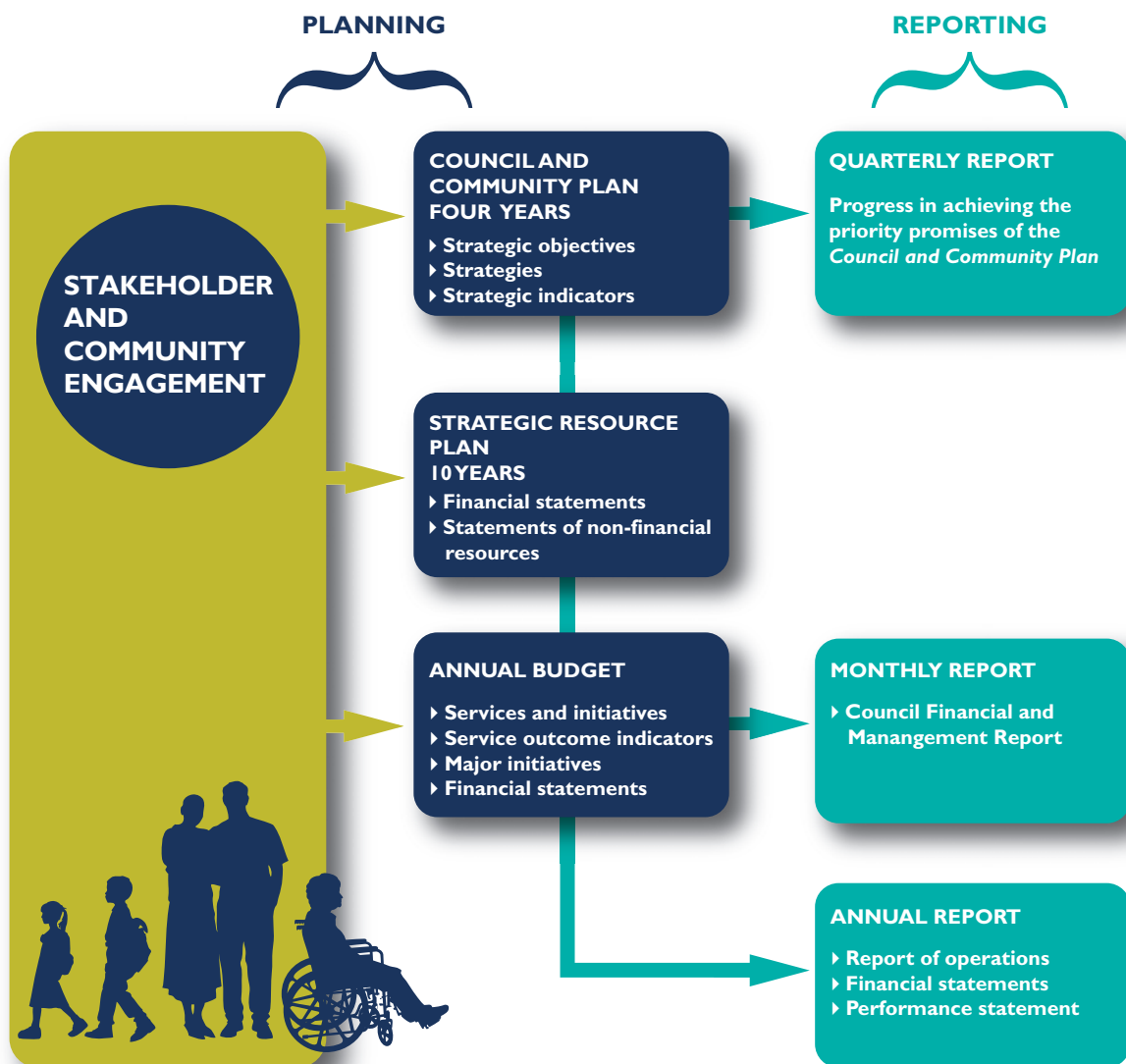
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INTRODUCTION

The *Glen Eira Council and Community Plan 2017–2021 (the Plan)* sets a vision for the City of Glen Eira and identifies our goals and aspiration for the next four years.

This *Plan* has been formulated in partnership with our community. It provides a guide for individuals, businesses, local groups and other levels of government on strategic priorities for the City. These priorities have been developed from information gathered through a consultative process, supported by an analysis of demographic data, and with reference to key government and social policies.

Our *Council and Community Plan* is the strategic framework for all Council plans and activities. The *Strategic Resource Plan*, which forms part of this *Plan*, is a rolling 10 year plan that outlines the financial and non-financial resources that Council requires to achieve the strategic objectives described in the *Council and Community Plan*. The diagram below outlines our planning and accountability framework.



The *Plan* is structured around five key priority areas that will drive Council activities over the next four years.



ABOUT THE CITY OF GLEN EIRA

The area that makes up the City of Glen Eira rests on the traditional lands of the Boon Wurrung people of the Eastern Kulin Nation. The Boon Wurrung 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.

The City of Glen Eira covers an area of 39 km² and includes the suburbs of Bentleigh, Bentleigh East, Carnegie, Caulfield, Elsternwick, Gardenvale, Glen Huntly, McKinnon, Murrumbeena, Ormond and parts of Brighton East and St Kilda East.

The area of Glen Eira is approximately 10 kilometres from Melbourne's central business district. With close proximity to Melbourne, Glen Eira is well served by public transport; local infrastructure; parks and recreation reserves; and shopping precincts.

The suburbs of Glen Eira have defined identities and neighbourhoods that many consider villages. These are connected with leafy, tree lined streets and spacious streetscapes, which are valued by our community. People who live in our community tell us that Glen Eira is a great place to live and raise families.

The major precincts of Koornang Road (Carnegie), Glenhuntly Road (Elsternwick) and Centre Road (Bentleigh) provide a variety of retail, leisure and entertainment opportunities, each with their own culture and history.



IN TOTAL, COUNCIL IS THE STEWARD FOR MORE THAN \$2B IN COMMUNITY ASSETS AND INFRASTRUCTURE. WE ARE COMMITTED TO MANAGING THESE ASSETS RESPONSIBLY ON BEHALF OF THE COMMUNITY.

OUR CITY CONSISTS OF:



WHO WE ARE

The residents of Glen Eira are diverse and span a wide range of cultures, household types and ages. There are 51,899 households in the City, the most common type being couples with children. Our population will continue to grow and our demographics will change — it's important that we work with the community to consider the best way to meet these changing needs.

WE ARE A GROWING CITY

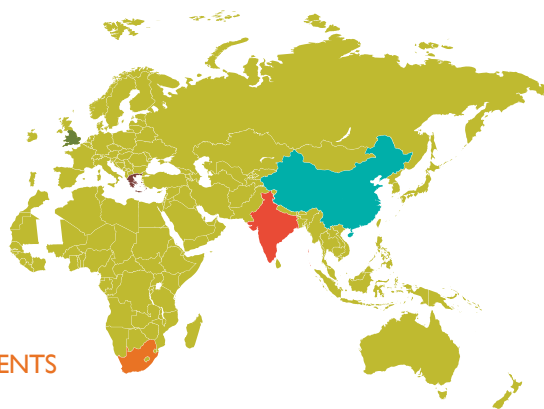
POPULATION FORECAST



WE ARE A DIVERSE CITY

THE MOST COMMON COUNTRY OF BIRTH OUTSIDE AUSTRALIA

- INDIA — 4,991 RESIDENTS
- CHINA — 4,233 RESIDENTS
- ENGLAND — 3,730 RESIDENTS
- SOUTH AFRICA — 3,025 RESIDENTS
- GREECE — 2,179 RESIDENTS



232
RESIDENTS IDENTIFY AS INDIGENOUS



20.5%

OF THE GLEN EIRA POPULATION IDENTIFY AS JEWISH, WHICH IS THE LARGEST IN AUSTRALIA.



4.3 PER CENT OF RESIDENTS REQUIRE ASSISTANCE WITH THEIR DAY-TO-DAY LIVES DUE TO DISABILITY. THE MAJORITY OF THESE RESIDENTS ARE AGED OVER 80.

[1] <http://profile.id.com.au/glen-eira>

WE ARE A PROSPEROUS CITY

Glen Eira has a significantly lower percentage of residents receiving forms of income support and residents in our municipality also have higher median incomes than Greater Melbourne.

EMPLOYED RESIDENTS

2006
67,297

2011
73,770

2016
75,709



HIGHER LEVELS OF
TERTIARY QUALIFICATION
ATTAINMENT



45.6%

48,974 PERSONS
OVER THE AGE OF 15^[1].



EARNING LESS
THAN \$600
PER WEEK

18.7%

EARNING
\$600-\$1,250
PER WEEK

21%

EARNING
\$1,250-\$2,500
PER WEEK

25.1%

EARNING MORE
THAN \$2,500
PER WEEK

25.2%

WE ARE A COMMUNITY ORIENTATED CITY



96.2%

GLEN EIRA RESIDENTS
FELT SAFE WALKING
ALONE DURING THE DAY ^[3].



73.5%

OF OUR COMMUNITY
MEMBERS SAY THAT PEOPLE
IN THEIR NEIGHBOURHOOD
ARE WILLING TO HELP EACH
OTHER.



18.7%

OF RESIDENTS CONTRIBUTE TO
THE COMMUNITY THROUGH
VOLUNTEERING.

THIS COMPARES TO 15.8
PER CENT ACROSS GREATER
MELBOURNE ^[4].

[1] [2] [4] <http://profile.id.com.au/glen-eira>

[3] <https://www.vichealth.vic.gov.au/~media/indicators>

RESPONDING TO NEW CHALLENGES

The *Glen Eira Council and Community Plan* aims to ensure that the City of Glen Eira remains amongst the most liveable, accessible, healthy and safest municipalities in the state.

Glen Eira is a popular place to live and as a middle ring municipality, there is pressure on Glen Eira to grow. Our *Council and Community Plan* provides the opportunity to let our community know that we will advocate to protect local zoning rights and be a voice for community concerns on planning issues.

Council will need to respond to:

- A review of the *Local Government Act*, which is signalling reforms that seek to enhance local democracy, improve corporate efficiency, increase transparency of decision-making and facilitate collaboration. The changes will impact on Council processes and establish a clearer and more accessible reporting regime and improve commitments to community engagement.
- The State Government's *Fair Go Rates System*, which imposes a cap on Council rates reflecting Consumer Price Index. These limitations impact significantly on Council income, which will compound each year over the life of this *Council and Community Plan*. While we are currently in a good financial position, Council will need to consider and reflect these limitations in our annual budget and priorities.

All of these challenges require us to be future focused and innovative. Our efforts will enhance quality of life and amenity, not only for current residents, but also for our resident population of the future. The themes encapsulated in this *Plan* reflect these challenges.

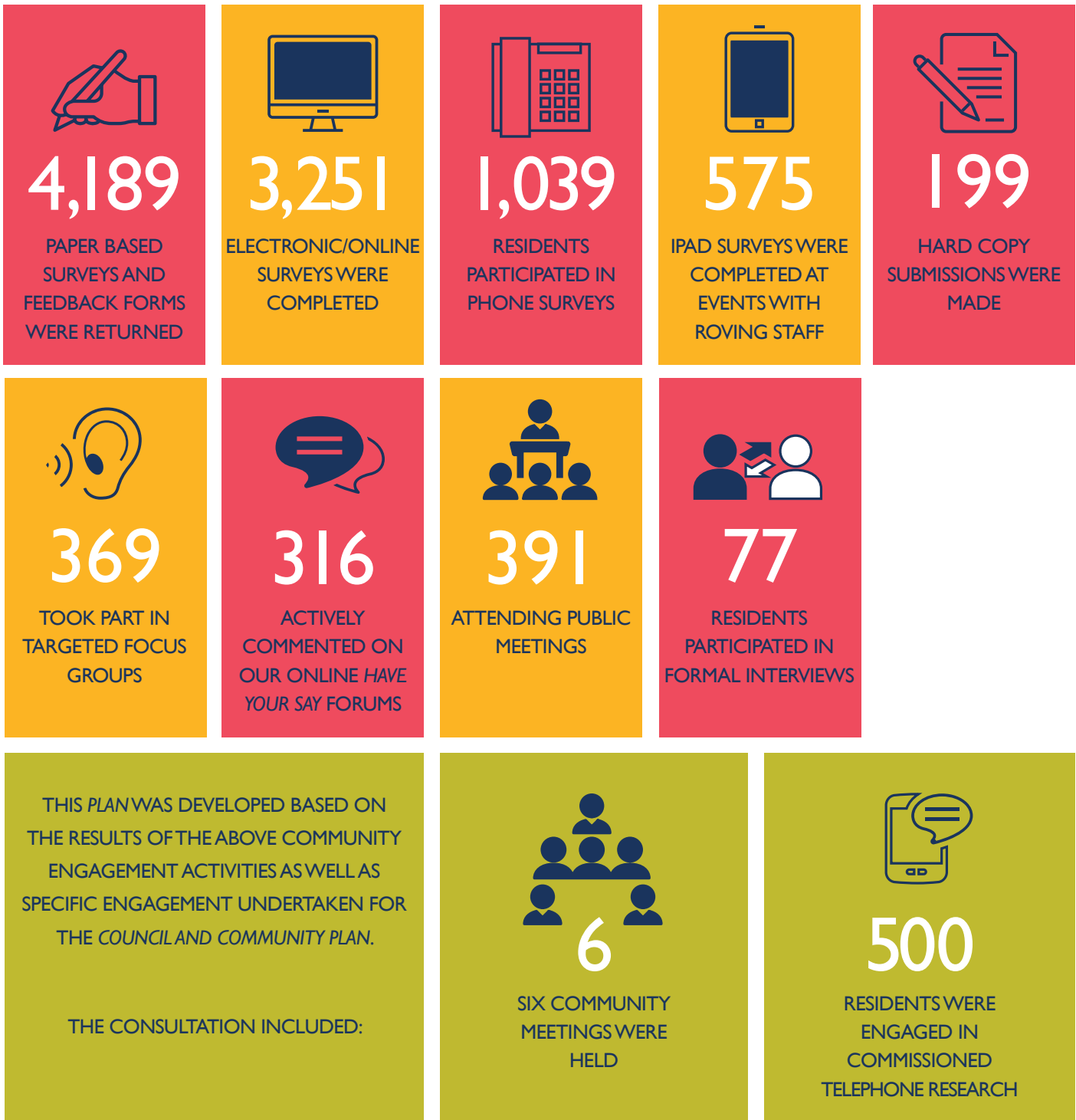
HOW THIS PLAN WAS DEVELOPED

In 2016, Council commenced a different way of engaging with the community. Traditionally, Council has engaged with the community on individual projects, however we know that better engagement occurs when we build a positive and ongoing conversation with our residents. We have focused on more accessible and visible two-way communication and engagement opportunities across all key activity centres to enable Council to understand and establish a stronger sense of Glen Eira's strategic vision.

Council's community engagement activity for the development of this *Plan*, illustrates that we are committed to understanding our community's needs and aspirations. More specifically, Council has actively interacted with members of the community more than 10, 000 times through community consultation activities.

Our engagement approach has been diverse and co-ordinated through a range of interactions, including face-to-face, online, hard copy, email and telephone. For example, Council sought feedback for seven Council strategies, including this *Council and Community Plan* in the 2016–17 financial year. We have asked the community about the review of our *Planning Scheme*, a new *Disability Action Plan*, an *Environmental Sustainability Strategy*, your vision for Glen Eira's Libraries, a new open space proposal, a new *Sustainable Transport Strategy* as well as seeking feedback on 17 activity centres and shopping strips.

IN 2016, COMMUNITY ENGAGEMENT SAW COMMUNITY MEMBERS INTERACT WITH COUNCIL IN THE FOLLOWING WAYS ...



WHAT YOU TOLD US

650

**PEOPLE ENGAGED IN CONSULTATIONS AROUND OUR COUNCIL AND COMMUNITY PLAN DURING JULY AND AUGUST 2016. THIS IS WHAT THEY SAID WERE THEIR MAIN PRIORITIES:
(IN NO ORDER)**



OVER-DEVELOPMENT AND LOSS OF NEIGHBOURHOOD CHARACTER:

- ▶ impact of development on heritage, neighbourhood character and community connection;
- ▶ impact on residents during development;
- ▶ communication by Council regarding the planning process;
- ▶ infrastructure to support development; and
- ▶ advocacy around quality, affordable and environmentally sustainable housing.



TRAFFIC CONGESTION, PARKING AND TRANSPORT:

- ▶ initiatives to manage traffic flow and parking;
- ▶ safety for pedestrians, cyclists and motorists;
- ▶ pathways, linkages and amenities to promote alternative modes of transport;
- ▶ enforcement of parking restrictions; and
- ▶ transport routes and services to key local places, including community transport.



SERVICES AND FACILITIES:

- ▶ services across all demographics with a focus on ageing, youth, young families and disability;
- ▶ facilities and activities to reduce social isolation and promote health and wellbeing;
- ▶ continue to develop libraries and senior citizen centres;
- ▶ advocacy for accessible and affordable services to support those in need; and
- ▶ services spread across the municipality.



PARKS, OPEN SPACE, WASTE AND SUSTAINABILITY:

- ▶ appropriate planting and innovative use of streetscapes;
- ▶ more varied open space to meet diverse needs, including informal recreation opportunities;
- ▶ provision and maintenance of sporting/recreation facilities and parks;
- ▶ amenities and areas of interest in parks — walking paths, seats, shade, shelters, toilets; and
- ▶ shared commitment from Council, business and the community to address environmental issues.



COMMUNITY SAFETY:

- ▶ crime prevention and advocacy around increased local police presence and security;
- ▶ advocacy to improve cleanliness of railway stations and railway lines;
- ▶ street lighting, quality of footpaths and safe walking routes;
- ▶ consistent approach to graffiti and waste management; and
- ▶ response to social issues in the community eg. homelessness, mental health, family violence.



COMMUNITY CONNECTION:

- ▶ events and activities to bring people together;
- ▶ reduce barriers to social inclusion (accessible, affordable, information in different languages);
- ▶ build a sense of community by helping create active neighbourhoods/street parties;
- ▶ create opportunities for people to connect locally and volunteer; and
- ▶ support local community groups, sporting clubs and organisations.



GOOD GOVERNANCE AND ENGAGEMENT:

- ▶ transparent and accountable to the community;
- ▶ involving and informing the community about the decision-making process;
- ▶ formal and informal engagement with the community across all ages and demographics;
- ▶ keep rates low and deliver value-for-money services; and
- ▶ advocacy to higher levels of government on local issues.

OUR ASPIRATIONS FOR THE FUTURE

The aspirations of Councillors and community are for a City that is liveable, accessible, safe, sustainable and engaged.

THEME

1

LIVEABLE AND WELL DESIGNED

A WELL PLANNED CITY THAT IS A GREAT PLACE TO BE.



THEME

2

ACCESSIBLE AND WELL CONNECTED

A CITY THAT IS EASY TO MOVE AROUND, WITH SAFE TRAVEL OPTIONS AND WALKABLE NEIGHBOURHOODS.



THEME

3

SAFE, HEALTHY AND INCLUSIVE

A STRONG AND SAFE COMMUNITY THAT BRINGS PEOPLE TOGETHER AND ENHANCES HEALTH AND WELLBEING.





THEME

4

CLEAN AND SUSTAINABLE

AN ATTRACTIVE AND SUSTAINABLE ENVIRONMENT FOR FUTURE GENERATIONS.



THEME

5

INFORMED AND ENGAGED

A WELL GOVERNED COUNCIL THAT IS COMMITTED TO TRANSPARENCY AND ENGAGES RESIDENTS IN DECISION-MAKING.



The following five themes of the *Council and Community Plan* identify our strategic direction and objectives for long-term community goals over the next four years.

Each of the following themes also sets out our advocacy efforts on behalf of the community; measures for our success; and our 2017–18 commitments.



WHAT THE COMMUNITY SAID

“Make Glen Eira liveable, resilient and inclusive for all ages and abilities.”

“Council should take a strong advocacy role to prevent inappropriate development.”

“Developments should be made to provide enough parking.”

“Council should provide better communication regarding the planning process.”

“Minimise the impact on the community during development.”

“There should be stricter rules for new developments and building regulations should be enforced.”

“Restrict the impact of developments on neighbourhood character.”

“I’d like to have more diversity of shops and restaurants in the area.”

THEME ONE

LIVEABLE AND WELL DESIGNED

A well planned City that is a great place to live.

We are committed to Glen Eira being a well designed City that is safe, attractive and vibrant for our residents and businesses. We will provide for social activities, employment and a range of residential opportunities.

Our town planning decision-making process will be fair, transparent, timely and inclusive. We will give residents the opportunity to contribute towards policies that affect their quality of life and their neighbourhood. Our approach will prioritise the uniqueness of each place and be informed by the views and perspectives of our diverse communities.

Our community infrastructure is essential to supporting liveability and we will design and manage our roads, buildings and community spaces to ensure Glen Eira remains a great place to live.

THEME ONE

LIVEABLE AND WELL DESIGNED

LONG-TERM COMMUNITY GOAL:

A well planned City is a great place to live.

THE STRATEGIC OBJECTIVES OF THIS LONG-TERM COMMUNITY GOAL ARE:

1. CREATE PROSPEROUS, ACCESSIBLE AND VIBRANT URBAN PLACES

WE WILL:

- Develop and implement structure plans and a shared vision to guide future development, open space, business and transport improvements.
- Influence future development across Glen Eira's station, retail and dining precincts by revising our *Activity Centre, Housing and Local Economy Strategy*.
- Ensure future development respects and celebrates our heritage and character by establishing new building and development guidelines.
- Work with the community and stakeholders to create places that are diverse, vibrant, and prosperous.
- Deliver improvements to buildings, open spaces, parks and roads, as well as progress planning for future improvements to key Council facilities.

2. ENCOURAGE DEVELOPMENT THAT BENEFITS THE COMMUNITY

WE WILL:

- Review our heritage places and provide stronger development guidelines to preserve and enhance Glen Eira's heritage buildings and precincts.
- In areas going through significant change, ensure developments take account of the wider local impacts such as the cost of infrastructure, open space and parking.
- Introduce planning policies that moderate developments and protect the character and amenity of our residential areas.
- Facilitate development that positively contributes to the local community socially, environmentally, and economically.
- We will proactively seek opportunities to incorporate social and/or affordable housing outcomes in urban renewal sites.
- We will commence preparation of policies and an updated Municipal Strategic Statement which strengthen the conservation of trees on developments sites.



3. PROACTIVELY PLAN FOR AND MANAGE CHANGE WITHIN OUR URBAN PLACES

WE WILL:

- Update the *Glen Eira Planning Scheme* by implementing the adopted actions of the 2016 *Planning Scheme Review*.
- Attempt to minimise the impact on the community's quality of life during major building construction through stricter guidelines and local laws for developers, and their enforcement.
- Aim to balance our community's aspirations on managing development, with State policies such as *Plan Melbourne*, which seeks to direct more housing and infrastructure in municipalities such as Glen Eira.

4. INVEST SUSTAINABLY IN OUR INFRASTRUCTURE AND COMMUNITY ASSETS

WE WILL:

- Ensure new infrastructure assets meet the needs of our community.
- Review service needs to ensure strategic service planning informs investment.
- Maintain and renew our assets to ensure they meet the required standards.

THEME ONE

LIVEABLE AND WELL DESIGNED

ON BEHALF OF THE COMMUNITY, COUNCIL WILL ADVOCATE FOR:

- Stronger partnerships with State Government and adjoining councils in planning for and funding key regional infrastructure.
- Victorian Civil and Administrative Tribunal (VCAT) reform to implement local policy and restrict the substitution of amended proposals.
- State Government leadership in facilitating and enabling the provision of social and affordable housing by supporting 'Outcome 2' policies in *Plan Melbourne* that seek to increase the supply of social and affordable housing.
- An assurance that 'value capture' development above locations subject to level crossing removals, will be appropriate to the local context and sensitive to community concerns.
- State Government inclusion of social and/or affordable housing outcomes in development sites over which they have decision-making influence, including but not limited to level crossing removals value capture sites.
- Increased State Government responsiveness to legitimate community concerns around the operation of rooming houses.

HOW WILL WE KNOW IF WE HAVE BEEN SUCCESSFUL?

- Our community will report increased satisfaction with Council's communication with the planning process and with the opportunities to have a say in planning decisions and planning policy formulation.
- Our community will report increased satisfaction with Council's planning for population growth.
- A minimum 70 per cent of residents will report that their quality of life is good or very good.
- There will be a reduction in commercial vacancy rates within Bentleigh, Carnegie and Elsternwick shopping centres.
- We will see an increase in planning decisions upheld at VCAT following the implementation of new policies in our *Planning Scheme*.
- There will be an increase from 2017 figures on the level of diversity within available housing stock.
- In 2017, we will adopt structure plans for Carnegie, Bentleigh and Elsternwick.

OUR 2017–18 COMMITMENTS

- We will deliver detailed structure plans for Bentleigh, Carnegie and Elsternwick, which address development, open space, business and transport, and an *Activity Centre, Housing and Local Economy Strategy* or all our centres.
- We will commence community consultation and a feasibility study to develop a new vibrant community hub in Elsternwick.
- We will update and refresh a minimum of three key Council community infrastructure strategies relating to recreation, open space and facilities.
- We will develop and implement policies and controls that protect heritage, and the character of our residential areas.
- We will invest a minimum of \$30M annually through Council's capital works program.
- We will develop concepts for Lord Reserve; Carnegie Swim Centre; and Koornang Park to create a community focused, multi-use recreation precinct.
- We will develop a statement of commitment on housing affordability and work with neighbouring councils to develop a regional perspective.





WHAT THE COMMUNITY SAID

“There is an over reliance on motor vehicles.”

“I would like more community bus routes.”

“There needs to be better enforcement of parking restrictions — especially near stations.”

“Improve pathways and linkages to enable active transport.”

“Our community needs better connection between different forms of public transport.”

“Encourage and support alternate forms of transport — walking, cycling and public transport.”

“We need to fix traffic issues like speed, congestion and street parking.”

“There should be better planning of transport routes and services to key local places, such as Glen Eira Sports and Aquatic Centre.”

THEME TWO

ACCESSIBLE AND WELL CONNECTED

A City that is easy to move around, full of safe travel options and walkable neighbourhoods.

We are committed to maintaining a safe footpath network, upgrading bicycle routes and coming up with new solutions to address parking demands. We will encourage various modes of transport, including walking. Our aspiration is to create neighbourhoods where people can access the goods and services they need, within 20 minutes of where they live, travelling by foot, bicycle or public transport.

Our transport network will be safe for pedestrians, cyclists and motorists. It will address the demands of today and cater for Glen Eira's future.

THEME TWO

ACCESSIBLE AND WELL CONNECTED

LONG-TERM COMMUNITY GOAL:

A City that is easy to move around: full of safe travel options and walkable neighbourhoods.

THE STRATEGIC OBJECTIVES OF THIS LONG-TERM COMMUNITY GOAL ARE:

- I. DEVELOP A HOLISTIC APPROACH TO TRANSPORT AND PARKING, WHICH INVOLVES PLANNING AND ACCOMMODATING FOR RESIDENTS AND VISITORS, THE INDIVIDUAL'S JOURNEY AND THE CITY AS A WHOLE.**

WE WILL:

- Develop an integrated approach on the many different ways we can move around the City; with a focus on safer, greener and walkable neighbourhoods.
- Improve our local streets and shared paths through the implementation of a revised cycling strategy, walking strategy and street design guidelines.

- 2. ADDRESS THE COMMUNITY'S PARKING NEEDS TO MINIMISE IMPACTS ON COMMUNITY WELLBEING, AND IMPROVE THE CONNECTIONS AND THE VIBRANCY OF THE CITY.**

WE WILL:

- Manage public parking within built up areas and shopping precincts through targeted improvements.
- Address the impact of new developments by reviewing the parking requirements within our *Planning Scheme* to ensure that developments provide their fair share of on-site parking and minimise the impacts on the amenity of local streets.
- Prepare a strategic, municipal-wide review of car parking and traffic to help inform future decision-making regarding parking provision.



3. REDUCE CAR CONGESTION BY ENCOURAGING GREATER LOCAL EMPLOYMENT, HEALTH, EDUCATION AND SHOPPING OPPORTUNITIES CLOSE TO HOME AND PUBLIC TRANSPORT NETWORKS.

WE WILL:

- Explore local planning policy, to ensure that it encourages local employment opportunities.
- Undertake place-based planning that encourages greater employment, residential and business opportunities within our urban places.

4. ENHANCE ROAD USER SAFETY WITH PARTICULAR FOCUS AROUND SCHOOLS AND ACTIVITY CENTRES.

WE WILL:

- Update our *Road Safety Strategy* with the latest VicRoads data (Road Crash Information Systems) and publish an update of the action plan.
- Continue and monitor our program of safety audits around schools.
- Through our parking enforcement framework, ensure our drivers park in a safe and fair manner.

THEME TWO

ACCESSIBLE AND WELL CONNECTED

ON BEHALF OF THE COMMUNITY, COUNCIL WILL ADVOCATE FOR:

- State Government and adjoining councils to take a collaborative approach to transport planning.
- High quality design and integration of committed railway grade separation projects and a commitment to remove Glenhuntly Road and Neerim Road level crossings.
- Improved access to public transport, particularly more direct bus services linking existing rail and tram services to our shopping precincts and community places.
- Reduced speed limits and other road safety initiatives around school crossings and shopping centre precincts.
- The State Government to prioritise through-traffic on the roads that it is responsible for.

HOW WILL WE KNOW IF WE HAVE BEEN SUCCESSFUL?

- We will increase bicycle usage by 10 per cent from 2017 figures.
- A greater percentage of people (compared to 2017 numbers) will live within walking distance of a major transport node.
- We will construct five per cent of our missing link footpaths.
- We will achieve a five per cent improvement in the 'Walk Score' across the municipality.
- We will achieve a five per cent improvement rating of traffic management and parking facilities from the previous year's *Community Satisfaction Survey*.

OUR 2017–18 COMMITMENTS

- We will develop a new integrated transport strategy, which identifies and sets the City's goals for various transport modes, with a focus on creating safer and walkable neighbourhoods.
- We will complete a municipal-wide car parking strategy.
- We will update our *Walking Strategy* with particular focus on improving pedestrian safety around schools, and creating incentives for our community to use sustainable forms of transport.
- We will revise our approach to implementing or amending parking restrictions to ensure that affected residents are consulted in all circumstances in advance of any changes being implemented.
- We will enhance our footpath renewal and upgrade programs to deliver more small area footpath improvement projects and also construct a number of missing link footpaths throughout the municipality.





WHAT THE COMMUNITY SAID

“It is important that services are inclusive and represent the needs of the community.”

“Glen Eira has excellent services for senior citizens.”

“Support local community groups — they are vital for our community.”

“I want to feel safe going out during the day and night.”

“What is important to me is a community where people feel connected.”

“I feel proud of my community and I want it to stay friendly and welcoming.”

“It’s important that we care for people in our community who need support.”

“Facilities like libraries, sport and recreation places and community centres help locals stay active and feel part of the community.”

THEME THREE

SAFE, HEALTHY AND INCLUSIVE

A strong and safe community that connects people and enhances health and wellbeing.

We are committed to being a community that is safe, healthy and inclusive. Our aim is to help people feel socially included, with access to quality support services. We will build a social environment that encourages participation, where people are safe in their homes and around our streets.

Our residents will have access to the services, activities and infrastructure that make it easy for them to stay healthy and get involved in community life. We will encourage and provide opportunities for our residents to lead active and healthy lives. We will support local community groups, organisations and networks that play an important role in providing opportunities and settings for people to connect.

Our libraries, pavilions, and community centres will be vibrant hubs that bring people together for recreation, learning and social interaction. Our events, festivals and cultural activities will promote community inclusion and celebrate our rich diversity.

THEME THREE

SAFE, HEALTHY AND INCLUSIVE

LONG-TERM COMMUNITY GOAL:

A strong and safe community that connects people and enhances health and wellbeing.

THE STRATEGIC OBJECTIVES OF THIS LONG-TERM COMMUNITY GOAL ARE:

1. WORK IN PARTNERSHIP TO MAKE OUR CITY A SAFE AND INCLUSIVE PLACE FOR ALL.

WE WILL:

- Partner with key stakeholders such as Victoria Police to promote and enhance community safety throughout the City.
- Develop strategies to increase the safety of common walking routes eg. options for enhanced lighting where required, enhanced business activity along transport routes, etc.
- Develop an evidence-based approach to implementing localised crime prevention strategies.
- Work collaboratively with community stakeholders to reduce the incidence of family violence in our community.
- Support and run events, programs and activities, that help people to connect with each other, and create a sense of community.

2. SUPPORT ACCESS TO A RANGE OF QUALITY AND VALUED SERVICES THAT MEET THE COMMUNITY'S NEEDS.

WE WILL:

- Provide services for children, youth and the aged that enhance the health and wellbeing outcomes of residents.
- Encourage volunteering by improving access to grants, delivering training and enhancing promotion of volunteering.
- Increase the access to and use of Council's community buildings and facilities.



3. DELIVER PROGRAMS AND ACTIVITIES TO PROMOTE A HEALTHY AND RESILIENT COMMUNITY.

WE WILL:

- Deliver programs and initiatives that support young people that are responsive to the feedback received through Council youth engagement activities, eg. *Resilience Youth Survey* of primary and secondary school students.
- Provide the community with support and information to build resilience and recover from local emergencies.
- Promote the health and development of young children through the delivery of quality Maternal and Child Health Services, parent education programs and family health and wellbeing initiatives.
- Deliver health promotion initiatives which educate and encourage an active and healthy lifestyle.
- Provide a greater range of library, sporting and recreation services to bring people together and encourage healthy lifestyles.
- Develop a *Municipal Public Health and Wellbeing Plan* that addresses mental health, obesity and drug related harms.
- Provide opportunities to communities who may be discriminated against, such as the Aboriginal and Torres Strait Islander community, disability community, culturally and linguistically diverse community and LGBTIQ community, to access programs, gain supports and engage in community life.
- Explore opportunities to create a dog agility park within the municipality.

THEME THREE

SAFE, HEALTHY AND INCLUSIVE

ON BEHALF OF THE COMMUNITY, COUNCIL WILL ADVOCATE FOR:

- Increased security and local police presence.
- The timely removal of graffiti from state and federal government owned assets.
- Access to affordable, safe, accessible and diverse housing.
- State and federal government initiatives that address social issues in the community.
- Funding for children's services, including child care and kindergarten services.
- Better funding for aged support services that meet community needs and enable residents to age in place.
- State and federal government funding for community infrastructure.

HOW WILL WE KNOW IF WE HAVE BEEN SUCCESSFUL?

- There will be an increase in the percentage of residents who agree this is a close-knit community.
- The level of satisfaction with the 'family support service' in the *Community Satisfaction Survey*, will be consistent with, or better than, industry benchmarks.
- There will be an increase in the percentage of residents that report that they feel safe to walk alone at night time.
- There will be an increase in the percentage of residents who participate in volunteering.

OUR 2017–18 COMMITMENTS

- We will establish a Community Safety Committee with representation from Victoria Police, key stakeholder organisations, and community members.
- We will develop a comprehensive community safety plan in collaboration with the community that includes a range of crime prevention strategies.
- We will develop a transparent and prioritised program towards all-abilities access in all Council managed community facilities, aligned with Council's *Disability Action Plan*.
- We will incorporate the needs and feedback from our community consultation into the feasibility study for a vibrant, multi-functional hub in Elsternwick.





WHAT THE COMMUNITY SAID

“We need a shared approach and commitment from Council, business and the community to address environmental issues.”

“I would like to see our Council lead the way on climate change.”

“I really appreciate the effort Council puts into maintaining its parks and gardens.”

“Glen Eira will become an inner city area — we need to protect our parks and open space.”

“Due to increasing development, more efforts need to be made to source additional land for sporting facilities.”

“Council provides great rubbish, recycling and hard waste collections.”

“Our tree-lined streets are great but Council should plant more natives.”

THEME FOUR

CLEAN AND SUSTAINABLE

An attractive and sustainable environment for future generations.

Our City will be attractive and environmentally sustainable.

We will protect the diversity of plants and animals, and provide for a healthy environment that supports our community to live healthy and happy lives. We will improve our own environmental sustainability and partner with our community to reduce our ecological footprint.

We will be a leader in providing access to high quality parks, open space and active recreation facilities, which are vibrant, and accessible. Our streets and built environment will be clean and inviting and we will continue to demonstrate leadership in our contemporary approaches to sustainability, waste management and recycling.

THEME FOUR

CLEAN AND SUSTAINABLE

LONG-TERM COMMUNITY GOAL:

An attractive and sustainable environment for future generations.

THE STRATEGIC OBJECTIVES OF THIS LONG-TERM COMMUNITY GOAL ARE:

1. KEEP OUR CITY CLEAN AND ATTRACTIVE.

WE WILL:

- Continually improve our maintenance activities to keep the City clean, including looking for ways to incorporate new technologies such as mobile reporting and solar litter bin compaction.
- Progressively renew and revitalise our streetscapes.

2. PRESERVE AND DEVELOP OUR OPEN SPACE TO MEET CURRENT AND FUTURE NEEDS.

WE WILL:

- Improve and upgrade our open spaces for passive and active recreation through our capital works program.
- Continue to explore opportunities to increase the amount of open space for recreation purposes, including access to schools, as well as state and federal government owned land.
- Protect and enhance biodiversity on Council land.

3. INCREASE ENVIRONMENTAL SUSTAINABILITY AND PREPARE FOR THE EFFECTS OF CLIMATE CHANGE.

WE WILL:

- Help our community members to reduce their impact on the environment through education and support programs.
- Show leadership in sustainability in our waste, water and energy usage practices.
- Demonstrate a clear focus on energy sustainability in our capital projects, in design, construction and operations.
- Work towards zero net carbon emissions from Council operations by 2030 by reducing greenhouse gas emissions by a further 25 per cent from Council buildings, waste and outdoor lighting by 2021.
- Work towards zero net carbon emissions from the community by 2050 by supporting the Glen Eira community to reduce greenhouse gas emissions.
- We will consult the community on the implementation of a Classified Tree Register.

ON BEHALF OF THE COMMUNITY, COUNCIL WILL ADVOCATE FOR:

- New generation waste disposal and recycling facilities for the future.
- The protection of vegetation in major development projects in the City, including level crossing removals and on state and federal government owned land.
- Better immediate community access to Caulfield Racecourse Reserve for sporting and recreation purposes and full implementation of the recommendations of the ministerially appointed Bi-Partisan Working Group within five years.
- Improved state and federal government policy on environmental sustainability initiatives.

HOW WILL WE KNOW IF WE HAVE BEEN SUCCESSFUL?

- We will see a five per cent increase in the recycling rate at Council buildings.
- Greenhouse gas emissions will be a further 25 per cent lower from Council buildings, waste and outdoor lighting by 2021.
- There will be an increase in open space in areas of the City identified in our *Open Space Strategy* as lacking green space.
- The level of satisfaction with open space in the *Community Satisfaction Survey*, will be consistent with, or better than, industry benchmarks.
- Traders' associations will report an increased level of satisfaction with the cleanliness and amenity of our activity centres.
- New generation garbage disposal facilities will be well progressed toward opening
- New buildings and facilities will be recognised as leading examples of highly efficient and sustainable design.

OUR 2017–18 COMMITMENTS

- We will continue to implement our *Open Space Strategy* priority actions, including improvements to Spring Road Reserve in Caulfield South; a new sensory garden at Rosanna Street Reserve in Carnegie; and commencing the implementation of the EE Gunn Reserve Masterplan in Ormond.
- We will increase the amount of community open space in Joyce Park.
- Five per cent of the capital budget for all new and large refurbishment building projects, will be allocated to sustainability measures, over and above the minimum required standards.
- We will develop masterplans for Caulfield Park and the Lord Reserve; Carnegie Swim Centre; and Koornang Park precinct.



WHAT THE COMMUNITY SAID

“What we want to know — what has been achieved in the previous period and what Council plan to achieve in the coming period.”

“Improve consultation and engagement with the community, including follow-up.”

“There should be more regular opportunities for communication between Council and the community.”

“There needs to be consistency for why decisions have been made.”

“Council should lead by innovative ideas, consult and listen to community needs.”

“It would be good to have some more engagement before decisions are made — find out what the community thinks before Council acts.”

“I feel that a lack of communication affects Council’s relationship with the community.”

THEME FIVE

INFORMED AND ENGAGED

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

Our community will be well informed and engaged. We will provide access to timely and relevant information about issues which affect them and establish a range of opportunities for them to share their views, comment on our performance and actively participate in decision-making.

We will remain contemporary and connected to our residents. Decisions made will be evidence-based, transparent and in the best interests of the whole community. We will work to build a community that is well informed and actively participates in Council decision-making.

We will retain our reputation for good governance, ensure that Council continues to comply with the principles of sound financial management and provide full, accurate and timely disclosure of financial information relating to Council.

THEME FIVE

INFORMED AND ENGAGED

LONG-TERM COMMUNITY GOAL:

A transparent and accountable Council that engages its residents in decision-making.

THE STRATEGIC OBJECTIVES OF THIS LONG-TERM COMMUNITY GOAL ARE:

1. DEVELOP CLEAR AND OPEN COMMUNICATION CHANNELS WITH THE COMMUNITY.

WE WILL:

- Keep you better informed by improving our regular newsletters, use of social media, direct mailouts and responses to your service requests.
- Enable you to provide your views more easily by increasing the range of ways that we engage and consult with you, including enhanced participation in our public meeting processes.
- Make sure that key Council information and publications are available in a range of formats that are accessible to those with a disability or who are from culturally and linguistically diverse communities.
- Take proactive steps to ensure that we are going out of our way to seek views and input from those who are hard to reach through traditional consultation methods.
- Encourage you to participate in our decision-making processes.
- Provide you with regular and transparent reports on key outcomes and on our performance.

2. ACHIEVE A REPUTATION FOR ORGANISATIONAL AND SERVICE EXCELLENCE.

WE WILL:

- Take a strategic approach to reviewing and improving Council operations.
- Build an organisational culture that is committed to customer service and continuous improvement.
- Deliver good value-for-money services to residents and continue to have the second lowest average rates charge in Metropolitan Melbourne.
- Be a role model employer, recognising that skilled and motivated staff deliver better customer service and community outcomes.
- Build strong partnerships and good working relationships with our neighbouring councils, government peak bodies and other key stakeholders.
- Ensure our Local Law supports appropriate levels of transparency and good governance.



3. INVEST IN TECHNOLOGY AND PROCESS IMPROVEMENTS THAT ENHANCE THE CUSTOMER'S EXPERIENCE OF DOING BUSINESS WITH US AND IMPROVE EFFICIENCY AND TRANSPARENCY.

WE WILL:

- Introduce new online methods and practices that enable residents to transact with us to register and track requests, update their information, and make payments at a time that suits them.
- Review customer transaction processes and digitise those processes wherever it is efficient to do so.
- Reduce unnecessary bureaucracy and streamline processes to improve turnaround timelines and responsiveness.
- Improve awareness of Council's services to ensure people can access what they need, when they need it.
- Increase the amount of information that is available and accessible to the community on Council's website.

THEME FIVE

INFORMED AND ENGAGED

ON BEHALF OF THE COMMUNITY, COUNCIL WILL ADVOCATE FOR:

- Community consultation on key community projects, including state and federal government projects, such as the level crossing removals.
- Additional state and federal government funding for key community projects.

HOW WILL WE KNOW IF WE HAVE BEEN SUCCESSFUL?

- Rates per assessment will remain at the second lowest level of all metropolitan municipalities.
- The level of satisfaction with the 'advocacy' score in the *Community Satisfaction Survey*, will be consistent with, or better than, industry benchmarks.
- Every major project will have a comprehensive community engagement process.
- The community will receive regular reporting on our performance.
- The level of satisfaction with the 'community engagement' score in the *Community Satisfaction Survey*, will be consistent with, or better than, industry benchmarks.
- The level of satisfaction with the 'customer service' score in the *Community Satisfaction Survey*, will be consistent with, or better than, industry benchmarks.
- Staff engagement levels will be consistent with, or better than, industry benchmarks.

OUR 2017–18 COMMITMENTS

- We will review and enhance our *Community Engagement Strategy* and develop a new youth consultation strategy.
- We will establish an online consultation group of approximately 400 residents who are willing to be involved and provide opinions and feedback on Council's programs and strategies.
- We will provide greater online options for residents by ensuring that half of our requests and payment services are available via Council's website.
- We will receive an unqualified audit opinion in relation to the completed *2016–17 Financial Report and Performance Statement* and year on year thereafter.
- We will develop an advocacy strategy which informs the community of our advocacy program and outlines our advocacy goals.
- We will demonstrate our commitment to transparency by increasing the amount of information that is available to the public via our website.
- We will report quarterly to the community on our progress against all of our promises outlined in this *Plan*.



GLOSSARY

Activity centre — an area that provides a focus for services, employment, housing, transport and social interaction. They range in size and intensity of use from smaller neighbourhood centres to major suburban centres and larger metropolitan centres.

Activity Centre, Housing and Local Economy Strategy — a high-level strategic document that identifies the vision, objectives and role of activity centres in Glen Eira. The document emphasises the link between Council's *Council and Community Plan, Municipal Strategic Statement (MSS)* and the State Government's *Metropolitan Planning Strategy, Plan Melbourne*.

Capital Works Program — a program outlining work to be undertaken to establish, renew, expand, upgrade or dispose of Council's assets.

Community hub — community facilities which provide a central location for residents to access a range of local services, activities, learning options and social opportunities.

Community Satisfaction Survey — a State Government requirement whereby councils conduct a survey once a year to obtain community feedback in order to gauge satisfaction levels with council services.

Glen Eira Planning Scheme — a statutory document that sets out our objectives, policies and provisions relating to the use, development, protection and conservation of land.

LGBTIQ — Lesbian, Gay, Bisexual, Transgender, Intersex and Queer.

Place-based planning (or place-making) — is an integrated approach to planning public places at a local level. It is a community-driven process for designing accessible public spaces (streets, sidewalks, plazas, squares, campuses, parks, and so on) that often accommodate a mix of uses.

Plan Melbourne — a State Government policy which seeks to direct more housing and infrastructure in municipalities such as Glen Eira.

Structure plan — sets a long term shared vision for land use and development within a particular area with the aim to provide clarity and certainty to residents and developers alike. They are a tool to help manage change and can consider a variety of elements such as, but not limited to, urban design, building scale, height, neighbourhood character, social and economic needs, community infrastructure and transport.

Urban places — an inner-city area with an increased population density accompanied by housing, commercial buildings and infrastructure.

Value capture project — a value capture project (when used in regards to level crossing removal works) is the development that is built in order to retain some percentage of expenditure used to carry out the works.

VCAT — Victorian Civil and Administrative Tribunal.

Walk Score — measures the walkability of any address using a patented system. For each address, a walk score analyses hundreds of walking routes to nearby amenities. Points are awarded based on the distance to amenities in each category.

APPENDIX I: SUPPORTING STRATEGIES

Glen Eira Council and Community Plan 2017–2021

Glen Eira Strategic Resource Plan 2017–2018 to 2026–2027

Annual Report

Outlines financial statements for the previous 12 months and a performance statement on progress in achieving goals and results.

Annual budget

Outlines how the funded activities or initiatives contribute to achieving the Plan's strategic objectives.

Strategies and Plans that support the Glen Eira Council and Community Plan



* A new Plan or Strategy currently in development or committed for development.

A Plan or Strategy currently being reviewed or pending review.

All Plans and Strategies are available on Glen Eira City Council's website www.gleneira.vic.gov.au







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CITY COUNCIL

GLEN EIRA CITY COUNCIL

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