

“Our Place, Our Plan” Community Priorities Panel Report

*Recommendations made by the Community
Priorities Panel, 16 April 2025*

Prepared by



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Executive Summary

Overview

The "Our Place, Our Plan" (OPOP) Community Priorities Panel was assembled to advise Glen Eira City Council on how to best ensure strategic plans realise the Community Vision over the next four years. 50 members were selected through stratified random sampling to ensure diverse representation. Out of the 50 members, 42 were confirmed based on their ability to attend all five panel meetings, leading to the final formation of the Community Priorities Panel.

The panel met over four sessions in March-April 2025 and developed recommendations across five key themes.

Process

Panel members reviewed information from subject matter experts and worked through each remit before voting on final recommendations. Any recommendation receiving 75% or greater approval was submitted as an official recommendation, whilst those with less support were included as suggestions. Between 37-42 panel members attended each session, with 38 present for the final recommendations.

Key Recommendations by Theme

Theme One: Community Wellbeing

- **Multi-use Spaces:** Ensure green spaces and physical recreation areas accommodate different community groups throughout the week (90% support)
- **Asset Maximisation:** Utilise existing council assets to support social connection and mental health (88%)
- **Accessibility:** Understand barriers to council programmes and improve accessibility (80%)
- **Information Centralisation:** Establish a one-stop-shop for all services in Glen Eira (80%)
- **Adult-Oriented Spaces:** Create passive, quiet outdoor spaces with activities specifically for adults (82%)
- **Digital Hub:** Introduce a centralised digital tool for information about activities and services from both Council and external providers (84%)
- **In-Person Outreach:** Institute council-run pop-ups to promote community activities for those who can't access digital resources (76%)

Theme Two: Social Cohesion

- **Versatile Community Hubs:** Design community hubs with co-located services connected through public transport (90%)
- **Adaptable Spaces:** Build community hubs that can adjust to evolving neighbourhood needs (88%)

- **Strategic Asset Assessment:** Complete assessments to identify land priorities for shared community hubs (84%)
- **Evidence-Based Design:** Use frameworks that apply community connection principles to environmental design (84%)
- **Community Transport:** Facilitate free, safe, accessible community transport between centres of activity (80%)

Theme Three: Diverse and Accessible Places

- **Micro-Parks:** Prioritise micro-parks and passive open spaces over larger active spaces (78%)
- **Hybrid Service Model:** Meet community infrastructure needs through major hubs with satellite services matched to demographic needs (80%)
- **Balanced Placemaking:** Find a balance between maintenance and adding value through placemaking, leveraging businesses and locals (78%)

Asset Management Trade-Offs:

- Council land should only be sold as a last resort with strict parameters (90%)
- Consider co-locating council facilities whilst maintaining accessibility (84%)
- Review asset maintenance criteria to include social value and utilisation (84%)
- Ensure cost recovery from private hiring of council facilities (84%)
- Include green assets in the asset register (82%)
- Assess opportunities to raise revenue through temporary rental of community assets (80%)
- Consider opportunities for alternative service providers whilst evaluating impacts (76%)

Theme Four: Environmental Stewardship

- **Waste Reduction:** Focus on reducing waste at community level through tool libraries, communal green bins, and sustainable activities (90%)
- **Community Battery/Micro-grid:** Work with other councils to lobby for community-based energy solutions (86%)
- **Tree Canopy Strategy:** Develop kerbside and parking policies that incorporate increased tree canopy and biodiversity (86%)
- **Shared Mobility:** Explore shared mobility opportunities and EV infrastructure in street redevelopment plans (84%)
- **Sustainability Hub:** Create a physical hub for face-to-face discussions about sustainability options (80%)
- **Incremental Changes:** Implement EV charging in all council car parks by 2029, increase canopy cover, and prioritise indigenous plants (78%)

Theme Five: Innovation and Digitally Enabled Services

Partnership vs In-House Provision:

- Encourage collaboration with other parties whilst maintaining oversight (88%)
- Utilise partnerships when financially beneficial while maintaining quality (82%)

Universal vs Targeted Support:

- Council should provide services for the whole community unless there's a gap in existing targeted services (78%)

Digital Inclusion vs Resource Allocation:

- Educate the community about digital offerings through various media (76%)
- Ask the community which services they want digitised or use analytics to prioritise (76%)

The panel presented these recommendations with the expectation that Glen Eira City Council will meaningfully consider them in planning over the next four years. 71% of panel members who attended the final session believed Council would seriously consider their recommendations, whilst 85% enjoyed participating and 82% felt their contributions were valued.

Introduction

This report documents the recommendations from the Our Place, Our Plan (OPOP) Community Priorities Panel ('the panel') to Glen Eira City Council in response to the overarching remit:

'How can we best ensure our strategic plans realise our Community Vision over the next four years?'

In order to respond to this remit, the panel focused on five key themes:

- Theme One: Community Wellbeing
- Theme Two: Social Cohesion
- Theme Three: Diverse and Accessible Places
- Theme Four: Environmental Stewardship
- Theme Five: Innovation and Digitally Enabled Services

The panel met on the evening of 19 March (online) and in person on Sunday 23 March, Sunday 30 March and Sunday 6 April. The meetings involved presentations from an external futurist, Council subject matter experts and support staff. The meetings also allowed the panel members time to review and work through each remit before voting on final recommendations. The agendas for each of the panel meetings are provided as Appendix A of this report.

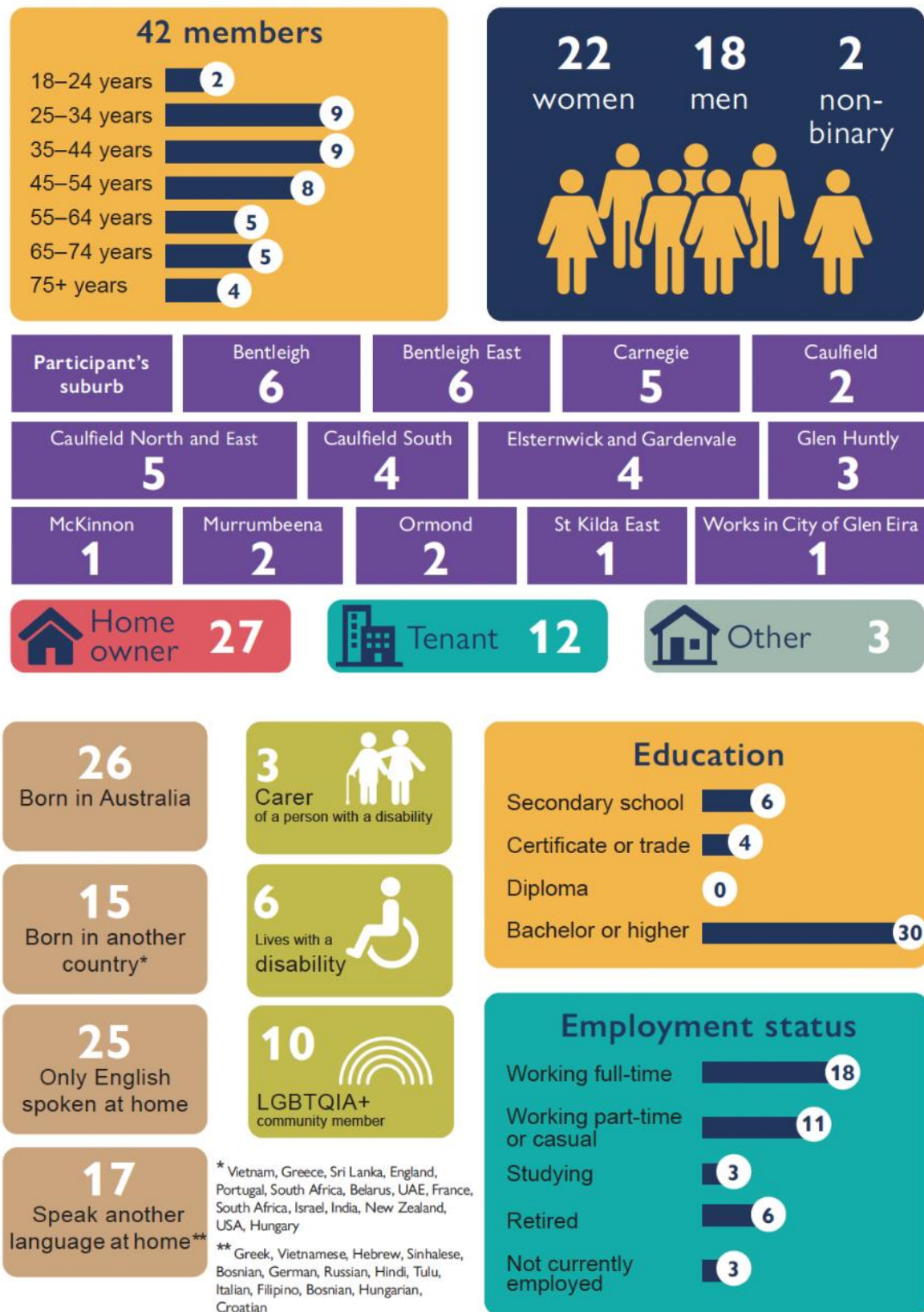
As agreed with the panel, any recommendation that received an average approval score of 75% or greater would be submitted as an official recommendation. Recommendations that did not receive this score have been included as 'suggestions', though they should not be considered an official recommendation from the panel. These can be found in Appendix 1.

The Panel

50 panellists were selected to be part of the OPOP Community Priorities Panel. These panel members were selected using stratified random sampling from a total of 119 expressions of interest. Selection was stratified to ensure representation across age, gender, location, education, employment and housing. The panel selection also considered representation of First Nations, culturally and linguistically diverse community members, disability and carers and members of the LGBT+ community. This selection process helps to ensure that the panel appropriately reflects the diversity of the Glen Eira community. Out of the 50 members, 42 were confirmed based on their ability to attend all five panel meetings, leading to the final formation of the Community Priorities Panel.

At the panel meetings, between 37 and 42 panel participants were in attendance with the majority attending all four meetings. The demographic breakdown is provided in Figure 1.

Figure 1 - Demographic Details of OPOP Community Priorities Panel



Panel Recommendations

This section outlines the recommendations (which received over 75% approval from the panel) and the remaining panel suggestions (which received less than 75% approval). The recommendations have been organised by theme for clarity and accessibility.

Each theme was guided by an overarching remit and several scenarios highlighting some of the difficult choices that Council faces in their planning and decision making. The scenarios acted as a useful discussion prompt to assist the panel in crafting their recommendations for the overall remit and theme. After the second panel day, the recommendations that had been generated were submitted to Council SMEs for feedback and comment, this information was incorporated into the final recommendations.

There were 38 panel members in attendance on the final panel day who participated in finalising the recommendations.

Theme One: Community Wellbeing

The overarching remit for Community Wellbeing was:

‘Many things can affect how healthy and well our community is. What are Glen Eira’s most pressing health and wellbeing challenges that impact safety and quality of life? What should council do better to support our diverse community to address these challenges over the next four years?’

To help respond to this, the panel was provided with three scenarios to consider for shaping their recommendations:

- Should Council prioritise services and spaces promoting health and wellbeing for all age groups, or focus on specific services and spaces for marginalised or at-risk groups?
- Should Council focus on promoting health services and delivering education and awareness programs focused on health and wellbeing, or creating healthy environments like parks, green spaces and recreation facilities?
- What aspect of wellbeing is most important to you: mental wellbeing (e.g. feeling happy, content, and stress-free most of the time) or physical wellbeing (e.g. being in good shape, free from illness, and feeling energetic)?

Theme 1 Recommendations

The recommendations that received 75% support or greater from the panel are provided below.

Panel recommendations for Theme One: Council Wellbeing

Panel Approved Recommendations		
Support %	Recommendation	Rationale
90%	Ensure all green spaces and physical recreation spaces have options for multi-use to meet the needs of different community groups, throughout the week.	Physical health looks different to everyone in the community, some are seeking organised sport and other more passive recreation, so council needs to consider how they can meet these different needs and maximise the use of their assets.
88%	Consider how existing council assets can be maximised to meet the needs of different community groups to support social connection and mental health.	With the range of existing assets that council has access to, it's the best way to minimize costs.
80%	Understand barriers for the community accessing councils programs, services and assets and investigate options to improve accessibility.	Barriers will be different for everyone - whether financial, transport, awareness and so on. Supporting accessibility needs to address the barriers identified, particularly for vulnerable groups.
80%	Council needs to establish a one-stop-shop and raise awareness of it, of all services offered in Glen Eira, including outside bodies, or organisations.	The council's role in this is to be a connector for the community. Being a central point to help direct people to right services they require for their wellbeing.
82%	We recommend that Council creates passive, quiet outdoor spaces with activities for adults.	These spaces will provide mental health support for all adult community members, both in terms of preventative mental health by providing calm, dedicated, adult-oriented outdoor spaces, and by supporting those who need respite/treatment for symptoms of mental ill-health. We would like to see round swings, seating, and chess tables and adult sensory-friendly features (we really want the round swings!)
84%	We recommend that Council introduces a digital tool to centralise information about activities and services from <i>both</i> Council and external service providers.	This recommendation seeks to strengthen awareness of <i>Council and non-Council</i> community activities, programs and services through a central digital hub. We want an efficient way to access this information in one location and would like it to encompass a calendar and an interactive map with detailed filters for equipment.
76%	We recommend that Council institutes council-run pop-ups in person to promote community activities, programs and services provided by Council & non-Council organisations for people who can't access a digital hub	This recommendation responds to the challenge of informing marginalised/tech-free community members about council and non-council programs, activities and services.

Panel Approved Recommendations		
Support %	Recommendation	Rationale
**	<i>Offer more funds through the grants program to community groups offering mental health support programs.</i>	<i>This does not prevent Council from partnering with outside groups or organisations to offer mental health support programs.</i>

*** Accidentally left out of the polling activity, though it is believed to have been strongly supported by the small group who developed it, and by the broader panel.*

Theme Two: Social Cohesion

The overarching remit for Theme Two Social Cohesion was:

'Many of the services council has provided for decades are less financially sustainable which has required challenging decisions from council. Which council services offer the most value in promoting accessibility, inclusivity and looking after our most vulnerable? What are the community's emerging priorities? What role should Council play in addressing these priorities: direct provider, partner or advocate?'

To help respond to this, the panel was provided with three scenarios to consider and help shape their recommendations:

1. What does 'safety' mean, and what role should Council play in promoting it? Should we have a proactive role that focuses on building resilience and partnerships, promoting social cohesion and fostering a sense of community, or should we have an approach focused on crime prevention and environmental design like lighting and CCTV?
2. Should Council prioritise creating community spaces for all age groups, or focus on specific spaces for marginalised groups to foster inclusion?
3. How do we balance supporting the needs of specific cultural communities with promoting broader social cohesion for all residents?

Theme 2 Recommendations

The recommendations that received 75% support or greater from the panel are provided below.

Panel recommendations for Theme Two: Social Cohesion

Approved Panel Recommendations		
Support %	Recommendation	Rationale
90%	Council should design community hubs to be versatile spaces, with co-located services. Community hubs should be connected through public transport and accessible for all.	Centralisation of services is more efficient, and brings different members of the community together, who may not otherwise interact to the same extent.
88%	Council should focus on building community hubs that are able to adjust and adapt to the neighbourhood needs as they evolve through time.	Adaptability over time is important for reducing future development burden. Considering the future needs of community spaces, and creating places that people engage with at different stages of their lives.

Approved Panel Recommendations		
Support %	Recommendation	Rationale
84%	Council should complete an asset assessment to identify top priorities for land to be used as shared community hubs	Placement of council services near other existing services (e.g. transport, shops, parks) is important for making genuine community “hubs”
84%	Council should use an evidence based framework that applies community connection principles to environmental design of places.	Council already uses Crime Prevention through Environmental Design (CPTED) principles in environmental design with Victoria Police. We recommend including principles of social connection and cohesion as part of this assessment, or as a new assessment.
80%	Council should facilitate free, safe and accessible community transport to/from/between centres of activity, both during the day and after dark.	We interpret the Council's role in promoting 'safety' as one of promoting passive feelings of safety as opposed to enforcement. Buses promote better feelings of safety, connection with other people in the community and engagement. If you know your neighbours, you feel safer around them. This also helps achieve a reduction in car usage and align with State and local government policies.

Theme Three: Diverse and Accessible Places

The overarching remit for Theme Three Diverse and Accessible Places was:

‘Council currently maintains its infrastructure and places to a high standard at significant cost. This can make it challenging to deliver new infrastructure for our growing population. Is this still the right approach or should we invest differently?’

‘As the population grows, what are the emerging priorities in building the community’s connection to place? How should we invest in those priorities?’

To help respond to this, the panel was provided with two sets of scenarios to consider and help shape their recommendations: The first set of scenarios and recommendations are shown below. The second set of scenarios and recommendations are shown from page 12.

1. Considering the diverse needs of our community, should Council prioritise developing passive open spaces, such as parks and gardens, or active open spaces, like sports fields and playgrounds? Are parklet spaces, pocket parks and streets with tree covered opportunities for passive sitting, observing, connection as important as dedicated park settings?
2. What is the best way to meet our community’s infrastructure needs? Should we prioritise more centralised “hubs” that offer multiple services in one location in activity centres, or should we spread out our services more broadly across the municipality, but with more of a “singular” service use?
3. Upgrades to our activity centres (shopping centres) typically involve physical infrastructure like footpaths, tree planting, landscaping and furniture. Should Council focus on maintaining these in the same way (with minor replacements as needed) or should we focus on adding value through placemaking projects like murals, public art, and decorative lighting?
4. While Council has purchased sites for open space, we are advocating for other levels of government to fund their development into parks and gardens. If new parks are important and our advocacy for funding is unsuccessful, what other areas of capital expenditure would you consider reducing to deliver open space?

Theme Three Recommendations

The recommendations that received 75% support or greater in response to the information provided for Theme Three are provided below.

Panel recommendations for Theme Three: Diverse and Accessible Places

Panel Approved Recommendations		
Support %	Recommendation	Rationale
78%	In response to scenario 1, we recommend micro-parks and passive open spaces over larger active spaces. Where these are prioritised and delivered should be considered against a clear set of criteria designed to achieve value for money (community needs and wants versus cost).	Micro parks are lower cost to deliver and maintain than larger parks, of which Council already has. Criteria to consider These spaces should be in areas where there is a lack of walkability no park or green space within a reasonable distance (such as a 5-minute walk). Each opportunity will have different considerations as to why it presents a value for money proposition to the community. Given the limited funding available and the large physical area covered by Glen Eira, Council should seek to ensure value for money by considering: • Areas of public or private underutilised land parcels/roads which may be available for repurposing • Highest need demographics and areas (those with mobility issues, older residents and carers) or current/future high population growth • Any other synergistic plans (Biodiversity Plan), capital works or maintenance projects.
80%	In response to scenario 2, community infrastructure needs should be met using a hybrid model of utilising existing or new major hubs, with other services being satellite services (either mobile or pop-up). The services delivered should be matched to the demographic needs of each suburb and easily accessible. Communications should be strengthened to help ensure the success of this recommendation. They should be targeted in order to create more awareness and reach relevant demographic	Criteria to consider • Community activity centres should be easily accessible (say 400m) from a major transport hub • Demographic assessment of each community activity centre should be those residents within a reasonable radius (say 5km, unless there's a standard or guide about this) • Identifying areas for pop-up where there are available spaces that are underutilised (libraries, open spaces or vacant shop fronts)

Panel Approved Recommendations		
Support %	Recommendation	Rationale
	groups to support greater uptake of the service/facility as relevant to that group.	Determine locations based on demographic areas to undertake pop-up and post activity assessment
78%	In response to scenario 3, Council should prioritise finding the “sweet spot” of maintenance versus adding value through new placemaking. Community activity centres should leverage businesses and locals in the maintenance and beautification of community activity centres. Greenery should be prioritised over art installations.	Glenhuntly Road in Glen Huntly is a prime example of an opportunity to create a more utilised community activity centre. There are shop fronts that are empty and run down and the area generally does not feel like one you want to spend a lot of time in, versus other more lively areas. There could be funding available from Community Art Grants or partnerships with State/Federal programs to offset funding.

*** The recommendation proposed for Scenario 4 did not reach the 75% threshold so is shown in the Appendix.

This Theme also included a series of trade off questions around asset management. These trade off questions included:

What is the best way to determine priority across asset management?' Should we:

- A) distribute money evenly across City or
B) target areas with poor condition assets first?*

- A) maintain standards on low utilised assets (used infrequently and by few only) or
B) focus on high utilisation assets?*

- A) partnering more with private entities for build and operating assets or
B) should Council manage all?*

- A) maintain existing, low use or single-purpose facilities or
B) rationalise and shift to larger, multi-purpose facilities*

The strongly supported recommendations from the panel are below.

Panel recommendations for Asset Trade Off Questions (Theme Three: Diverse and Accessible Places)

Panel Approved Recommendations - Asset Trade Offs		
Support %	Recommendation	Rationale
90%	Selling of council land should only occur as a last resort and with strict parameters / consultation	Where land is sold the money should not be used for op-ex. This must be re-invested into maintaining the same total land area or larger) available to council.
84%	Consider whether council facilities could be co-located whilst maintaining reasonable accessibility across the municipality.	Efficiency and social cohesion should also be factors. Some residents may be unable to access the facilities if they're outside a critical distance from where residents live or from public transport.
84%	Review current asset maintenance criteria to include technical requirements and additional metrics around social value (e.g. importance to community, necessary to support vulnerable communities), utilisation (e.g. current and forecast demand).	Maturing the approach to asset planning is needed to shift beyond condition assessment only to collate data on other important factors to include such as: • Social impact value (eg: is the asset valuable to community) • Utilisation - is the asset being used well by the community • Future demand and future usage trends

84%	Property and Events teams to review their processes and frameworks to ensure cost recovery from the fees charged to private hiring.	Is the increased usage (and therefore increased maintenance costs) being factored into the charges to private providers. The money needs to come back to the maintenance teams to maintain the condition of the asset(s) Is the cost of the loss of public access to the space being properly considered. Is it then being adequately remunerated?
82%	Green assets to be included in the asset register	Green assets (ie: trees, garden beds, rain gardens) are not currently included in the asset register so they are therefore not considered in the same way as other assets on asset management plans and all assets are not considered holistically.
80%	Assess opportunities to raise revenue through the temporary renting / leasing of community assets (eg: scout halls).	There are numerous council assets that aren't being fully utilised. These could be hired out when not in use to increase utilisation but could also generate revenue. Currently, only 4 indoor spaces are available to book / rent across council and these are restricted to NFPs. There are far more than this that are being underutilised that could be made available (eg: scout hall). Make it easy to access the list of available spaces.
76%	Council should consider: a) opportunities for council services to be provided by alternative providers, and b) whether the currently existing availability of these services is adequate	The considerations should include determining what the: - social impacts on the community are if the service is shifted to a private provider? - opportunity cost to council and residents is by having this provided by council? - risk of private businesses going broke and the service no longer being provided is?

Theme Four: Environmental Stewardship

The overarching remit for Theme Four Environmental Stewardship was:

‘What are Glen Eira’s biggest opportunities to address climate change and protect and enhance our natural environment in the next decade? What role should council and the community play in taking these opportunities and how should we prioritise them?’

To help respond to this, the panel were provided with four scenarios to consider and help shape their recommendations:

1. Council’s arterial roads are busy and complex. Much of the available road space is dedicated to car traffic and parking. To green our streets and provide safer cycling infrastructure, should we forgo some on-street car parking for more trees and bike lanes or maintain car-focused infrastructure?
2. To promote active transport, should Council prioritise improving activity centres (through safer access, better walking and cycling infrastructure, and advocacy for better public transport), or should we invest more broadly across Glen Eira, incrementally improving safety, accessibility and neighbourhood quality?
3. To respond to the climate emergency, should we prioritise supporting individuals and households to reduce their own emissions or taking larger actions at a community level (e.g. neighbourhood batteries or a community micro-grid)?

Theme Four Recommendations

The recommendations that received 75% support or greater in response to the information provided for Theme Four are provided below.

Panel recommendations for Theme Four: Environmental Stewardship

Panel Approved Recommendations		
Support %	Recommendation	Rationale
90%	We recommend a greater focus on reducing waste at a community level: 1. Introduce a ‘library of things’/tool library run like a traditional library from underutilised existing council properties.	Will reduce consumption and the resulting waste and dumping of consumables. Will foster a community. There are residents that don’t have green bins due to not enough space. Will help climate-change due to decreasing energy needed to produce new things and the waste removal/recycling of the rubbish generated. Will hopefully reduce waste management costs as less waste to process.

	2. Communal green bin for those that cannot fit in a green bin in their properties. 3. Providing sustainable community activities such as clothes-swaps, repair cafes, community gardens, information sessions on pro-active sustainability. Working with food businesses to introduce a reusable take-away scheme, either using an existing service like 'Devolver' or creating their own.	
86%	Continue to work with other councils and lobby state government and energy providers to update the network for a community-based battery/micro-grid.	Will help reach emissions target. Will also help people that cannot access solar batteries and panels due to income and/or renting. Could be of financial benefit in the long term for both council and residents.
86%	Developing a kerbside and parking policy that incorporates a strategy for increased tree canopy and layers to increase biodiversity.	(No written rationale was developed as they felt this was self-evident)
84%	We recommend that council explore shared mobility opportunities and EV infrastructure partnerships for inclusion in street redevelopment plans. Redevelopment plans should prioritise canopy coverage, shared mobility scheme access and EV charging provision over retention of car parking spaces.	Incremental change delivered through targeted and opportunistic development of council road infrastructure. Targeted development opportunities should be identified based on usage levels, heat signature and proximity to transport hubs. Development should prioritise Tree and Green space creation to mitigate heat buildup, EV charging opportunities and micro mobility scheme (Private and commercial) access over retention of the same number of parking spaces. When generating planting plans, Native and Indigenous species should be prioritised when possible.
80%	Having a 'sustainability-hub' facilitating face-to-face opportunities with council employees to discuss sustainability options, services, questions, etc.	Caters to people from all walks of life that communicate better face-to-face and feel left out by the reliance on digital communication. Having a one-stop shop can be motivating for people that feel intimidated by the scale of information out there online in reducing carbon footprint.
78%	Incremental changes include: all council car parks should have EV charging by 2029. For future development make a conscious effort to take the	Greater clarity around those incremental changes to ensure long term sustainable transport changes and increased canopy.

	opportunity to increase canopy cover. When undertaking a planting schedule indigenous plants are prioritised.	
★★	Continue to promote active transport by exploring shared micromobility schemes, prioritise accessible pedestrian access from public transport, well maintained walkways. Advocate for a flexi-bus or something similar. Promoting share-car schemes.	Helps all members of society including those with additional needs or from low-socio economic areas have access to public spaces and feel part of the community. Will increase access to public transport and shopping strips. To hopefully decrease vehicles on the road and number of cars per household.

** Accidentally left out of the polling activity, though it is believed to have been strongly supported by the small group who developed it, and by the broader panel.

Theme Five: Innovation and Digitally Enabled Services

The final theme was identified as an 'enabling theme' and was intended to help Council action some of the recommendations. The prompts for this theme were three trade off questions:

1. **Partnerships versus in-house provision:** Given the rising costs of direct service provision, should Council pursue partnerships and collaborations with other councils, private or non-profit organisations to deliver innovative services that could reduce costs in the long term (e.g. collaborating with Bayside City Council to expand our independent living services more efficiently), or should we continue to provide services directly to maintain control, even if it requires more resources or is less efficient?
2. **Universal services versus targeted support:** In a financially constrained environment, should Council prioritise funding for universal services that benefit the whole community (e.g. parks, waste, libraries, activity centre upgrades) but may not directly address the specific needs of vulnerable populations, or should they focus on providing more expensive, targeted services for specific demographics, even if they are already offered by non-profit and private providers?
3. **Digital inclusion versus resource allocation:** Should Council prioritise investing in expanding digital self-services for all residents (e.g. online service delivery and tools and Artificial Intelligence) to make services more accessible and faster for everyone, even if it means diverting resources away from traditional services (such as an in-person or phone-based Customer Service Centre)? How do we continue to make services available for those without access to technology?

Partnership vs In-House Provision Recommendations

The recommendations that received 75% support or greater in response to the partnership vs in house provision trade-off are provided below.

Panel Recommendations Partnership vs In-House Provision trade off

Panel Approved Recommendations		
Support %	Recommendation	Rationale
88%	We encourage collaboration with other parties as long as it is collaboration and not just a hand over as such. Regular checks and audits need to be done. As well as a benefit review process to ensure the council is happy with formal partnership.	We believe there are benefits in collaboration and that they should be explored. However, due diligences to choosing the right partnership is critical. Benefits: - Financially profitable reduces costs - Learn new innovations - Different viewpoint - Share resources Burdens: - Leave a service before collaboration starts with no transition - Lose control and decrease in say in decision making - Decide on workable MOU
82%	Utilise partnerships and collaborations when it is beneficial financially while maintaining or improving quality of service.	Can reduce not only financial costs but labour overlap. Can better utilise different organisations specific skill sets.

Universal vs Targeted Support Recommendations

The recommendations that received 75% support or greater in response to the universal services vs targeted support trade-off are provided below.

Panel Recommendations for Universal vs Targeted Support Trade Off

Panel Approved Recommendations		
Support %	Recommendation	Rationale
78%	We believe the council's role is to provide services for the whole community unless there is a gap that isn't fully supported by other targeted services. Council employees in specific fields should be across and refer people to services provided by others. All services provided should be inclusive of people of additional needs and from different cultural and language backgrounds.	- Possible gap not supported by council: homelessness and rough sleeping. Should council play more of a role in providing services (non for profit or private organisations) to these members of the community? - Prevent councillors having too much sway over priorities by having to address all members of the community. Focused on community priorities - equal distribution and access of services to everyone. - Reduce overlap of spending on services

Digital Inclusion vs Resource Allocation Recommendations

The recommendations that received 75% support or greater in response to the digital inclusion vs resource allocation trade-off are provided below.

Panel Recommendations for Digital Inclusion vs Resource Allocation Trade Off

Panel Approved Recommendations		
Support %	Recommendation	Rationale
76%	Educate the community to understand the digital offering – newspaper, video on website	(No written rationale was developed as they felt this was self-evident)
76%	Ask the community what they want to be digitised or use customer service analytics to prioritise digitisation of services.	(No written rationale was developed as they felt this was self-evident)

Conclusion

This report presents the recommendations from the Our Place Our Plan Community Priorities Panel. The panel dedicated their time and attention to these recommendations over four panel sessions, with a fifth panel session used to report these recommendations to Council.

It is the expectation of the Community Priorities Panel that Glen Eira City Council meaningfully considers all recommendations in their planning over the next four years. 71% of the panel members that attended the final panel day identified that they believed Council would seriously consider their recommendations. Overall, 85% of the panel members in attendance on the final panel day identified that they had enjoyed participating in the panel and 82% felt that their contributions were valued by others.

Appendix: Other Panel suggestions

The following suggestions did not meet the threshold of 75% support from the whole panel, though were still quite well supported.

Additional Suggestions		
Support %	Suggestion	Rationale
Social Cohesion Theme		
70%	Council should invest in a community connection officer role, dedicated to connecting community members to specific services.	This will help council invest in the community's sense of safety and provide a sense of ownership over the panel process.
72%	This should be informed by an ongoing representative advisory committee, providing feedback about services with little public knowledge.	
Diverse and Accessible Places Theme		
72%	In response to scenario 4, if Council does not receive all funding for all initiatives, Council should focus on micro-parks. Council should focus on grasslands, a few trees, and leave it for the community to use and observe how it is used to avoid over expenditure. This should consider a staged approach to development where land already exists, for improvement if required at a later date. Additional funding or volunteer support for parks could be sought through the support of local business and residents.	The community wants open spaces without all the bells and whistles. Council involve community groups and volunteers in some maintenance by providing material (paint) and recognition of contribution. Activities include oiling park benches; some painting maintenance, park maintenance. Businesses could be incentivised or given "free" advertisement or recognition to businesses to reflect their donations or time. Utilisation of fundraising for micro parks - eg offering the community the opportunity to buy/fund 'In Memoriam' park benches - for the cost of the bench eg \$2,000 and the bench is named via a small metal plaque.
Universal vs Targeted Support Trade Off		
72%	Both are needed.	E.g. sensory friendly movie sessions as well as maintaining library services. Sometimes there is funding through partnerships that can allow this.
Digital Inclusion vs Resource Allocation Trade-off		
64%	Prioritise increasing digital response to increase options for community to be able to interact completely online Aim for web enabled, rather than using an app. Potential for customer portal for residents, ratepayers, renters.	Council should take advantage of digital technologies BUT be very careful not to exclude those who are not at home using that digital technology eg do not make the use of smartphones essential. Do not remove in-person offerings. Consider reducing operating hours if needed. E.g. half days with swift response and call backs to fund digital enhancements Enhancement of snap, send, solve agreement to services. What happens if snap, send, solve goes under? Consider the cost of Snap, send, solve and whether this can be developed in house (only if needed).