



GLEN EIRA CITY COUNCIL

SPECIAL COUNCIL MEETING

*under s60 of the Local Government Act 2020 and
Rule 22 of the Glen Eira City Council Governance Rules*

TUESDAY 26 OCTOBER 2021

AGENDA

**Meeting to be streamed live via
Council's website at 7.30pm**

*"The role of a Council is to provide good governance
in its municipal district for the benefit and
wellbeing of the municipal community."*

- S8(1) Local Government Act 2020

Councillors:

The Mayor, Councillor Margaret Esakoff
Councillor Tony Athanasopoulos
Councillor Anne-Marie Cade
Councillor Jim Magee
Councillor Sam Parasol
Councillor Neil Pilling
Councillor Li Zhang
Councillor Simone Zmood
Councillor David Zyngier

Chief Executive Officer: Rebecca McKenzie

INDEX

1.	ACKNOWLEDGEMENT	5
2.	APOLOGIES.....	5
3.	REMINDER TO DECLARE ANY CONFLICTS OF INTEREST IN ANY ITEMS ON THE AGENDA	5
4.	OFFICER REPORTS (AS LISTED).....	6
	4.1 Council Plan 2021-2025	6
	4.2 Community Wellbeing Plan 2021-2025.....	139
	4.3 Road Management Plan 2021	224
5.	CLOSURE OF MEETING.....	270

**1. ACKNOWLEDGEMENT**

Glen Eira City Council Acknowledges the peoples of the Kulin Nation as Traditional Owners and Custodians, and pay our respect to their Elders past, present and emerging. We Acknowledge and uphold their continuing relationship to land and waterways. Council extends its respect to all Aboriginal and Torres Strait Islander peoples.

2. APOLOGIES**3. REMINDER TO DECLARE ANY CONFLICTS OF INTEREST IN ANY ITEMS ON THE AGENDA**

Councillors are reminded of the requirement for disclosure of conflicts of interest in relation to items listed for consideration on the Agenda, or which are considered at this meeting, in accordance with Section 130(2) of the *Local Government Act 2020* and Rule 60(3) of the Glen Eira City Council Governance Rules. Councillors are now invited to indicate any such conflict of interest.

PROCEDURAL MOTION

That Council:

1. considers the meeting to be adjourned for 10 minutes from the commencement of any technical problem which prevents Council from livestreaming the meeting;
2. adjourns the meeting in the event livestreaming cannot be resumed within 30 minutes from the commencement of the technical problem which prevents livestreaming on Council's website with the meeting to be reconvened on Wednesday 27 October 2021 at 7.30pm via livestreaming; and
3. notes, if the Mayor is unable for any reason to attend the Council meeting or part of the Council meeting, the meeting will be chaired in accordance with Rule 13 of the Governance Rules. The Mayor will resume as Chair of the meeting upon return. If a vote is being taken at the time, the Mayor will resume as Chair after the result of the vote has been declared.

4. OFFICER REPORTS (AS LISTED)

4.1 COUNCIL PLAN 2021-2025

Author: Kellie Vise, Chief Transformation Officer

Trim No: 21/1279385

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

EXECUTIVE SUMMARY

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

RECOMMENDATION

That Council endorses the:

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

BACKGROUND

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

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

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

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

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

The community engagement activities included:

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

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

ISSUES AND DISCUSSION

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

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

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

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



1. Well informed, transparent decisions and highly valued services

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

The strategic priorities aim to:

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

2. Well designed and maintained open spaces and places

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

The strategic priorities aim to:

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

3. A liveable and well-planned City

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

The strategic priorities aim to:

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

4. A green and sustainable community

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

The strategic priorities aim to:

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

5. A healthy, inclusive and resilient community

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

The strategic priorities aim to:

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

2021-2022 Annual Action Plan

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

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

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

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

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

CLIMATE EMERGENCY RESPONSE STRATEGY IMPLICATIONS

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

FINANCIAL, RESOURCE, RISK AND ASSET MANAGEMENT IMPLICATIONS

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

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

POLICY AND LEGISLATIVE IMPLICATIONS

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

COMMUNICATION AND ENGAGEMENT

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

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

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

LINK TO COUNCIL AND COMMUNITY PLAN

Theme Five: Informed and Engaged

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

OFFICER DECLARATION OF CONFLICT OF INTEREST

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

CONCLUSION

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



GLEN EIRA
CITY COUNCIL

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

GLEN EIRA COUNCIL PLAN 2021–2025

HEALTHY • CONNECTED • THRIVING

CONTENTS

ACKNOWLEDGEMENT OF TRADITIONAL OWNERS	3
MAYOR'S FOREWORD	4
THE ROLE OF THE COUNCIL PLAN	5
ABOUT GLEN EIRA	8
THE CITY OF GLEN EIRA	13
THE GLEN EIRA COMMUNITY	15
OUR COUNCIL PLAN 2021–2025	19
OUR STRATEGIC DIRECTIONS	22
APPENDIX A: COMMUNITY ENGAGEMENT REPORT	43
APPENDIX B: HOW THIS PLAN WAS DEVELOPED	44
APPENDIX C: COUNCIL SERVICES	47



ACKNOWLEDGEMENT OF TRADITIONAL OWNERS

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

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

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

MAYOR'S FOREWORD



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

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

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

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

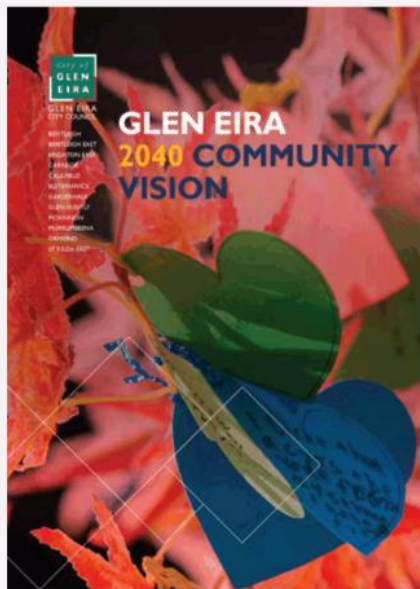
On behalf of Glen Eira City Council we look forward to working hard over the next four years to deliver on our commitments, continuing to listen, adapt and respond to the challenges and opportunities that emerge. I commend the *Council Plan 2021–2025* to our whole community as we continue to build a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

Margaret Esakoff
Mayor, City of Glen Eira

THE ROLE OF THE COUNCIL PLAN

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

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



Glen Eira 2040 Community Vision

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

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

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

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

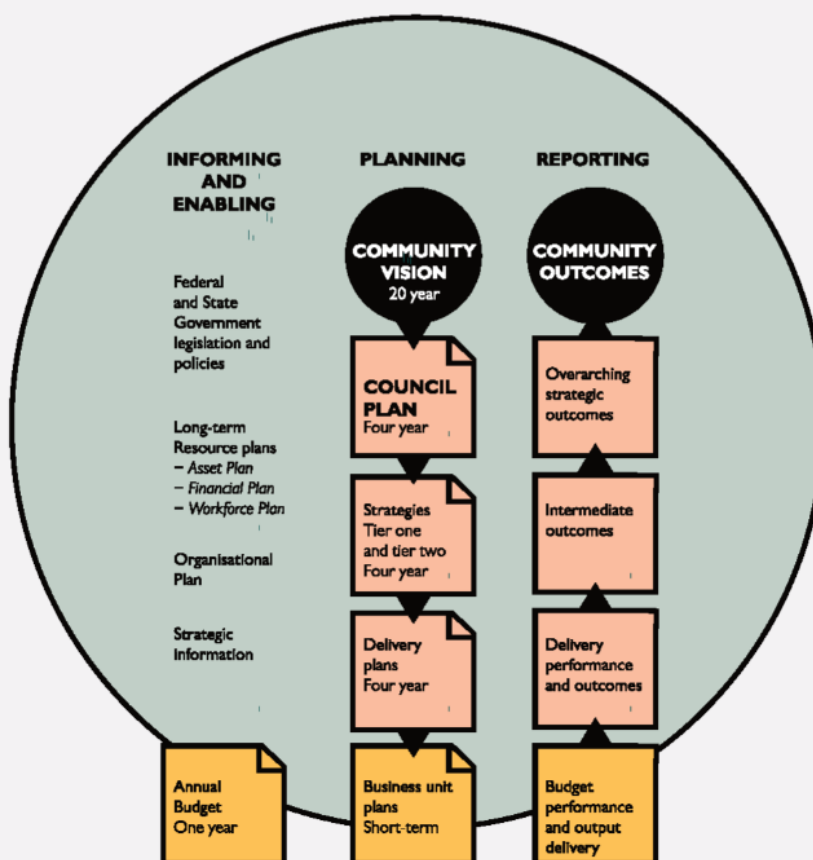
- > Principle one: We work together.
- > Principle two: Planning for community resilience.
- > Principle three: Inclusive and healthy community.
- > Principle four: Maximise and diversify our green and natural spaces.
- > Principle five: We are proactive in meeting challenges and innovate using evidence-based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

THE ROLE OF THE COUNCIL PLAN

Integrated planning and reporting

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

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



Integrated Planning and Reporting Framework

THE ROLE OF THE COUNCIL PLAN

Engaging with our community

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

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

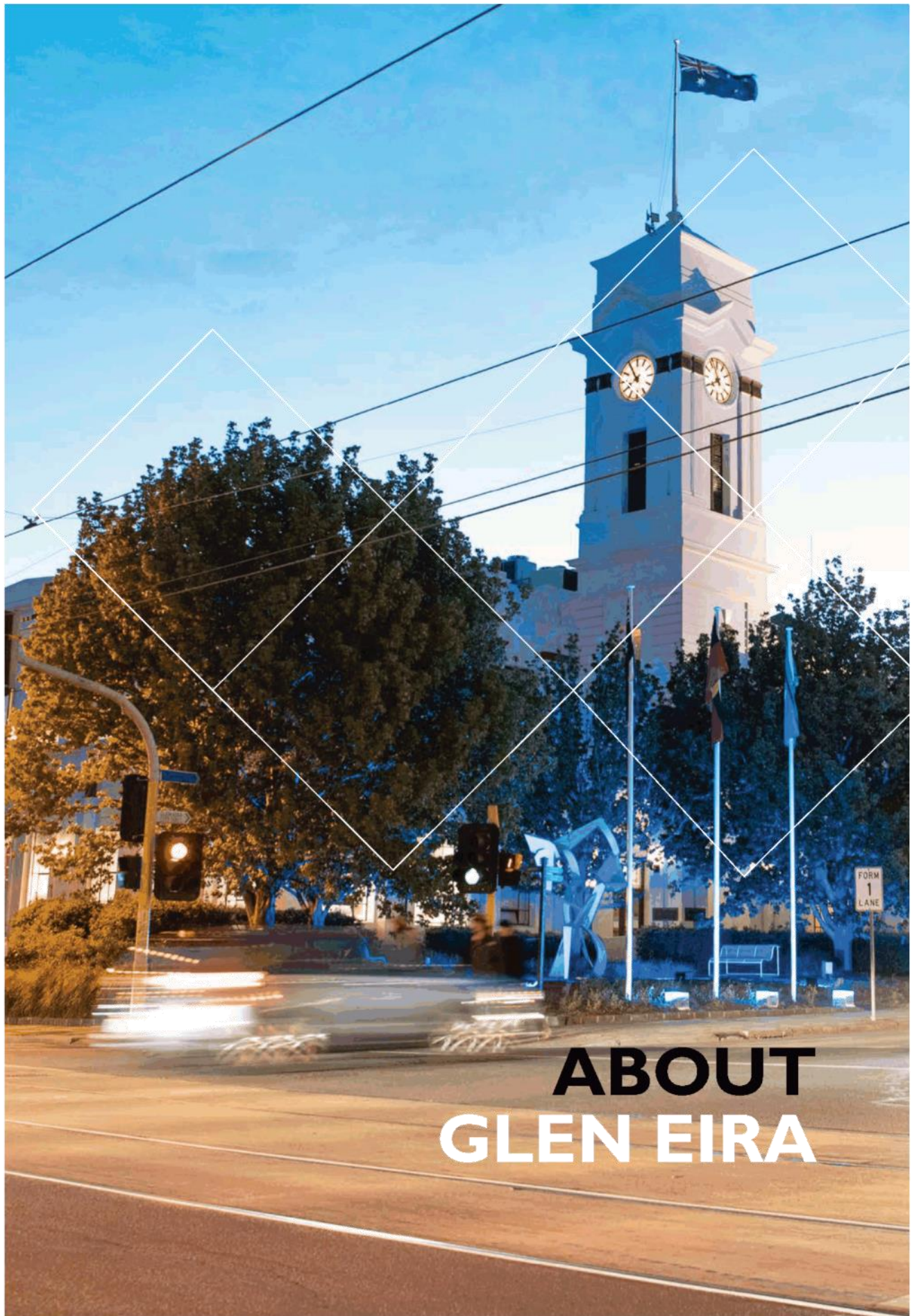
businesses through pop-up events, online surveys, a telephone survey, focus groups, one-on-one discussions and workshops held across the municipality. The *Community Voice* panel was invited to provide input to its development. During the second phase of community engagement the draft *Council Plan*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

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

WE ASKED OUR COMMUNITY TO

HELP US CREATE A HEALTHY, CONNECTED AND THRIVING GLEN EIRA





GLEN EIRA CITY COUNCIL

The Council

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

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

CAMDEN WARD



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



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



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

ROSSTOWN WARD



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



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



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

TUCKER WARD



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



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



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

COMMUNITY ADVISORY COMMITTEES

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

Current Community Advisory Committees are:

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

COMMUNITY ADVISORY COMMITTEES

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

COMMUNITY ADVISORY COMMITTEES

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



THE CITY OF GLEN EIRA

The Traditional Owners of Glen Eira

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

Location and features

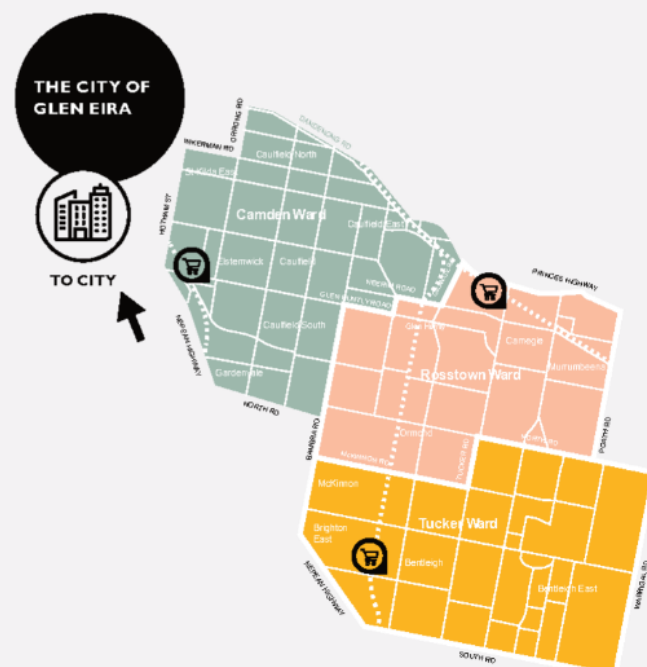
The City of Glen Eira covers an area of 39 square kilometres and includes the suburbs of Bentleigh, Bentleigh East, Carnegie, Caulfield, Caulfield East, Caulfield North, Caulfield South, Elsternwick, Gardenvale, Glen Huntly, McKinnon, Murrumbeena, Ormond and parts of Brighton East and St Kilda East.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

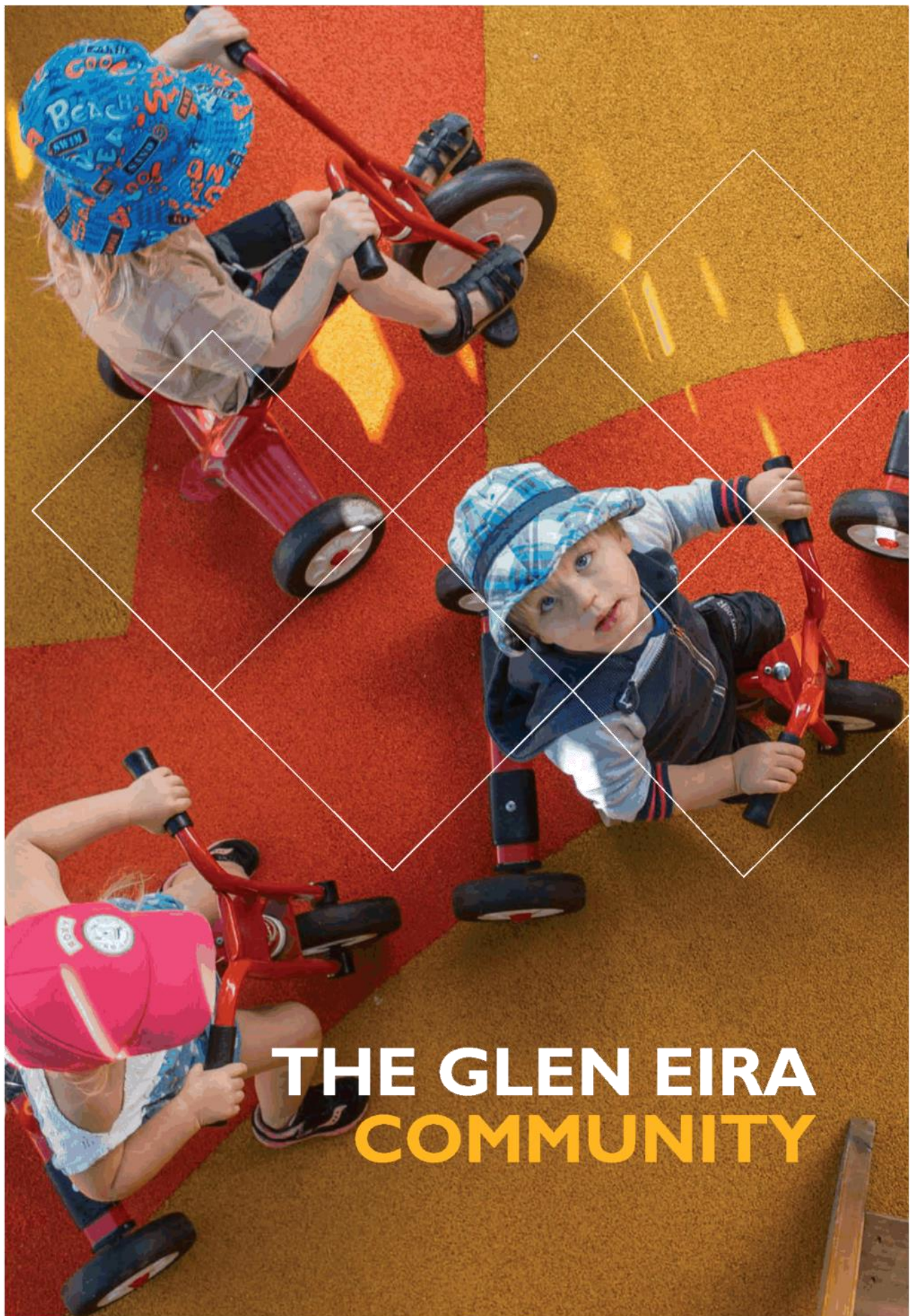
Located approximately 10 kilometres south east of Melbourne's Central Business District, Glen Eira forms part of Melbourne's Inner South East region. Glen Eira's community is well served by public transport, shopping precincts, local infrastructure, health and education facilities, and a wide range of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

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

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

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





THE GLEN EIRA COMMUNITY

THE GLEN EIRA COMMUNITY

Our population is growing

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

HOUSEHOLDS



Increase in dwellings 2016–2021

6,496



New flats apartments or attached dwellings average

1,573



Average yearly increase in dwellings

2.1%



% increase in housing 2016–2021

11%



Most development by suburb (top three)

1. CAULFIELD NORTH
2. CAULFIELD EAST
3. CARNEGIE

Our community is changing

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

POPULATION



2016 Population

148,583

2020 Population

158,216

2026 Forecast

167,052



Median Age

37

DIVERSITY

Our community is diverse

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



Residents born overseas

36.7%



Top five backgrounds

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



Languages spoken at home

118

33%
speak another language

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



Living with a disability (2018)

18,811

12.3% of population



Aboriginal and Torres Strait islanders (2016)

250

0.2% of population



Jewish population

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

Our community enjoys relative prosperity

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

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

PROSPERITY

EDUCATION



Bachelor's degree or higher

45%

Diploma or certificate

20%

Secondary school

34%

ECONOMY



Local businesses

16,660

Employed residents

87,193

Unemployed residents

5.8%

RELATIVE ADVANTAGE



Socio-Economic Indexes for Areas

1,074

Seventh highest in the State



Rate of crime per 100,000 of population

6th

Lowest in the State



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

96%



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

48% of Females



Overall community satisfaction rating

68%

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



Community satisfaction with the appearance of our public areas

78%

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



OUR COUNCIL PLAN 2021–2025

OUR COUNCIL PLAN

2021–2025

How to read this document

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

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

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

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

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

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

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

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

OUR COUNCIL PLAN

2021–2025

STRATEGIC DIRECTIONS

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

STRATEGIC OUTCOMES

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

STRATEGIC PRIORITIES

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

INDICATORS AND MEASURES

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

MAJOR INITIATIVES

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

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

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

SUPPORTING STRATEGIES, PLANS AND POLICIES

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

Monitoring and evaluation

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

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



OUR STRATEGIC DIRECTIONS

OUR STRATEGIC DIRECTIONS

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



WELL INFORMED AND TRANSPARENT DECISIONS AND HIGHLY VALUED SERVICES



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

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

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

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

WELL INFORMED AND TRANSPARENT DECISIONS AND HIGHLY VALUED SERVICES



Strategic priorities

We will:

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

Indicators and measures

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

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

WELL INFORMED AND TRANSPARENT DECISIONS AND HIGHLY VALUED SERVICES



The major initiatives we will undertake include:

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

Supporting strategies, policies and plans:

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

ACCESS TO WELL DESIGNED AND MAINTAINED OPEN SPACES AND PLACES



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

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

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

ACCESS TO WELL DESIGNED AND MAINTAINED OPEN SPACES AND PLACES



Strategic priorities

We will:

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

Indicators and measures

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

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

ACCESS TO WELL DESIGNED AND MAINTAINED OPEN SPACES AND PLACES



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

The major initiatives we will undertake include:

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

ACCESS TO WELL DESIGNED AND MAINTAINED OPEN SPACES AND PLACES



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

Supporting strategies, policies and plans:

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

A LIVEABLE AND WELL PLANNED CITY



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

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

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

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

A LIVEABLE AND WELL PLANNED CITY



Strategic priorities

We will:

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

Indicators and measures

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

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

A LIVEABLE AND WELL PLANNED CITY



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

The major initiatives we will undertake include:

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

A LIVEABLE AND WELL PLANNED CITY



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

Supporting strategies, policies and plans:

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

A GREEN AND SUSTAINABLE COMMUNITY



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

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

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

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

A GREEN AND SUSTAINABLE COMMUNITY



Strategic priorities

We will:

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

Indicators and measures

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

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

A GREEN AND SUSTAINABLE COMMUNITY



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

The major initiatives we will undertake include:

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

A GREEN AND SUSTAINABLE COMMUNITY



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

Supporting strategies, policies and plans:

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

A HEALTHY, INCLUSIVE AND RESILIENT COMMUNITY



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

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

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

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

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

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

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

A HEATHY, INCLUSIVE AND RESILIENT COMMUNITY



Strategic priorities

We will:

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

Indicators and measures

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

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

A HEATHY, INCLUSIVE AND RESILIENT COMMUNITY



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

The major initiatives we will undertake include:

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

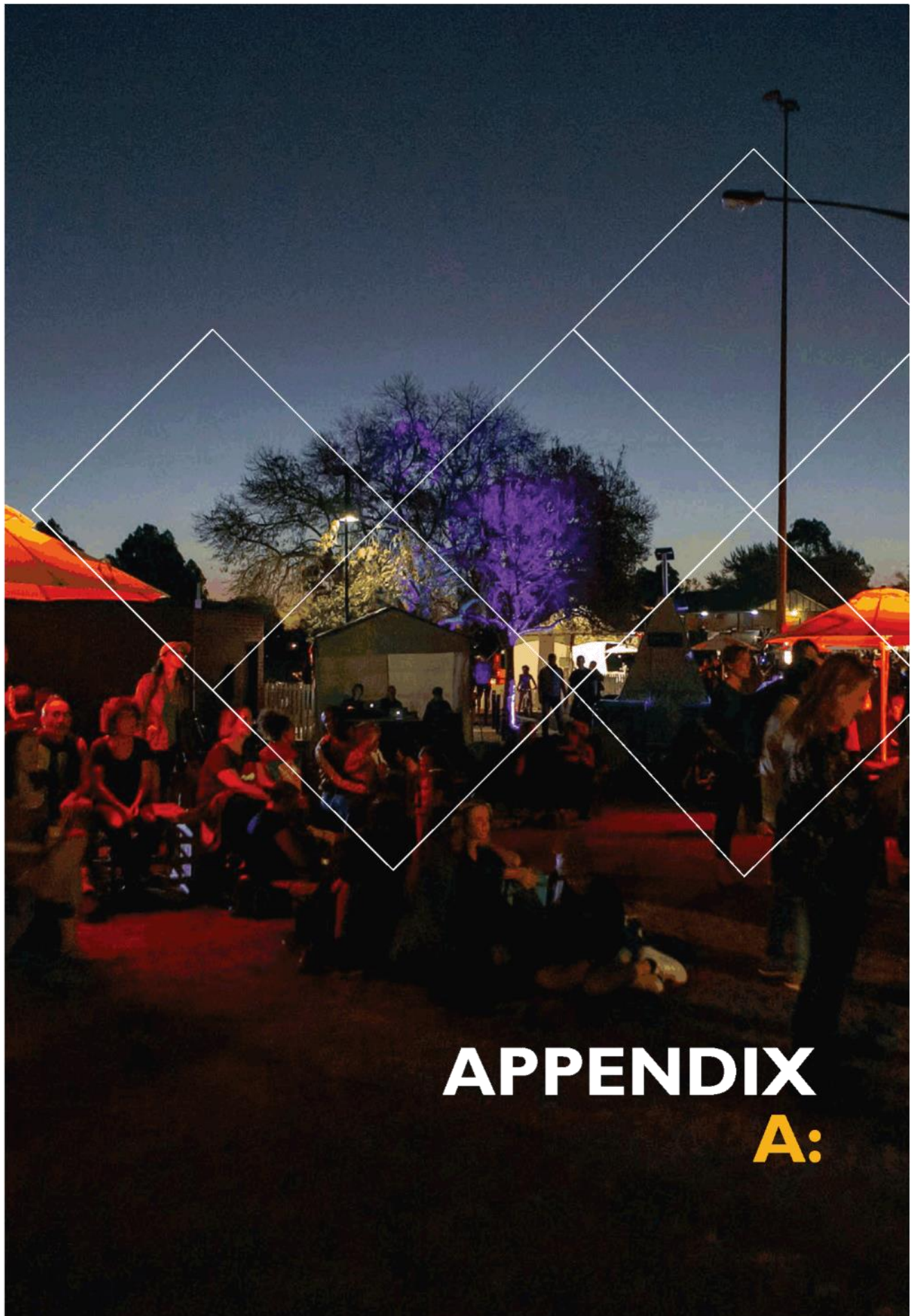
A HEATHY, INCLUSIVE AND RESILIENT COMMUNITY



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

Supporting strategies, policies and plans:

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



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

Prepared for the City of Glen Eira

July 2021





Contents

<u>Background, objectives and methodology</u>	<u>3</u>
<u>Executive summary</u>	<u>7</u>
<u>Detailed findings</u>	<u>15</u>
<u>Well informed and transparent decision-making that builds community trust</u>	<u>20</u>
<u>A well planned and liveable city</u>	<u>26</u>
<u>Well designed and maintained open spaces and places</u>	<u>32</u>
<u>A green and sustainable community</u>	<u>40</u>
<u>A healthy, inclusive and resilient community</u>	<u>48</u>
<u>Appendix: Demographics</u>	<u>55</u>

Background, objectives and methodology



J W S R E S E A R C H

3



Background and research objectives

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

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

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

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

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

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

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

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



Methodology and sampling

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

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

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

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

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

Consultation conducted by the City of Glen Eira

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



Methodology and sampling (cont'd)

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

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

Executive summary



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



Overview of the draft themes

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



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



'A well planned and liveable city'



'Well designed and maintained open spaces and places'

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



'A green and sustainable community'



'A healthy, inclusive and resilient community'

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

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

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

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

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

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

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

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

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



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



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

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

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

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



A well planned and liveable city

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

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



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



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



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



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

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

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



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



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



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



Well designed and maintained open spaces and places

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

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



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

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

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

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

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

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



A green and sustainable community

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



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

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

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



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



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



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

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

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

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

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



A healthy, inclusive and resilient community

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

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

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



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



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

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



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

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

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



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



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



Recommendations

Continue to engage with the community and seek their input

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

Passive open spaces are important

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

Aesthetics are a key element of a liveable city

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

Educate the community on disability and mental health

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

Sustainability provides an avenue to connect with young people

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



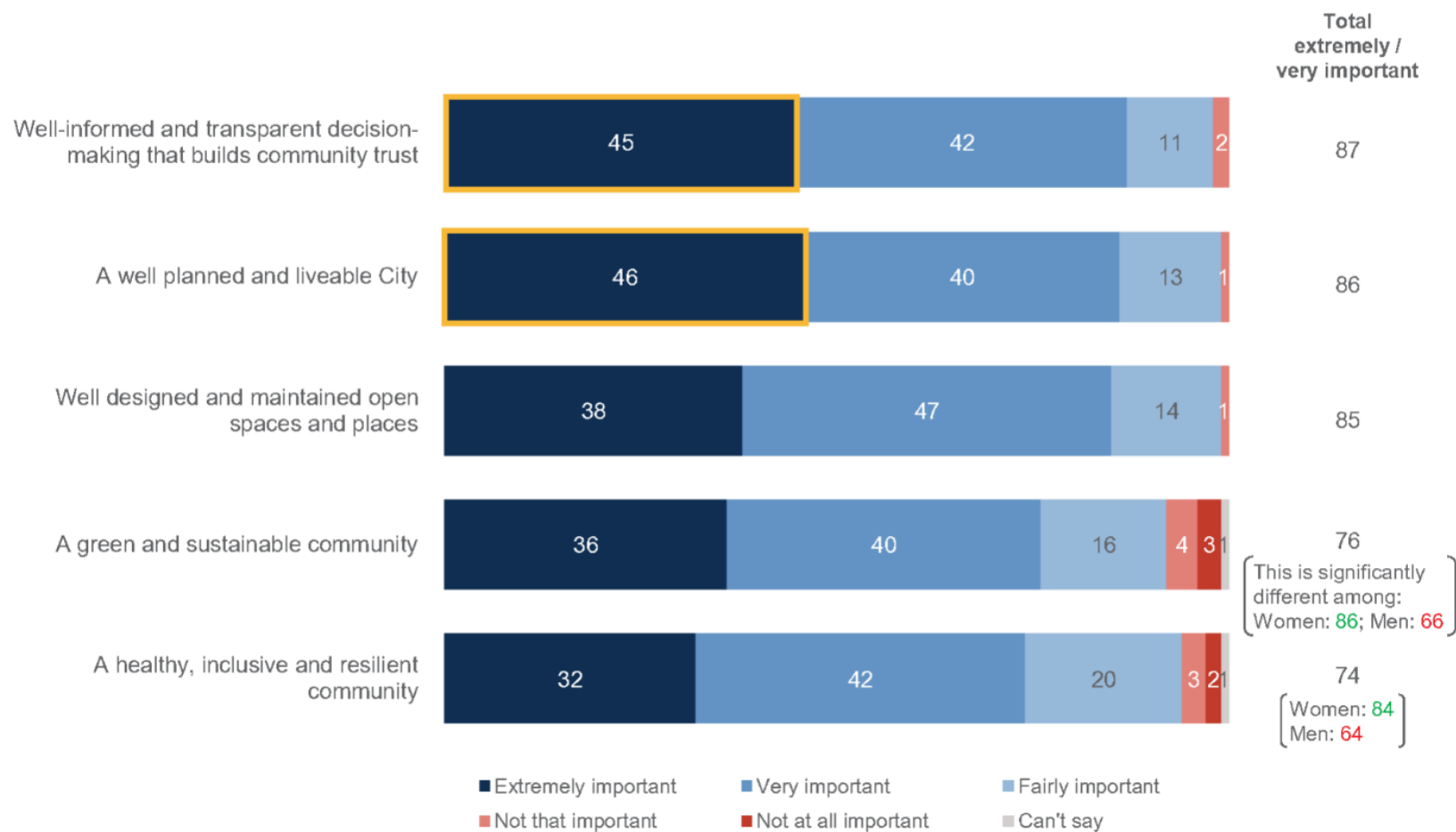
Detailed findings

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

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



Importance of Council responsibility areas (%) – JWS Survey



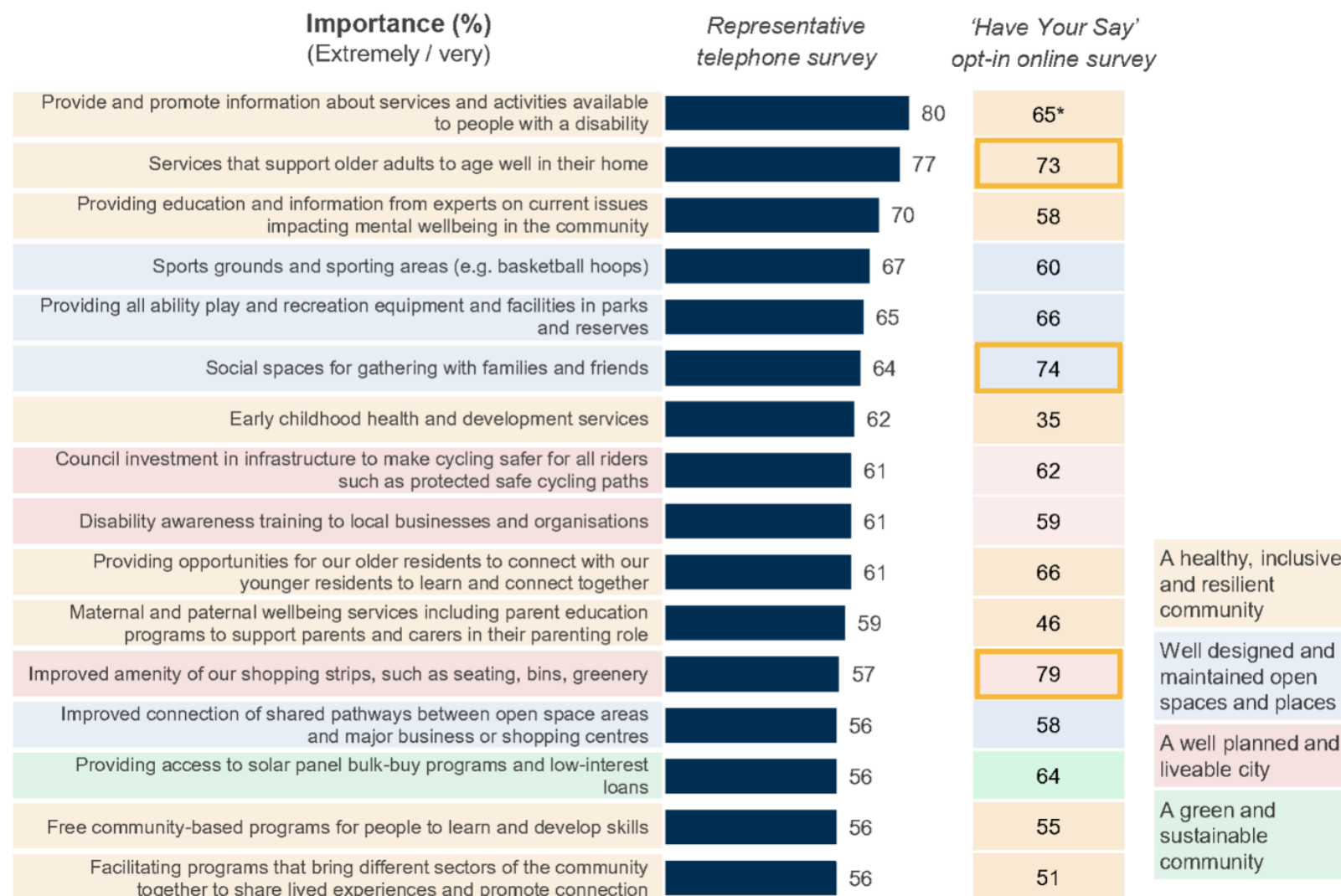


Prioritisation of Council themes

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

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

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

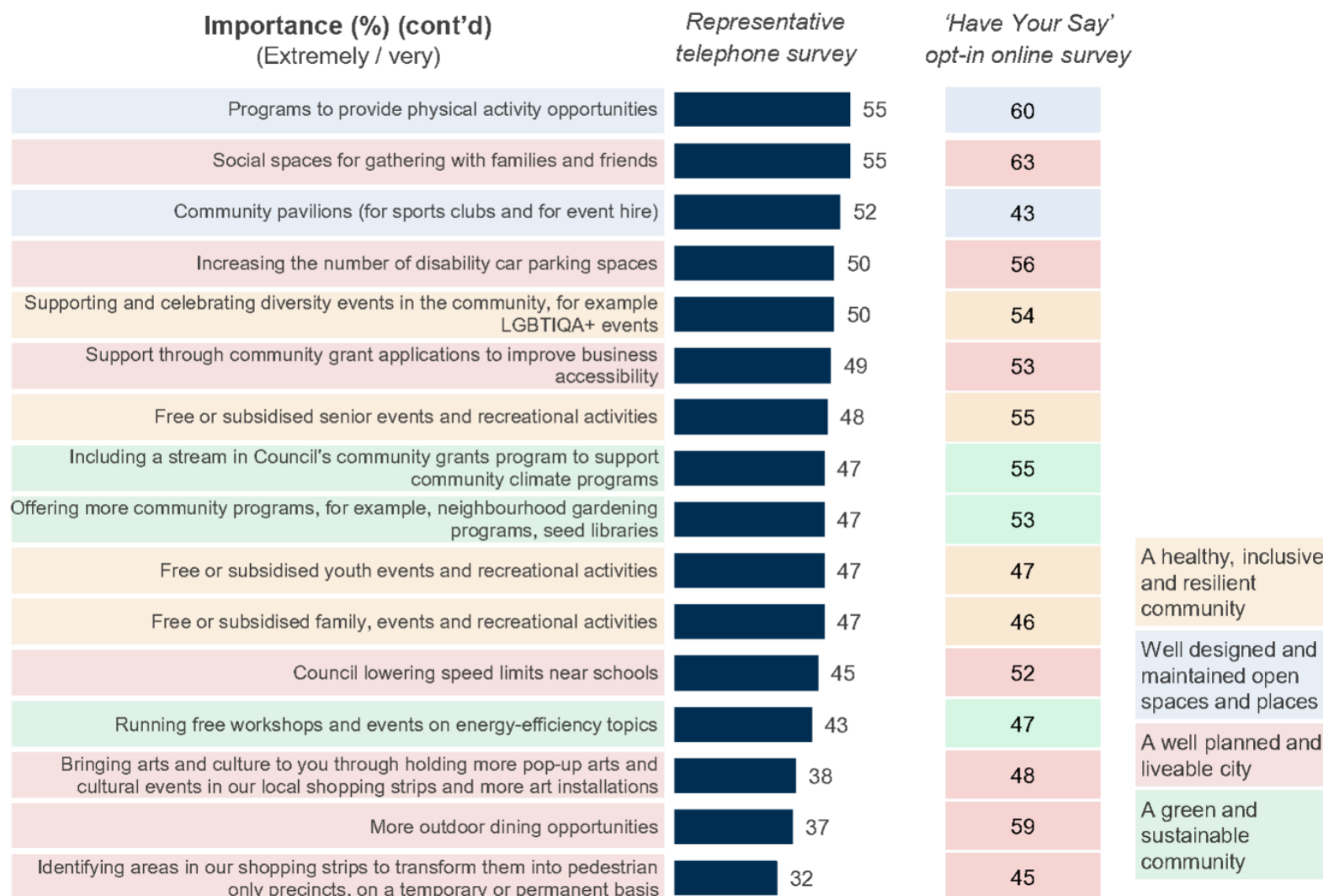


* Different wording: 'Provide and promote services and programs for people with a disability for social support and /or to support in volunteering'. Q2, Q8, Q10, Q12 and Q13.

J W S R E S E A R C H

18

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



Q2, Q8, Q10, Q12 and Q13.

J W S R E S E A R C H

19

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

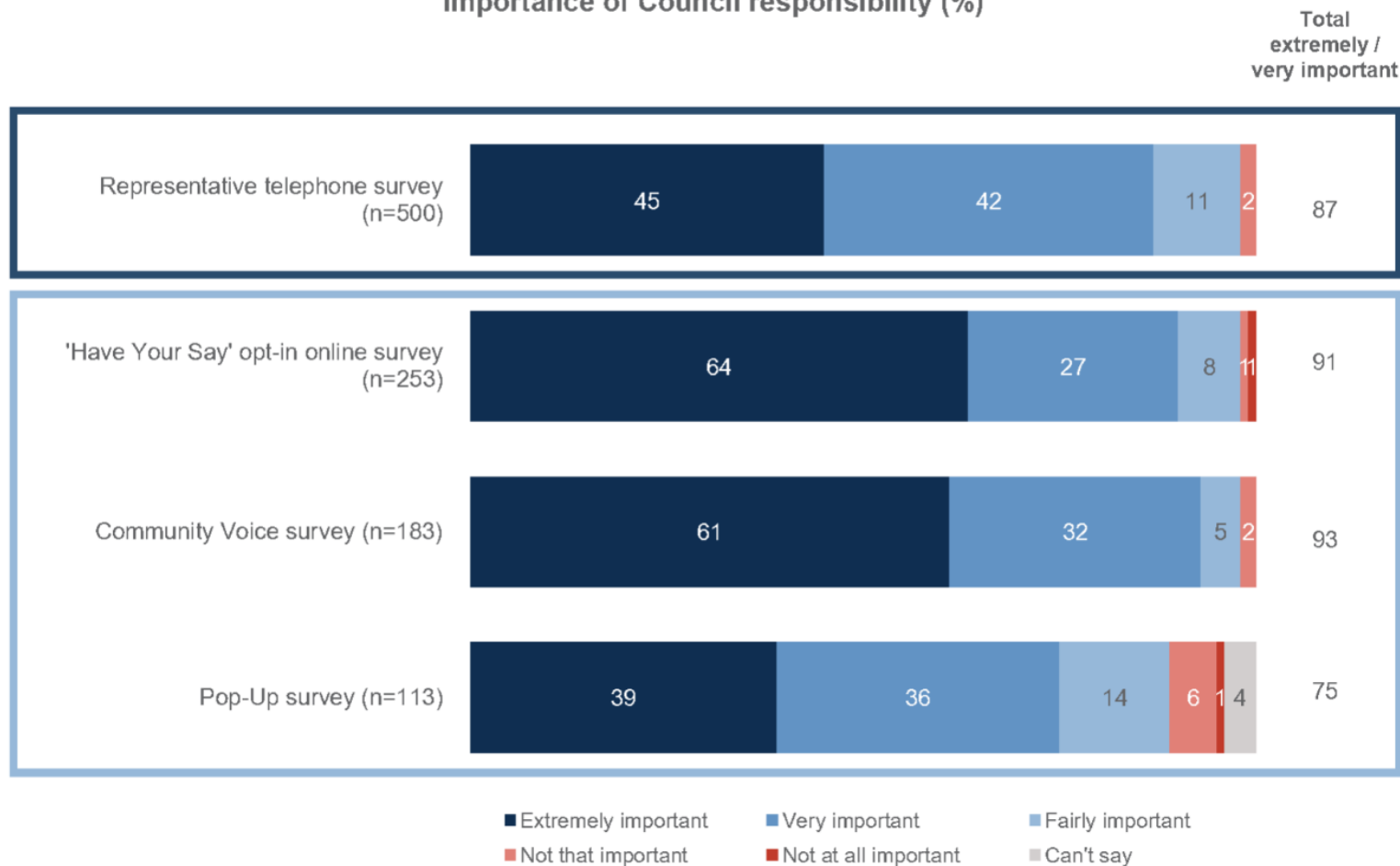


J W S R E S E A R C H 20

Well-informed, transparent decision-making is an imperative



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



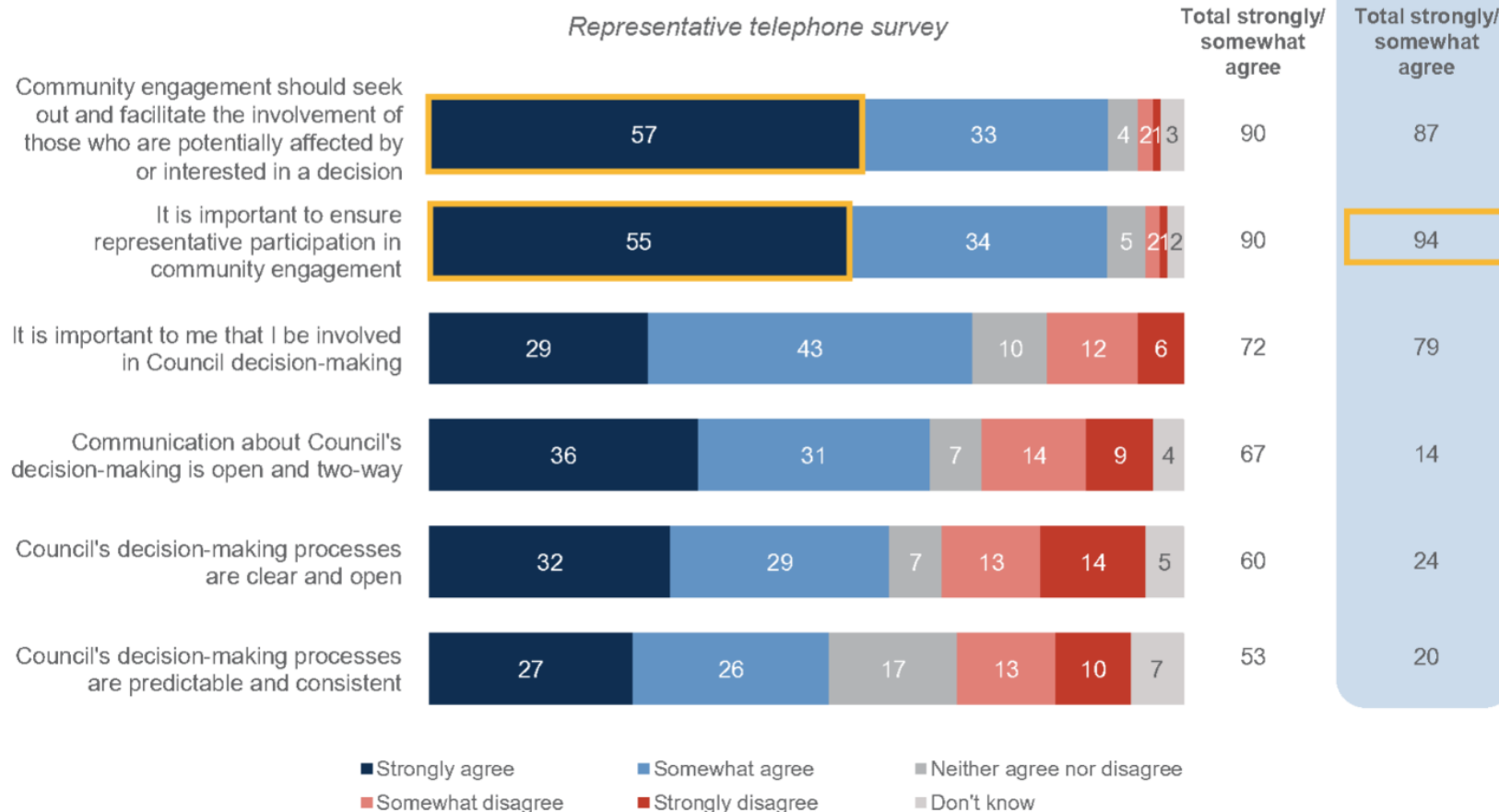
For each area, please RATE THE IMPORTANCE of that area as a responsibility Council should focus on. Please keep in mind that the focus is on the importance of that responsibility area for local government only, not other levels of government such as federal or state and separate to how well you think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

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

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



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



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

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

'Well-informed': all needs and perspectives encouraged



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

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

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

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



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

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

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

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

79%

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

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

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

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



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



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

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

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

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

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

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

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



Transparency must apply to all decision-making



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

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

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

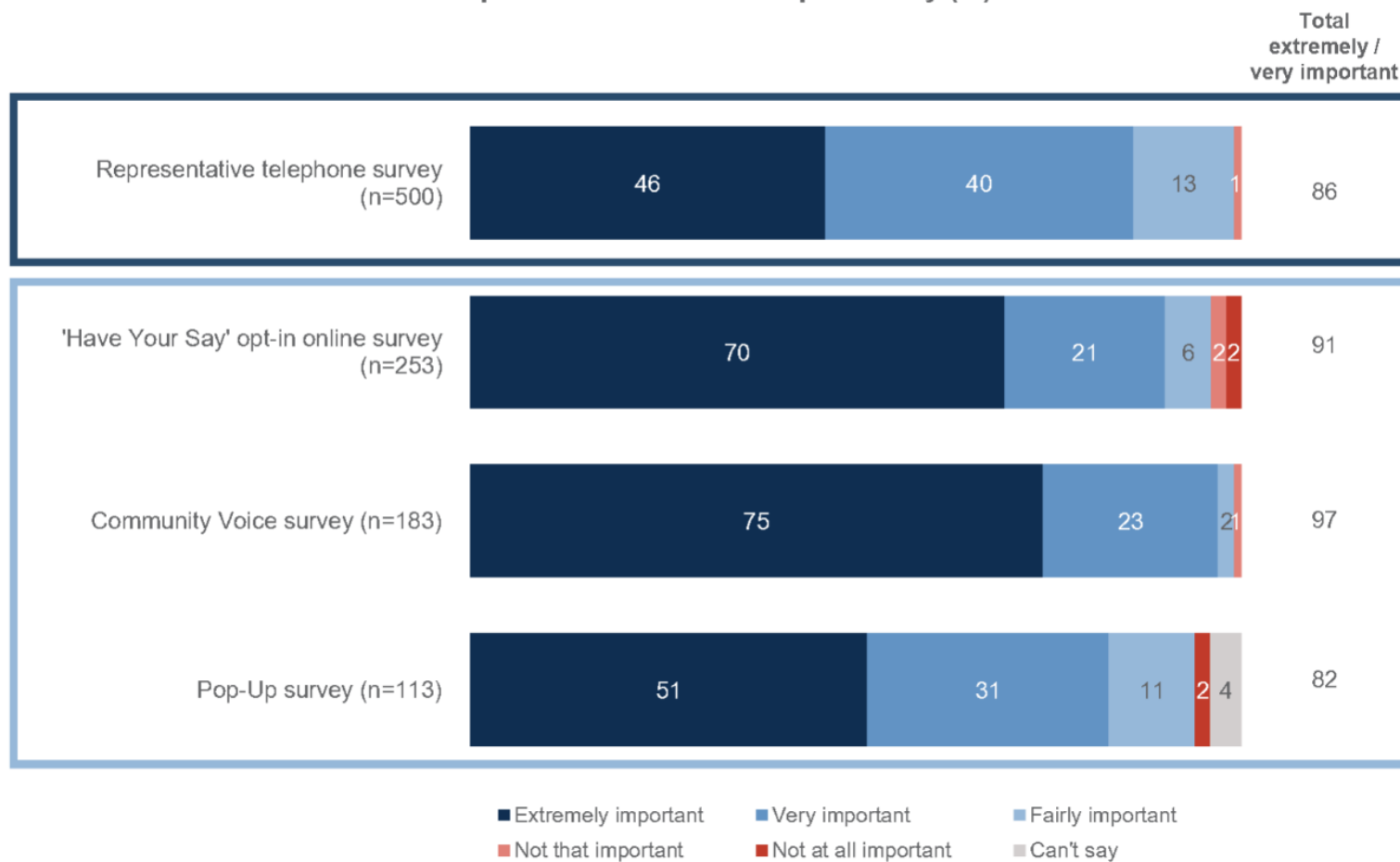


**A well planned
and liveable city**



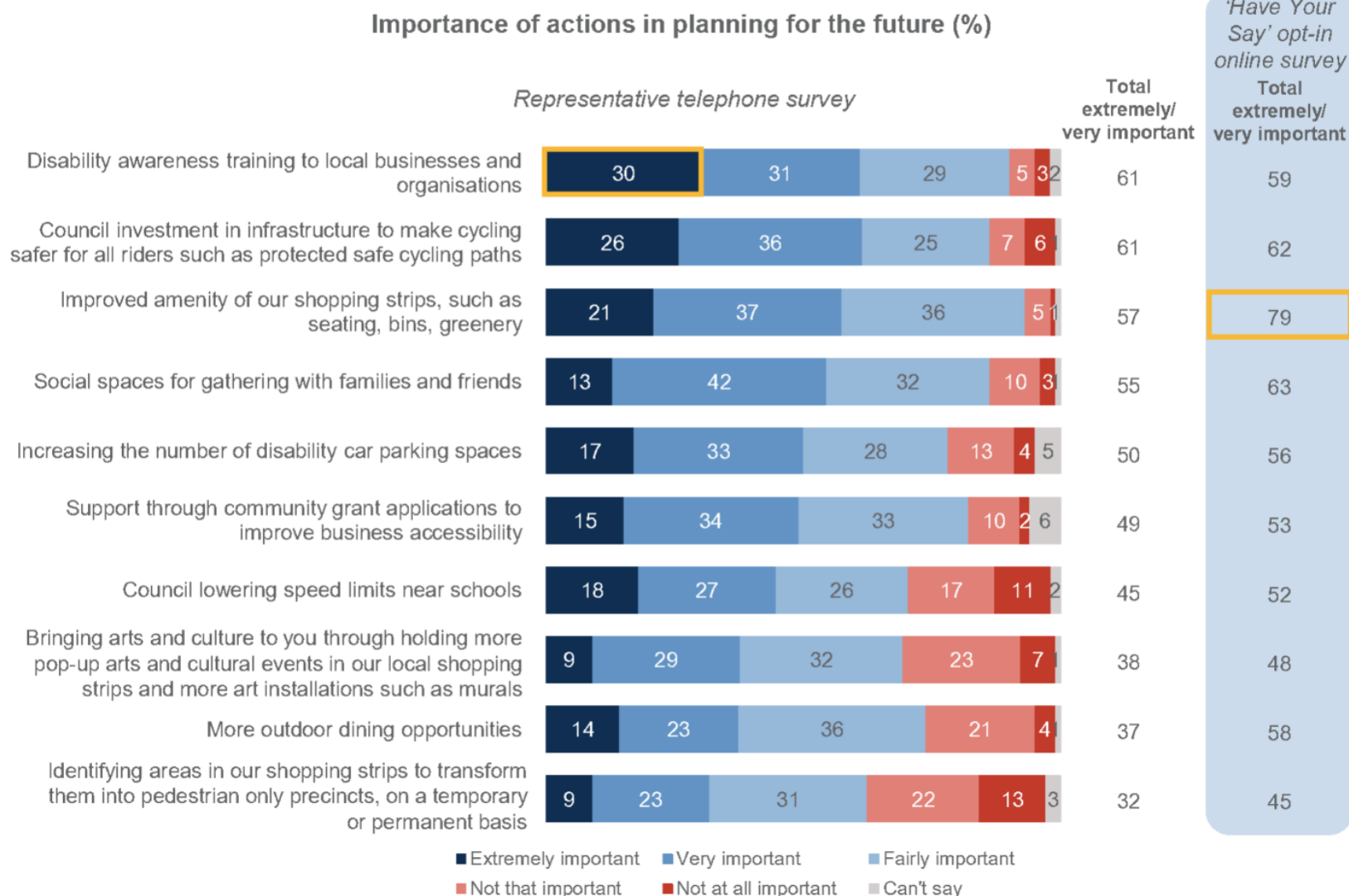
Liveability is highly valued

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



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

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



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

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

Aesthetics are a key element in creating a liveable city



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

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

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



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

50%

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

64%

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

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

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

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

Access and safety are critical to liveability



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

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

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

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

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

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

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

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

Shopping strips offer opportunities to improve liveability



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



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



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

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



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

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

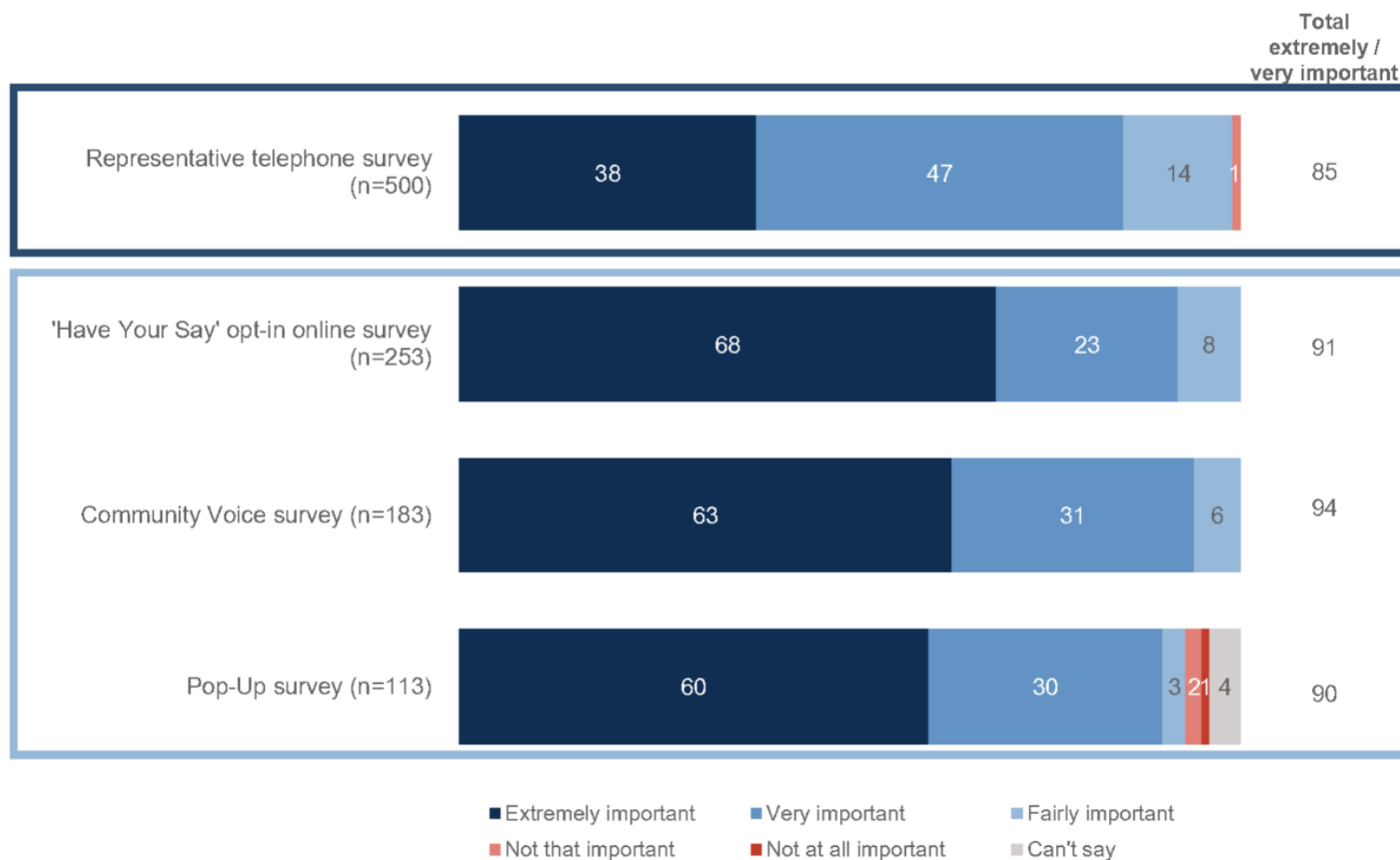
**Well designed
and maintained
open spaces and
places**





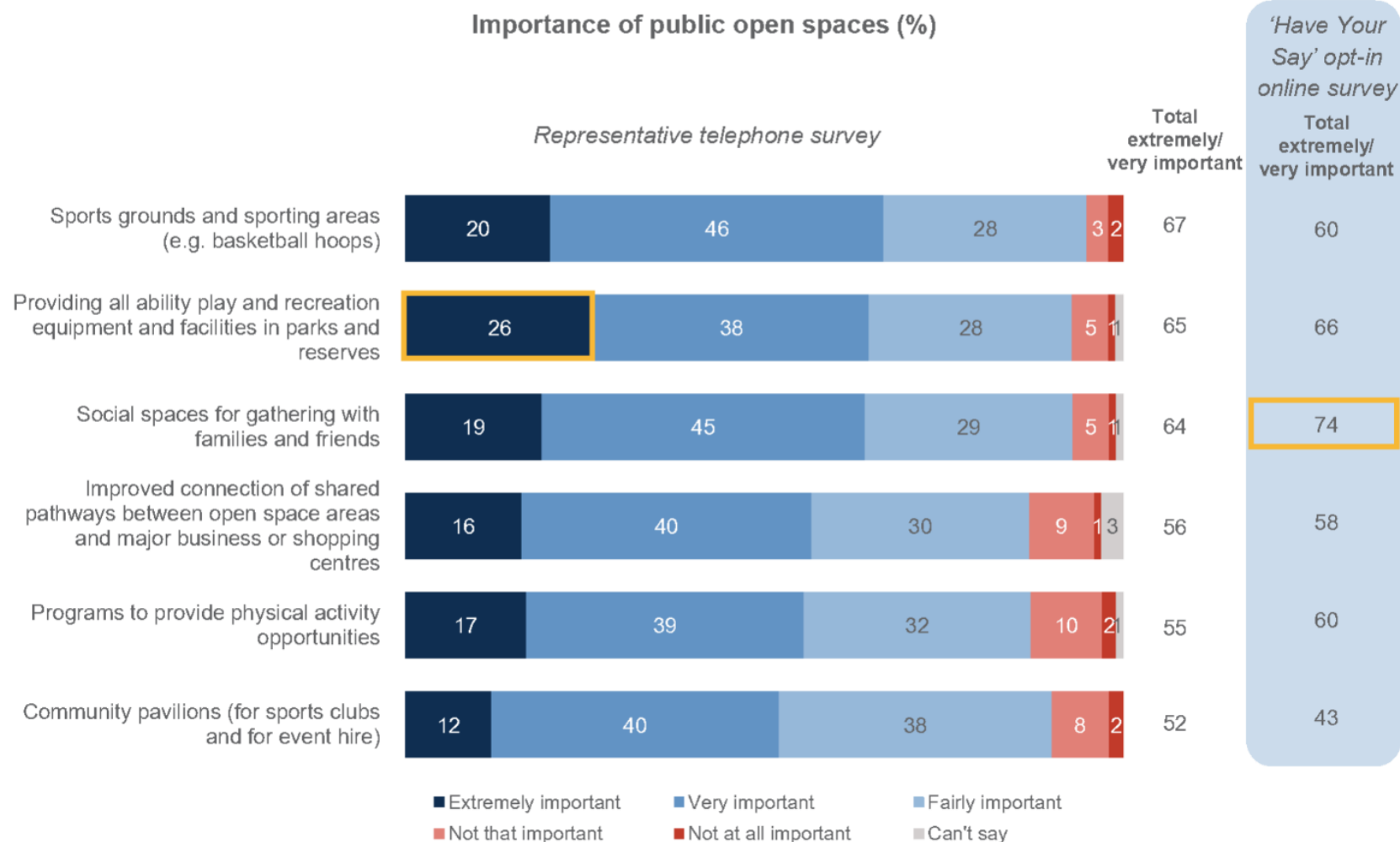
Open spaces and places are a key focus

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



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

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



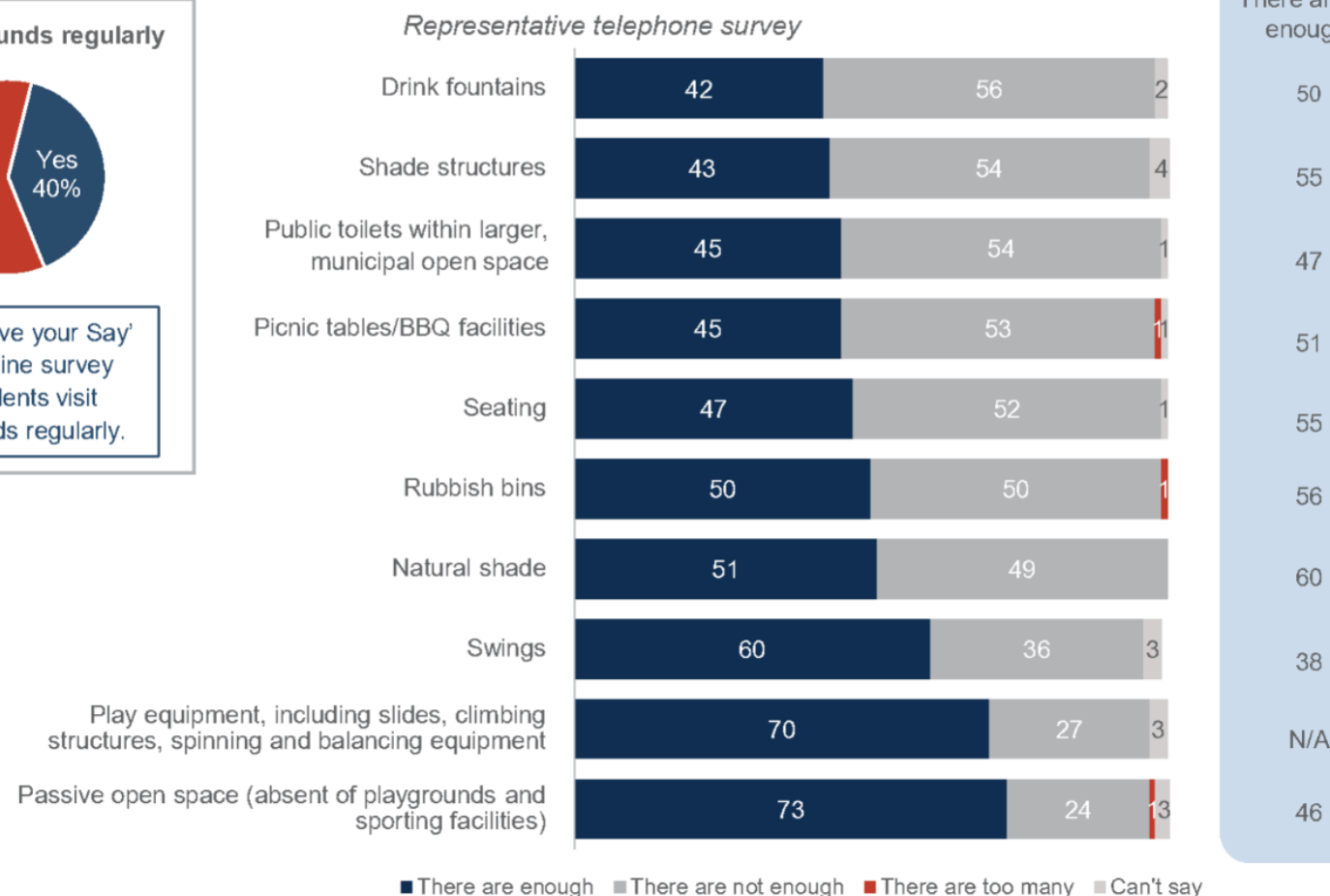
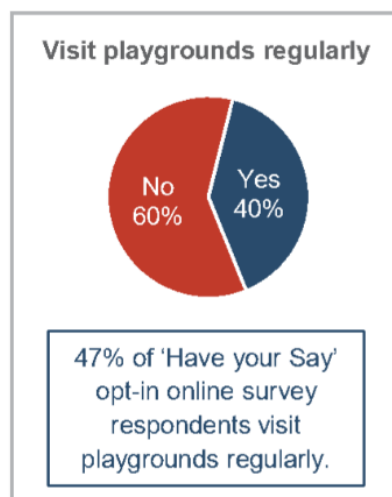
Q2. When thinking about your use of public open space now and into the future, please RATE THE IMPORTANCE of each of the following as something Council should focus on.

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

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



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



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

50

55

47

51

55

56

60

38

N/A

46

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

J W S R E S E A R C H

35



Passive open and social spaces should be a focus

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

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

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

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



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



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

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



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



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

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

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

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

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



Passive open spaces for social gatherings are needed



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

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



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

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

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

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

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

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



Innovation with open space creation

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

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



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



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

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



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

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

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

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

**A green and
sustainable
community**

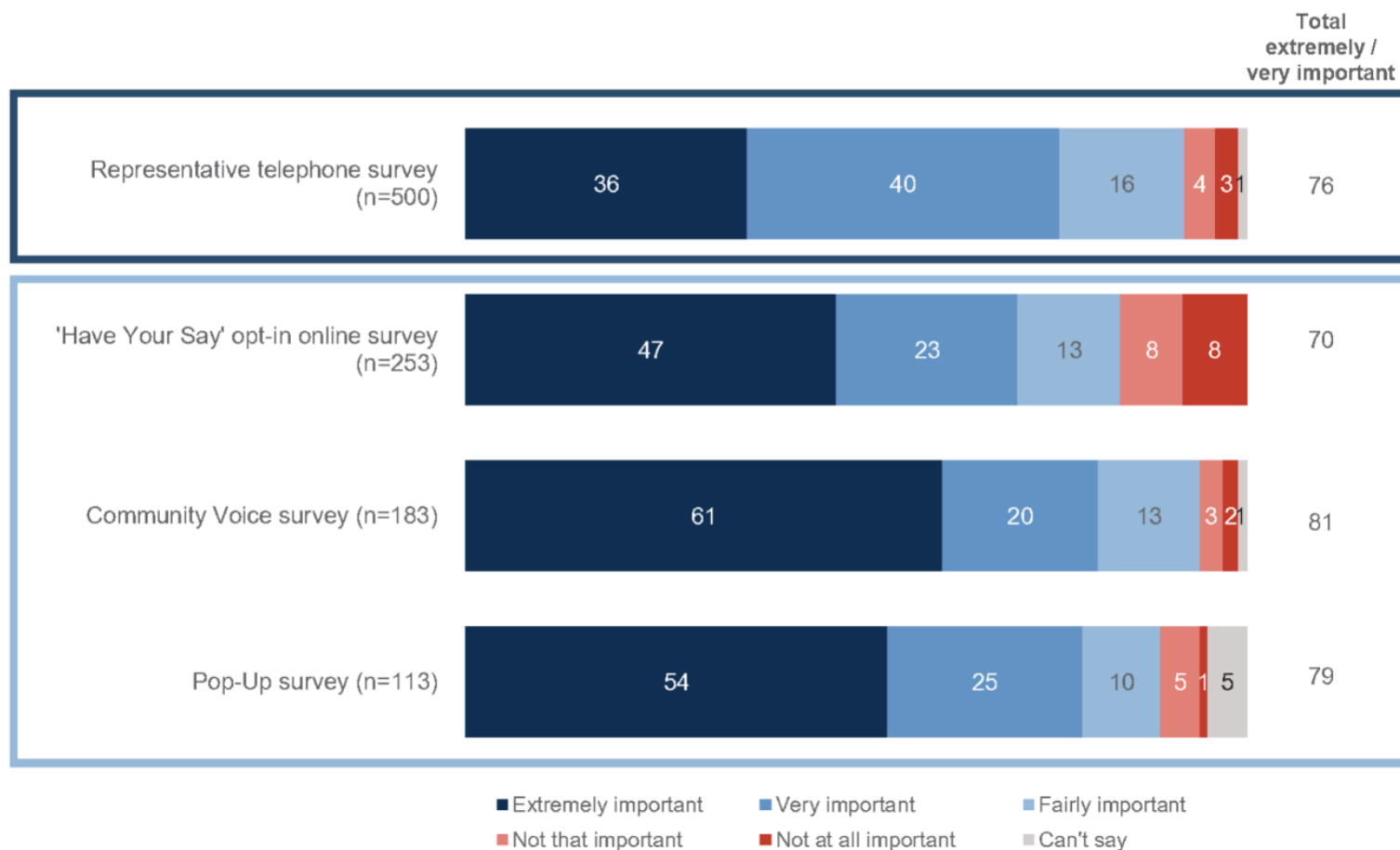


J W S R E S E A R C H 40



A green and sustainable community

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

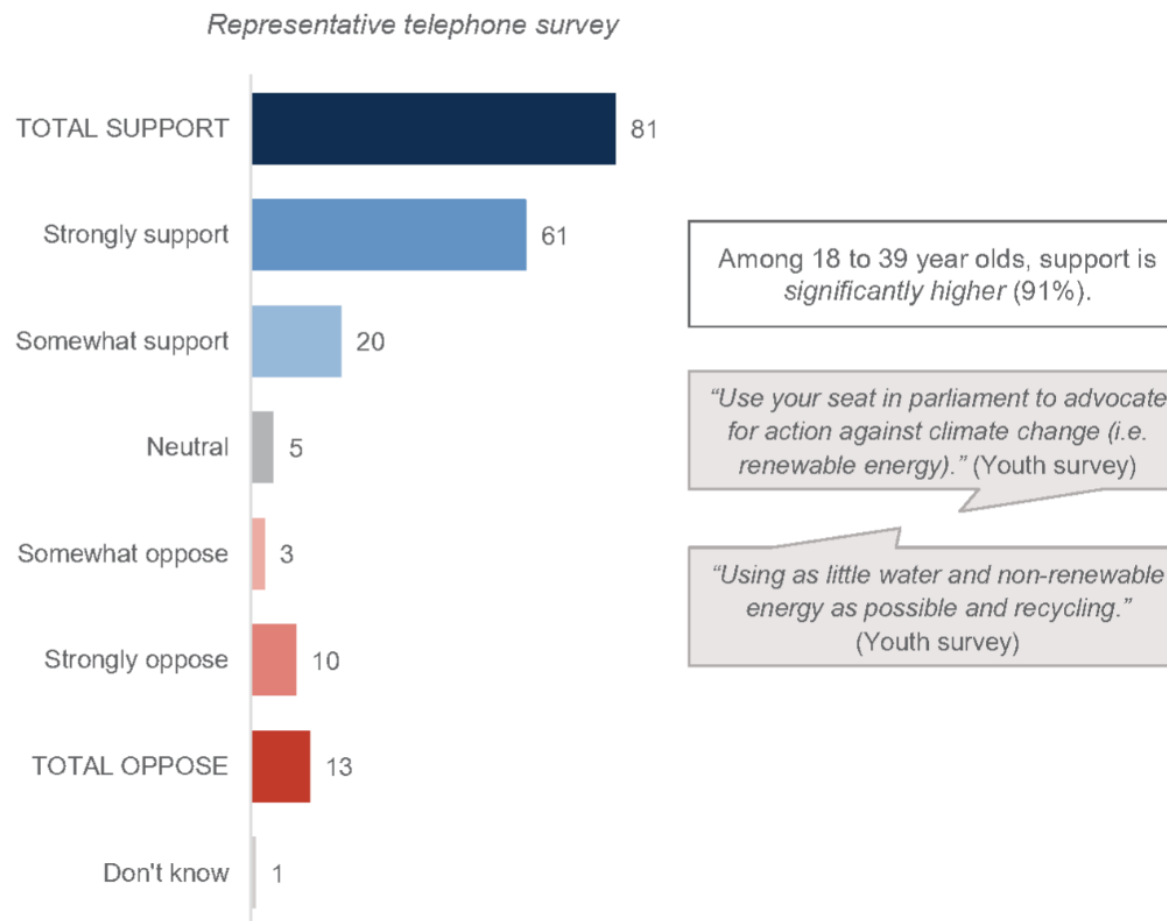


For each area, please RATE THE IMPORTANCE of that area as a responsibility Council should focus on. Please keep in mind that the focus is on the importance of that responsibility area for local government only, not other levels of government such as federal or state and separate to how well you think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

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



Support for Council taking action on climate change (%)

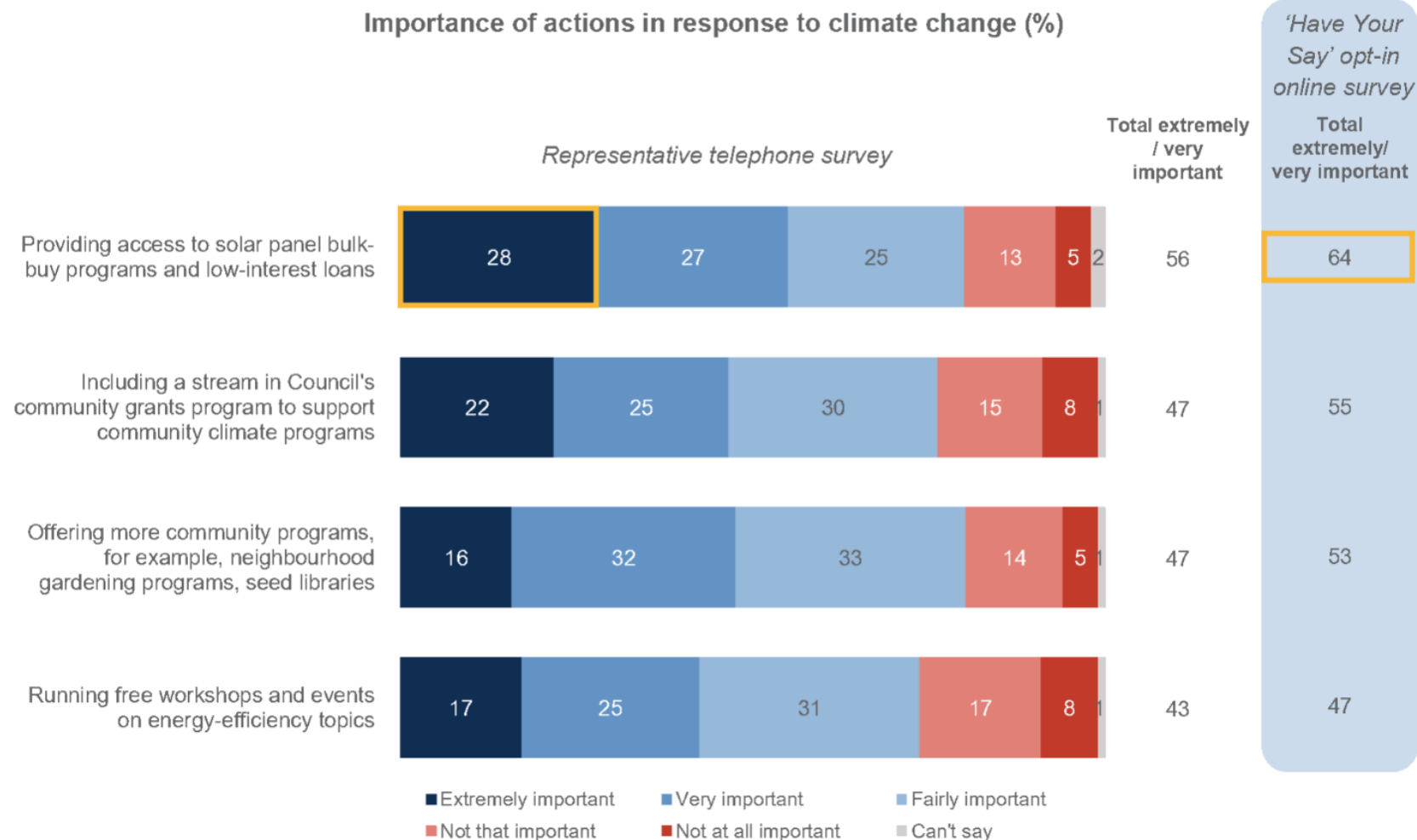


Q10. Do you support or oppose Council taking action on climate change?

J W S R E S E A R C H

42

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



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

J W S R E S E A R C H

43

Small initiatives can improve environmental sustainability



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

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

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

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

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

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

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

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



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

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



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

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



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

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

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

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



Environmental sustainability must be prioritised



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

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



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



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

41%

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

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

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

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

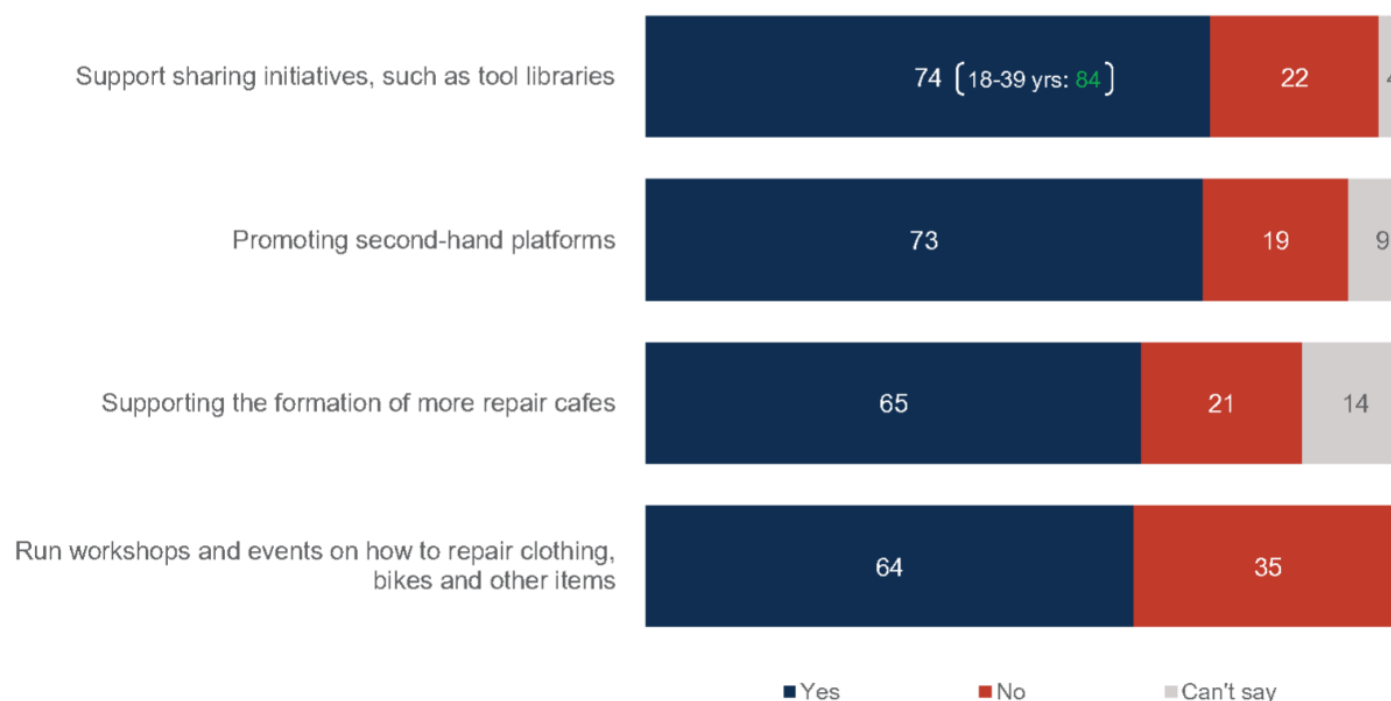
“I think we should hold talk events where people talk and explain about simple things we can do to be more sustainable.” (Male 13)

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

Council initiatives to reduce waste to landfill are all considered useful



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



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

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

J W S R E S E A R C H

47

**A healthy,
inclusive and
resilient
community**

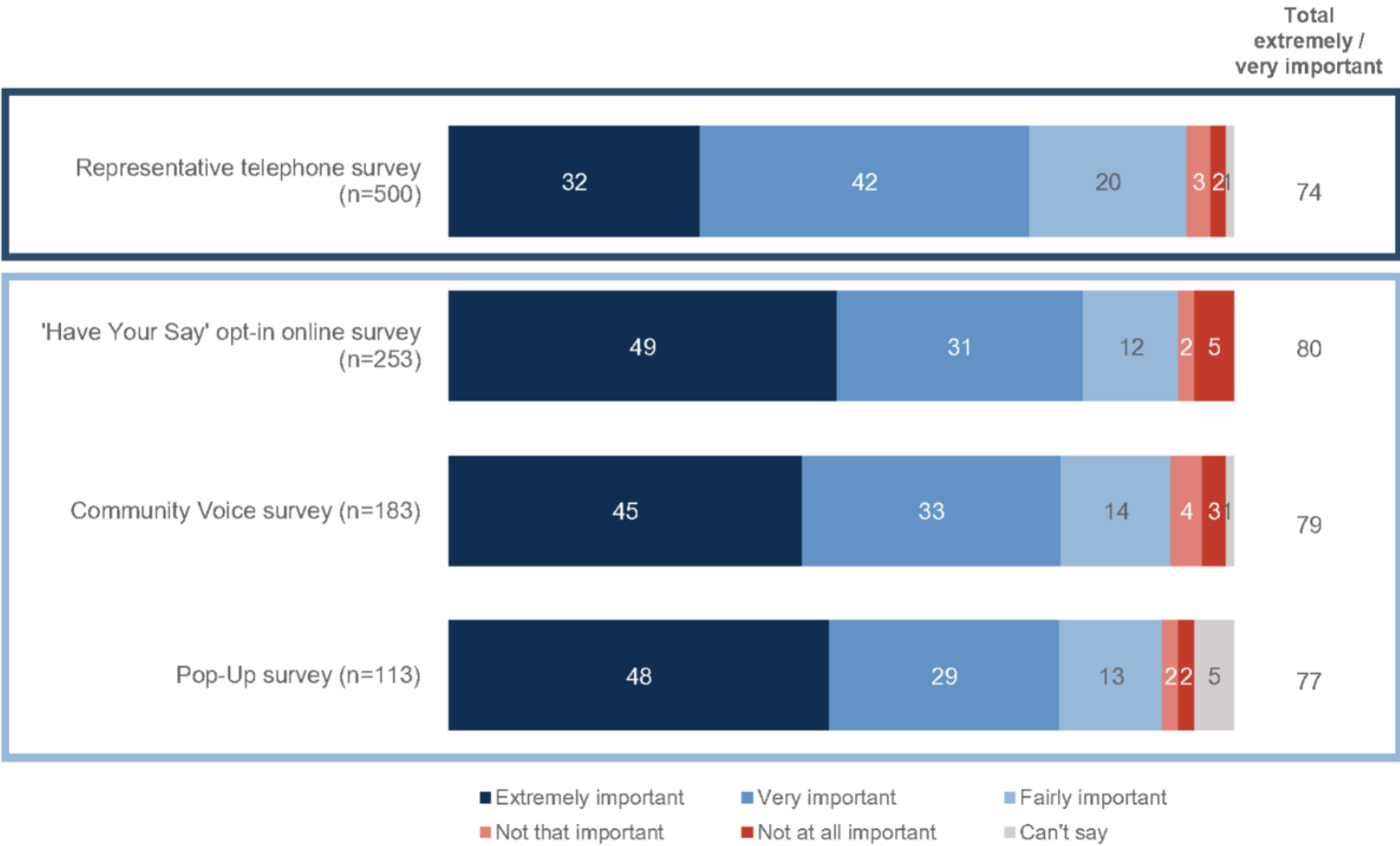


J W S R E S E A R C H 48



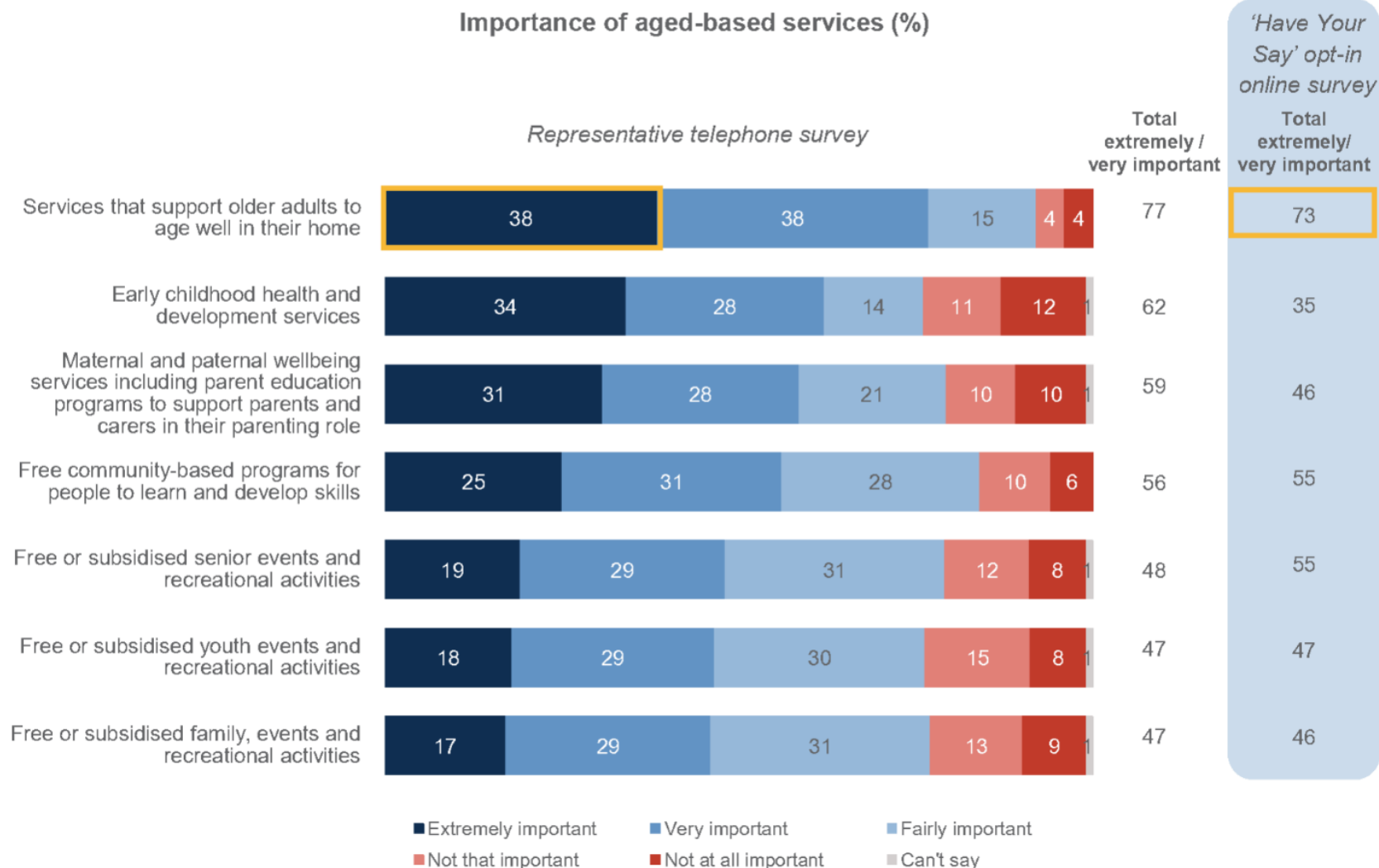
A healthy, inclusive and resilient community

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



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

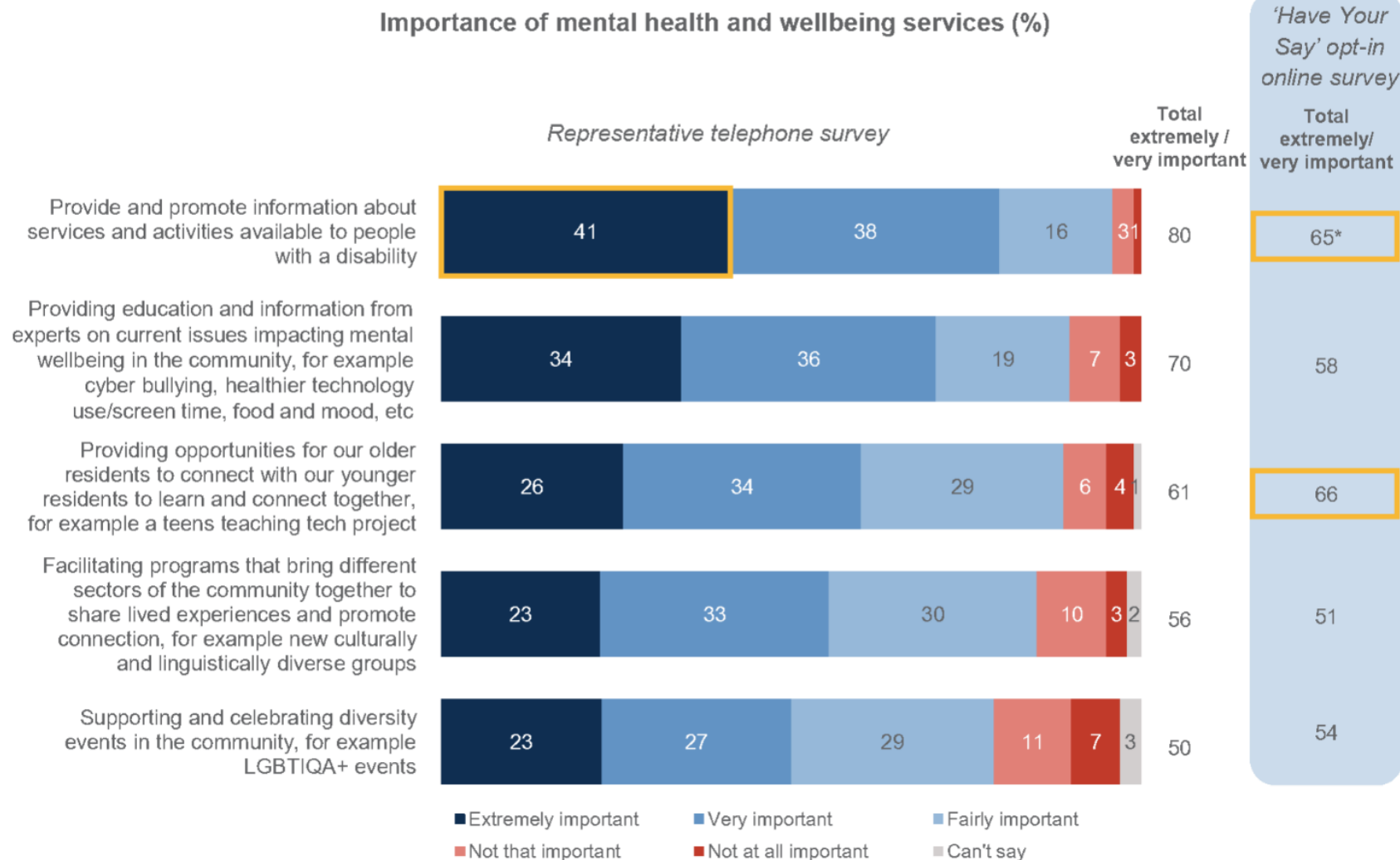
Supporting seniors to age well in home is essential



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

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

Education, information and opportunities for mental health and wellbeing



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

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



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

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

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

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

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

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

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

Inclusion facilitates better mental health and resilience



Social and community events allow people to meet and interact.

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

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

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

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

Educate, support and connect



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



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



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



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



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

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

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

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

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

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

Appendix: Demographics



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



Demographics: Representative telephone survey

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

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

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

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

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

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

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

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

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



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

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

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

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

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

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

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

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

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

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

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



Contact us
03 8685 8555



Follow us
[@JWSResearch](https://twitter.com/JWSResearch)

John Scales
Founder
jscales@jwsresearch.com

Mark Zuker
Managing Director
mzucker@jwsresearch.com

Katrina Cox
Director of Client Services
kcox@jwsresearch.com

Issued: 30th July 2021



J W S R E S E A R C H



APPENDIX B: HOW THIS PLAN WAS DEVELOPED

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

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

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

Review of key legislation and policy, including:

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

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

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

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

APPENDIX B:

HOW THIS PLAN WAS DEVELOPED

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

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

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

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

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

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

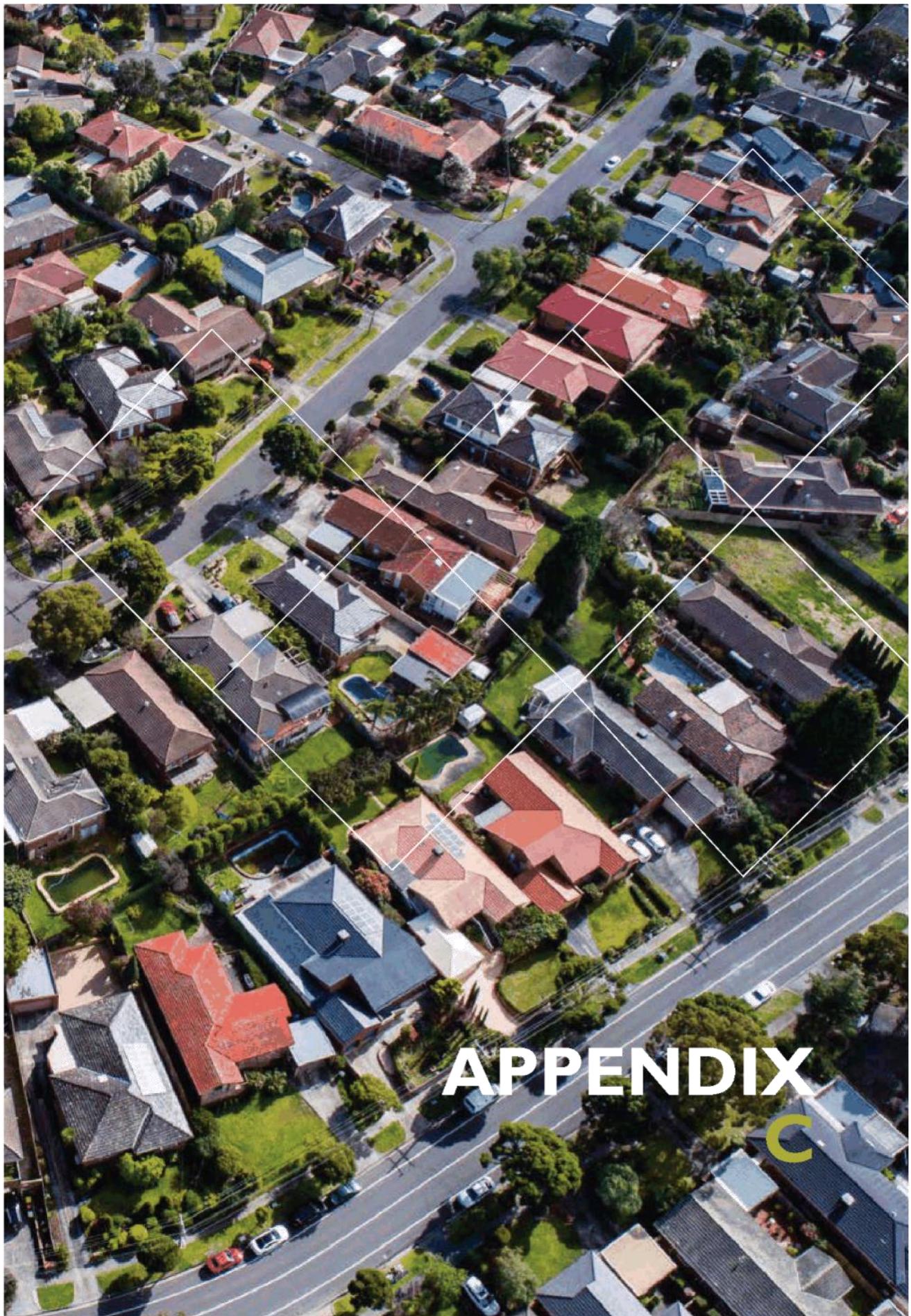
A virtual 'town hall' meeting was held by the Mayor and Councillors over Zoom where questions submitted by community members about the draft *Council Plan* were answered.

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

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

Phase five:

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



APPENDIX C: COUNCIL'S SERVICES

Major service areas

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

The services that Council delivers to the community include:

Capital works

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

Parks and recreation

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

Sustainability, recycling and waste

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

Urban maintenance

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

Glen Eira Leisure

Manages our three recreational facilities:

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

Services for families and the community

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

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

Community engagement and planning services are also provided.

Services to the aged

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

Glen Eira Libraries

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

Planning for growth and the future

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

Community safety

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

Cultural services

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

**GLEN EIRA
CITY COUNCIL**

Corner Glen Eira and Hawthorn Roads, Caulfield

Mail address: PO Box 42

Caulfield South, 3162

Phone: (03) 9524 3333

Fax: (03) 9523 0339

mail@gleneira.vic.gov.au

www.gleneira.vic.gov.au

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.nrscall.gov.au>

Teletypewriter (TTY): 13 36 77

Speak and Listen: 1300 555 727

Social media**Glen Eira City Council:**

www.facebook.com/GlenEiraCityCouncil

@cityofgleneira:

www.instagram.com/cityofgleneira

Glen Eira arts, gallery and events:

www.facebook.com/gleneiraarts

Glen Eira Leisure:

www.facebook.com/GESACOnline

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

www.twitter.com/GESACOnline

Glen Eira Libraries and Learning Centres:

www.facebook.com/GlenEiraLibraries

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

Glen Eira Sustainable Living:

www.facebook.com/sustainablelivinggleneira

Glen Eira Youth Services:

www.facebook.com/GlenEiraYouthServices

www.instagram.com/gleneirayouthservices



GLEN EIRA INTRODUCTION

The Glen Eira Council Plan 2021–2025

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

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

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

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

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

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

The Annual Action Plan 2021–2022

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

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



01

STRATEGIC DIRECTION

Well informed and transparent decisions and highly valued services



02

STRATEGIC DIRECTION

Access to well designed and maintained open spaces and places



03

STRATEGIC DIRECTION

A liveable and well planned City



04

STRATEGIC DIRECTION

A green and sustainable community



05

STRATEGIC DIRECTION

A healthy, inclusive and resilient community

01

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

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



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

01

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

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



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

01

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

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



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

02

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

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



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

02

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

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



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

02

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

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



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

02

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

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



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

03

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

**A LIVEABLE
AND WELL
PLANNED CITY**



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

03

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

**A LIVEABLE
AND WELL
PLANNED CITY**



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

04

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

**A GREEN AND
SUSTAINABLE
COMMUNITY**



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

04

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

**A GREEN AND
SUSTAINABLE
COMMUNITY**



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

04

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

**A GREEN AND
SUSTAINABLE
COMMUNITY**



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

05

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

**A HEALTHY, INCLUSIVE
AND RESILIENT
COMMUNITY**



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

05

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

**A HEALTHY, INCLUSIVE
AND RESILIENT
COMMUNITY**



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

05

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

**A HEALTHY, INCLUSIVE
AND RESILIENT
COMMUNITY**



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

05

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



**GLEN EIRA
CITY COUNCIL**

Glen Eira City Council

Corner Glen Eira and Hawthorn Roads, Caulfield

Mail address: PO Box 42

Caulfield South, 3162

Phone: (03) 9524 3333

Fax: (03) 9523 0339

mail@gleneira.vic.gov.au

www.gleneira.vic.gov.au

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.nrscall.gov.au>

Teletypewriter (TTY): 13 36 77

Speak and Listen: 1300 555 727

Social media

Glen Eira City Council:

www.facebook.com/GlenEiraCityCouncil

@cityofgleneira:

www.instagram.com/cityofgleneira

Glen Eira arts, gallery and events:

www.facebook.com/gleneiraarts

Glen Eira Leisure:

www.facebook.com/GESACOnline

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

www.twitter.com/GESACOnline

Glen Eira Libraries and Learning Centres:

www.facebook.com/GlenEiraLibraries

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

Glen Eira Sustainable Living:

www.facebook.com/sustainablelivinggleneira

Glen Eira Youth Services:

www.facebook.com/GlenEiraYouthServices

www.instagram.com/gleneirayouthservices

4.2 COMMUNITY WELLBEING PLAN 2021-2025

Author: Sharon Sykes, Manager Community Development

Trim No: 21/1269061

Attachments: 1. *Community Wellbeing Plan 2021-2025* [↓](#)
2. *Community Wellbeing Action Plan 2021-2022* [↓](#)

EXECUTIVE SUMMARY

The Glen Eira *Community Wellbeing Plan 2021-2025* (Attachment One) has been completed and is ready for Council endorsement following an extensive community engagement process and in accordance with the requirements of the *Public Health and Wellbeing Act 2008*.

An *Annual Action Plan* (Attachment Two) has been developed to outline specific actions that will successfully implement the priority areas of the *Community Wellbeing Plan 2021-2025*.

This report presents the final *Community Wellbeing Plan 2021-2025* and *Annual Action Plan 2021-2022* for endorsement.

RECOMMENDATION

That Council endorses:

1. the Community Wellbeing Plan 2021-2025 (attachment 1 to this report); and
2. the Community Wellbeing Action Plan 2021-2022 (attachment 2 to this report).

BACKGROUND

Under the *Public Health and Wellbeing Act 2008*, Council is required to prepare a four-year Municipal Public Health and Wellbeing Plan that must be endorsed by Council 12 months after the election of Councillors.

Glen Eira's *Community Wellbeing Plan 2021-2025* has been developed applying an integrated and life stage approach. It has taken guidance from the priority focus areas in the *Victorian Public Health and Wellbeing Plan 2019-2023*, local health and wellbeing population data, and community engagement data. The *Community Wellbeing Plan 2021-2025* also includes healthy ageing, disability, family violence prevention, youth and early years, volunteering, inclusion and cultural diversity.

Over the past six months, more than 2,000 members of the Glen Eira community have contributed, reviewed and provided feedback that has informed the development of the *Community Wellbeing Plan 2021-2025*. Council heard from the community about we can create a 'healthy, connected and thriving Glen Eira'. The input provided by the community has been critical in the development of the *Community Wellbeing Plan 2021-2025* and *Annual Action Plan 2021-2022*.

ISSUES AND DISCUSSION

The *Community Wellbeing Plan 2021-2025* sets out how Council will work with the community and key partners to improve the health and wellbeing of all people in Glen Eira, across all ages, backgrounds, and abilities. The COVID-19 pandemic has provided one of the most challenging periods for public health management. As we learn to live with COVID-19 and resume community life, Council will respond, support and work with the community to build confidence, resilience and wellbeing. The *Community Wellbeing Plan 2021-2025* outlines how we will achieve this and in particular, support our most vulnerable residents to improve health and wellbeing.

The six priority areas of the *Community Wellbeing Plan 2021-2025* work together to address the range of challenges and health and wellbeing needs that emerged through research, evaluation and community and stakeholder engagement.

Community Wellbeing Priority Areas:

A summary of each Priority area is outlined below:



1. Improve public health protection

Improving public health protection will help prevent disease and strengthen our community's preparedness for both current and future public health challenges. The *Community Wellbeing Plan 2021-2025* outlines our commitment to focus on building resilience so our community can safely respond to the COVID-19 pandemic and recover from its effects, provide public information to our community about staying safe and responding to climate change and associated extreme weather events, particularly for vulnerable members of our community such as older people and those with underlying health conditions. We will provide accessible public health education, information and communications, working in partnership with Federal and State governments, local service providers and community organisations to inform our community about how to prevent disease, maintain optimal health and respond to public health challenges.

2. Strengthen mental health and social connection

A key priority is to improve mental health outcomes for the community and provide opportunities for social connection and a sense of belonging. The *Community Wellbeing Plan 2021-2025* outlines our commitment to help reduce social isolation and loneliness and support the community to be more engaged and socially connected within neighbourhoods and through a range of social, community and recreational opportunities. We will support improved mental wellbeing and stronger community connections, support Glen Eira's strong and dynamic volunteer culture that contributes to social connection, work with local mental health and wellbeing services to ensure that people accessing Council programs are informed about how to navigate and access mental health services and provide access to clear and up-to-date information that helps people to understand their mental health needs, identify appropriate services, access treatment, care and support and find online self-help resources.

3. Enhance active living

Enhancing active living will improve physical health in our community. Physical activity is important for maintaining good physical and mental health and preventing disease. The *Community Wellbeing Plan 2021-2025* outlines our commitment to promote and support active recreation and sport, both structured and unstructured, from walking, cycling and play to competitive sport and active exercise, and improve the built environment to be more accessible, safe, walkable and interconnected.

4. Create healthier environments

Healthier environments will support our community to make healthy lifestyle choices to reduce the impacts of disease and chronic health. The *Community Wellbeing Plan 2021-2025* outlines our commitment to promote healthy food and drink options and discouraging smoking, vaping and e-cigarettes, harmful alcohol and illicit drug consumption and harmful gambling behaviours. We will support people in our community who are experiencing high levels of disadvantage and vulnerability and advocate to State and Federal governments to improve our community's health and wellbeing outcomes through improved healthy environments.

5. Embrace creativity, learning and diversity

A community that embraces creativity, learning and diversity supports a strong culture of social inclusion. The *Community Wellbeing Plan 2021-2025* outlines our commitment to support all people to be integrated into the fabric of our community and feel welcome, promote lifelong learning and celebrate diversity and acknowledge and respond to the specific needs of our First Nations people, and people of all ages with diverse identities, cultures, religions, sexualities, genders, abilities and caring responsibilities.

6. Promote respect, care and equity

Promote respect, care and equity is important to help keep our community safe from all forms of inequality and violence. The *Community Wellbeing Plan 2021-2025* outlines our commitment to create a community where people across all ages, genders, diverse identities and abilities are nurtured, respected and protected. We will promote and raise a greater awareness of respectful and healthy relationships and ensure that the people in our community who are at risk are aware of the supports available to them.

2021-2022 Annual Action Plan

An *Annual Action Plan* has been developed to outline the specific and detailed actions that will successfully implement the priority areas of the *Community Wellbeing Plan 2021-2025*. The *Action Plan* identifies what will be delivered, the measures for success, who in Council will lead each action and the population groups that are targeted to benefit from the actions.

Reporting on our progress to implement the actions will be provided quarterly to Council and the community to ensure that we are open and transparent about our achievements and progress towards meeting the objectives of the Plan's priority areas.

CLIMATE EMERGENCY RESPONSE STRATEGY IMPLICATIONS

The *Community Wellbeing Plan 2021-2025* recognises the health impacts of climate change and that action can be taken that supports the community to respond and adapt to climate change and extreme weather events. The Plan focuses on strategies that minimise risks and improve safety for everyone, particularly vulnerable people, such as young children, older people and those with underlying health conditions.

OPTIONS ANALYSIS

The *Community Wellbeing Plan 2021-2025* reflects Council's commitment to support every person in Glen Eira to live a healthy, inclusive and resilient life. To ensure this commitment responds to community needs and aspirations, a comprehensive two-stage community engagement process has been implemented over the past six to eight months. Feedback from the community, stakeholder organisations and from across Council has informed the final Plan.

The following outlines the key amendments that have been made to the Plan as a result of feedback obtained through the community engagement process for the draft *Community Wellbeing Plan 2021-2025*.

- Another guiding principle has been added: 'Apply a gender-sensitive lens and climate change lens to our health and wellbeing planning'.
- References to family violence have been amended to 'Family violence and violence against women'.
- A new community engagement section has been added to outline community feedback on the draft Plan.
- The following text has been added in reference to Adulthood: 'It is important for adults to have equal and respectful relationships, manage positive work/life balance, and seek help if required to improve their overall health and wellbeing outcomes during this life stage'.
- Priority Two has been changed from Strengthen resilience and social connection to 'Strengthen mental health and social connection'. Also, another action has been added: 'Advocate and support sustainability of community houses, community spaces and hubs'.
- Priority Four has also included decreasing the risks of vaping and e-cigarettes.

- Priority Six – Promote respect, care and equity has an amended introduction: ‘Our goal is for a community that is safe from all forms of violence. We want to create a community where people across all ages, genders, diverse identities and abilities are respected and do not experience inequality, oppression and violence. We know in Glen Eira women and children are disproportionately affected by violence. We have been working hard to break down unhealthy gender stereotypes, increasing our community messaging and education to promote healthy relationships and cultures, and to address the underlying drivers of violence. This effort will continue so that we can reduce these harms and create a more respectful and equitable community. In meeting this priority, there will be a greater awareness of inclusive and respectful attitudes and behaviour in all relationships that will reduce inequality and violence in the community. Community members at risk will know how to access support and will feel safer in their neighbourhoods and homes, especially women, children and older people’.

FINANCIAL, RESOURCE, RISK AND ASSET MANAGEMENT IMPLICATIONS

The *Community Wellbeing Plan 2021-2025* outlines the health and wellbeing priorities the Council will focus on over the next four years. The projects and initiatives which are outlined in the *Plan* will be considered and funded through the annual budget process each year over the life of the *Plan*. Initiatives and projects for the 2021-2022 year have been included in the adopted 2021-2022 budget.

POLICY AND LEGISLATIVE IMPLICATIONS

The *Plan* adheres to the requirements of the following Victorian legislation:

The *Public Health and Wellbeing Act 2008* aims to protect public health and prevent disease, illness, injury, disability and premature death; promote conditions in which people can be healthy; and reduce inequalities in the state of public health and wellbeing.

The *Disability Act 2006* which aims to reduce barriers to persons with disabilities accessing goods, services and facilities, and obtaining and maintaining employment. It requires the promotion of inclusion and participation in the community of persons with disabilities, and to achieve tangible changes in attitudes and practices which discriminate against persons with disabilities.

The *Climate Change Act 2017* requires that councils give regard to climate change during the preparation of their health and wellbeing plan. This includes understanding and assessing climate risks, promoting community adaptation and resilience, and assessing the health benefits of actions taken to reduce greenhouse gas emissions.

The *Plan* also draws on the priority focus areas of the *Victorian Public Health and Wellbeing Plan 2019-2023* and *Victorian Disability Plan 2017-2020*.

The *Plan* aligns with the *Glen Eira 2040 Community Vision* principles and vision statement and links with the Strategic Direction - A healthy, inclusive and resilient community of the new *Council Plan 2021-2025*.

COMMUNICATION AND ENGAGEMENT

The *Community Wellbeing Plan 2021-2025* has been developed in partnership with the Glen Eira community and in accordance with *Council’s Community Engagement Policy 2021*. The engagement program was integrated with the *Council Plan 2021-2025* to provide a streamlined and accessible way for the community to contribute to the development of both Plans.

The community engagement program has been extensive and has included two distinct engagement phases. In Phase One, February to June 2021, Council sought to hear from stakeholders and diverse voices across a range of genders, life stages and from diverse backgrounds across all neighbourhoods to input into the development of the Plan. In Phase Two, August to September 2021, Council gave the community the opportunity to provide feedback on the draft *Plan* and key priorities and to offer any further input through various engagement activities.

LINK TO COUNCIL AND COMMUNITY PLAN

Theme Three: Safe, Healthy and Inclusive

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

OFFICER DECLARATION OF CONFLICT OF INTEREST

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

CONCLUSION

The *Community Wellbeing Plan 2021-2025* outlines Council's commitments to address the community's health and wellbeing priorities for the next four years and the *Community Wellbeing Action Plan 2021-2022* identifies the key actions and measures for each priority area from October 2021 to June 2022.

The community has played an integral role in the development of the *Community Wellbeing Plan 2021-2025* and the success of achieving our goals in our first year and for future years will rely on our commitment to work together across Council and with community groups, organisations, government, businesses and everyone in our community.



GLEN EIRA
CITY COUNCIL

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

GLEN EIRA COMMUNITY WELLBEING PLAN 2021–2025

HEALTHY • CONNECTED • THRIVING

CONTENTS

MAYOR'S FOREWORD	4
INTRODUCTION	5
GUIDING PRINCIPLES	7
COMMUNITY VISION	8
COMMUNITY HEALTH AND WELLBEING PROFILE	10
COMMUNITY ENGAGEMENT	13
HEALTH AND WELLBEING AT EVERY STAGE OF LIFE	21
COUNCIL SERVICES THAT SUPPORT COMMUNITY HEALTH AND WELLBEING	26
THE CONTEXT	31
OUR HEALTH AND WELLBEING PRIORITIES	35
IMPROVE PUBLIC HEALTH PROTECTION	36
STRENGTHEN MENTAL HEALTH AND SOCIAL CONNECTION	39
ENHANCE ACTIVE LIVING	42
CREATE HEALTHIER ENVIRONMENTS	45
EMBRACE CREATIVITY, LEARNING AND DIVERSITY	47
PROMOTE RESPECT, CARE AND EQUITY	50
MONITORING AND EVALUATING	53
REFERENCES	54

Glen Eira City Council embraces and celebrates
our diverse community and supports our residents
to be healthy, inclusive and resilient.



ACKNOWLEDGEMENT OF TRADITIONAL OWNERS

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

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

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

MAYOR'S FOREWORD



It is with great pleasure that I present our *Community Wellbeing Plan 2021–2025*. This *Plan* is integral for Council to achieve its strategic outcome of a healthy, inclusive and resilient community, which is also a key principle of our community's vision. This important document will guide how we plan and support our residents to enjoy good health and wellbeing and to be resilient at every stage of life. It responds to the needs of children, young people, families, older people, people with disability, people experiencing disadvantage, and people with diverse identities and from a range of cultures who live in our community. While I am pleased to say that the majority of Glen Eira residents have good health and wellbeing when compared to all Victorians, there are still many who don't fare as well and may experience social isolation, economic disadvantage and other health inequalities, leading to poor physical and mental health outcomes. Together with our partner organisations and agencies we will continue to work towards improved health and wellbeing outcomes for our whole community.

The COVID-19 pandemic continues to challenge our community, and Council's efforts to protect, respond and recover are critically important. The effects of COVID-19 extend beyond our physical health and relate also to our economic, social and mental wellbeing. Once we see vaccination rates high and impacts of the virus itself subside, our recovery over the next few years will be a significant priority.

At the same time, we are living with the worsening impacts of climate change and need to be diligent to better understand and manage the various effects these has on our health and wellbeing.

The *Community Wellbeing Plan 2021–2025* shows you how Council plans to tackle the municipality's most pressing health and wellbeing priorities and how it will work with the people in our community to connect, support and engage them throughout their lives. It recognises that we need to plan now for the challenges and opportunities of the future, and to work together to support, build and sustain a healthy, inclusive and resilient community for all.

Margaret Esakoff
Mayor, City of Glen Eira

INTRODUCTION

Health and wellbeing are vital for everyone, with wellbeing able to extend beyond the individual. When people are healthy and content they also contribute to the wellbeing of others: family, friends, their community and society. A greater quality of life for every individual in Glen Eira means that we live in a community that is positive and resilient.

Planning for our community to be healthy and well is central to all areas of Council. Our role is to foster and support a thriving and vibrant community. Glen Eira's *Community Wellbeing Plan 2021–2025* outlines the ways in which Council will work to improve the health and wellbeing of all people in Glen Eira, across all ages, genders, backgrounds and abilities.

Glen Eira's *Community Wellbeing Plan 2021–2025* takes a life stage approach. This considers an individual's or group's lifelong experiences for insight into aspects of their health across all ages and stages. It recognises the ways that experience is inevitably shaped by developmental, cultural, socioeconomic and other external contexts and circumstances.

This *Plan* was developed using knowledge and data sourced through research, evaluation, collaboration and community engagement. An evaluation of the previous *Municipal Public Health and Wellbeing Plan 2017–2021* was

undertaken, focusing on key achievements that continue to guide our health and wellbeing priorities in this new *Plan*. This new *Plan* also moves toward a more holistic and early-interventionist approach, with a stronger focus on diversity and inclusion. The *Plan* has evolved to incorporate a recognition of climate change impacts on community health and wellbeing and aims to address these at the municipal scale.

This *Plan* meets the requirements of the *Public Health and Wellbeing Act 2008*, the *Disability Act 2006* and the *Climate Change Act 2017*. It has also been guided by the priority focus areas outlined in the *Victorian Public Health and Wellbeing Plan 2019–2023*, including its priorities to drive co-ordinated action for tackling climate change and its impact on health, increasing healthy eating and active living, reducing tobacco-related harm, and the prevention of violence. These priorities align well with health issues currently impacting the Glen Eira community.

The community engagement process was very important to the *Plan's* development and we have used the community's feedback to guide our planning. A snapshot of the key findings is contained in this document. Our recent experiences of public health emergencies, notably the COVID-19 pandemic, also informed the development of this *Plan*.

The COVID-19 pandemic has been one of the most challenging periods for public health management across communities worldwide. Developing this *Plan* while living through a pandemic has reinforced the importance of public health and protection as being central to all areas and aspects of life.

We understand both the unique and common challenges people in our community face when it comes to health and wellbeing. The *Plan* incorporates this awareness of our community's current health status and sets out aspirations for the wellbeing of all people in Glen Eira over the next four years. The *Plan* outlines six priorities that are central to positive experiences at all stages of life and that aim to improve our community's most pressing health and wellbeing concerns.

These priorities express Council's commitment to:

- > **Improve public health protection**
- > **Strengthen mental health and social connection**
- > **Enhance active living**
- > **Create healthier environments**
- > **Embrace creativity, learning and diversity**
- > **Promote respect, care and equity**

With a focus on these six priorities we can create a healthier, more resilient and more socially connected Glen Eira community into the future.

This *Plan* will be accompanied by annual action plans detailing the actions that Council will implement to achieve our intended outcomes.

PUBLIC HEALTH

Is to protect and improve population health through education, encouraging healthy lifestyles and research on disease and the prevention of injuries. It is focused on preventing avoidable disease, injury, disability and death while promoting and maximising healthy and sustainable environments for current and future generations (Public Health Association Australia 2021).

HEALTH

Is a state of complete physical, mental and social wellbeing and not merely the absence of disease or infirmity (World Health Organization 2006).

WELLBEING

Is a complex combination of a person's physical, mental, emotional and social health factors. Wellbeing is strongly linked to happiness and life satisfaction (Better Health Channel 2020).

GUIDING PRINCIPLES

Principles of the *Community Wellbeing Plan 2021–2025*

To ensure that we can support every person in Glen Eira to live a healthy, inclusive and resilient life, these important principles underpin this *Plan*.

We will:

- > Address the health and wellbeing priorities of our community through protection, prevention and early intervention.
- > Apply a life stage approach to our planning, so that no person in Glen Eira is missed and that people are supported throughout their life, including early childhood and middle years (birth–11), adolescence and early adulthood (12–24), adulthood (25–59) and older adulthood (60+).
- > Ensure our disability access and inclusion planning underpins every action so that we consistently cater for people of all abilities and create a community where everyone feels welcomed, supported and connected.
- > Understand and prioritise the needs of population groups that experience barriers, inequity, disadvantage and vulnerability.
- > Value partnerships and work in collaboration with our community and across services, programs, organisations and government bodies to advocate, and to promote and deliver services.
- > Lead in celebrating diversity, harmony, respect and cultural connection across different generations, genders and sexualities, diverse cultural backgrounds, identities and experiences.
- > Promote and deliver services to support the importance of social wellbeing, through family, community, lifelong learning, arts, culture and place.
- > Manage our evolving need to prepare for, protect, respond to and recover from public health emergencies, such as COVID-19.
- > Recognise the health and wellbeing impacts now and into the future of climate change and embed climate change action in everything we do.
- > Acknowledge Aboriginal and Torres Strait Islander peoples as the Traditional Owners of this land; celebrate their cultures, history and heritage; and create a community in which First Nations people feel culturally safe.
- > Apply a gender-sensitive lens and climate change lens to our health and wellbeing planning.

COMMUNITY VISION

Community Vision principles

Another set of important principles that have been central in influencing this *Plan* are those of the *Glen Eira 2040 Community Vision*, formed by a dedicated panel of 32 Glen Eira citizens and in consultation with more than 4,000 community members.

They are:

- > We work together: Council and Glen Eira residents will collaborate to ensure fair and equitable decision-making.
- > Planning for community resilience: Glen Eira must be adaptable to addressing social, natural, economic and environmental futures, particularly climate change.
- > Inclusive and healthy community: All members of our diverse Glen Eira community should feel a strong sense of belonging and feel safe and have equitable access to all public resources.
- > Maximise and diversify our green and natural spaces: Preserve, regenerate and maximise green and natural spaces and develop connected green areas across Council boundaries, in consultation with First Nations peoples.

- > We are proactive in meeting challenges and innovate using evidence-based methods: Find innovative, effective and creative solutions pre-emptively for long-term monitored sustainability and the wellbeing of the community.
- > Promote and develop our creative potential, celebrating our diverse identities through art and other cultural expression: Celebrate the artistic and cultural diversity in the community and commit to accessible facilities and spaces for all ages and abilities to express themselves creatively and freely.





HEALTH AND WELLBEING OF OUR COMMUNITY

GLEN EIRA HEALTH AND WELLBEING PROFILE

Glen Eira is a vibrant community of 158,216 people spanning a range of cultures, ages and household types. The most common countries of birth outside Australia are China, India, England, South Africa and Israel, and 250 residents are Aboriginal or Torres Strait Islander. More than half (56 per cent) of Victoria's Jewish population live in Glen Eira. Disability is a priority for Council with 12.3 per cent of Glen Eira residents living with disability. Couples with children are the most common type of household, followed by lone person households.

Glen Eira residents enjoy a high level of health and wellbeing when compared to the Victorian average, but there is a range of key preventative health, environmental and lifestyle factors that have wide-reaching effects on a significant proportion of our population. To provide the best opportunities to address poor health and to reduce the burden of disease, we need to increase active lifestyles, healthy eating, tobacco-free living, social connection and sustainable living.

The *Glen Eira Health and Wellbeing Profile 2021* provides detailed information on the demographic makeup and key health and wellbeing data for Glen Eira's population. The following page provides a snapshot of the key health and wellbeing issues for Glen Eira based on the profile data. It highlights indicators that are:

- a) not tracking well over time;
- b) below State or Federal averages and/or in contrast to neighbouring Local Government areas; and
- c) an area of emerging concern due to COVID-19.

Through this understanding of the health and wellbeing status of our community, we can focus our efforts on the more serious health and wellbeing areas while also monitoring and feeling reassured by areas that we are doing well in.

GLEN EIRA COMMUNITY WELLBEING PLAN 2021-2025

11

KEY HEALTH AND WELLBEING ISSUES SNAPSHOT



CHILDREN AND YOUNG PEOPLE

- > Physical activity
- > Healthy eating and nutritional intake
- > Immunisation rates for children aged birth to four years
- > Kindergarten participation rates
- > Children's development (social competence and communication domains)
- > Adolescent resilience and mental health
- > Dental health



OLDER ADULTS

- > More lone person households
- > Social isolation and loneliness
- > Diseases, accidents and chronic health conditions (Dementia-Alzheimer's, stroke, colorectal cancer, accidental falls)
- > Low perceptions of community safety
- > Low levels of digital literacy
- > Elder abuse



ADULTS

- > Physical activity
- > Healthy eating and nutritional intake
- > Smoking rates
- > Mental health and illness
- > Family violence and violence against women
- > Alcohol and other drug-related harm
- > Gambling
- > Diseases and chronic health conditions (hypertension, diabetes, coronary heart disease, cerebrovascular disease [stroke] and cancers)
- > Pre-obesity and obesity rates
- > Sexually transmitted infections (STIs)
- > Infectious diseases (COVID-19)



SOCIAL, ECONOMIC AND ENVIRONMENTAL ISSUES

- > Unemployment
- > Financial insecurity
- > Socio-economic disadvantage
- > Food insecurity
- > Housing stress
- > Homelessness
- > Social housing options
- > Family violence and violence against women
- > Perceptions of community safety (at night) primarily women
- > Gender inequality (particularly income inequality between men and women)
- > Reduced volunteering due to COVID-19
- > Reduced social and recreational connections due to COVID-19
- > Health impacts of climate change (heatwaves, extreme heat, flooding and storm events, air quality, greenhouse gas emissions)



COMMUNITY ENGAGEMENT PHASE ONE

Community engagement data was collated over three months (April-June 2021) in which the community contributed feedback and ideas on how to make Glen Eira healthy, connected and thriving. This included engagement data collected through a telephone survey, online surveys, pop up engagements, engagement activities with children and a range of community and stakeholder workshops and focus groups. More than 2,000 individuals and groups provided their input.

ENGAGEMENT



Telephone survey

500



Have your Say survey

253



Youth survey

252



Community Voice survey

184



Pop-up survey

113



Nine place-based pop-up engagement activities

690



Ten workshops with community group representatives, various reference groups and health stakeholders.



Nine workshops/focus groups with community leaders, older adults, sporting club representatives, culturally and linguistically diverse groups, people with disability, carers, and other diversity groups.



Fifteen one-on-one interviews with parents, disability advocates and carers of a person with disability.



Picture board and postcard engagement activity with children in early childhood settings.

129

COMMUNITY ENGAGEMENT

PHASE ONE

Key findings related to health and wellbeing

Members of our community value a liveable, green and well-connected City that supports their health, wellbeing and quality of life. Our engagement activities identified key areas that our residents — across all ages, genders and abilities — considered extremely important.

KEY FINDINGS

Areas residents considered important:



- trees and green open spaces and healthy environments that include areas for active recreation such as walking and cycling paths, outdoor gyms and basketball/netball courts;



- easy and safe navigation of public spaces including footpaths and roads that are safe and easy to cross, dedicated bike paths, adequate lighting, and improved amenities;



- accessibility of public places, festivals and events for people of all-abilities;



- all-ability play and recreation equipment and facilities in parks and reserves;



- information about disability services and available activities;



- education on current issues impacting mental health and wellbeing;



- services that support older adults to age well in their home; and



- programs for seniors, youth and also intergenerational programs.

COMMUNITY ENGAGEMENT

PHASE ONE

Community thoughts on inclusion, diversity and accessibility

Our community has many ideas around inclusion, diversity, ensuring everyone has a voice and providing equal opportunities.

People from culturally and linguistically diverse backgrounds would like to be involved more in decisions. They would also like more English-language education (and opportunities to practise speaking), and more social inclusion and promotion of cross-culture events and activities where community members can be introduced to each other. Communication in plain and simple English of what is available already to help diverse communities is important, so people know where to go for support or help. Feeling safe is significant to these communities, especially for older people and people living alone. Mental health is very important across all settings, particularly post-COVID.

Our residents living with disability value mutual respect and education opportunities — to be given a voice, and to be able to share stories about how they have contributed to the community during COVID-19. More education of children (including very young children) and adults in the community about people with disability, and how to include people with disability, would be welcomed. Improvements can be made to accessibility and signage in the built environment. In terms of accessible communication, speaking clearly and slowly and having more audio-visual and large-print material would be advantageous. Access to jobs is important, including through internships, job-sharing and flexible arrangements, as is educating employers about the benefits that people with disabilities bring to the workplace. Leadership programs and opportunities are desired, and accessible healthcare is a strong priority.

Barriers that carers in our community face include exhaustion, time constraints, and complexity in applying to and maintaining government support programs. Their health and wellbeing would be improved by respite care, support groups and services, reward and recognition, being asked about their needs, and receiving help to access carer entitlements.

Our LGBTIQ+ residents could be better supported through the provision of safe spaces, employment opportunities, more inclusive language and graphics in Council materials, and more Council-led events to celebrate inclusiveness and diversity.

Our older residents' ideas on supporting their health and wellbeing

Glen Eira's older residents have many ideas about how they can be supported to thrive. They value community outreach and opportunities to connect, such as through library mobile services, delivered meals, community gardens and exercise activities and programs, including chair-based. They desire more communication and information about services that may support them and suggest that volunteers may be engaged to write people's memoirs, given the rich stories in our community. Efforts to engage with people from culturally and linguistically diverse backgrounds is especially important. And access is important, particularly for the buildings in which programs for older adults are run. If sports facilities can be designed in a way that makes them easy to use by older residents, this would also improve their physical activity and overall health.

COMMUNITY ENGAGEMENT

PHASE ONE

What is affecting the health and wellbeing of our children and youth?

Children aged three to four years were encouraged to express what they would change or wish for by drawing on postcards with their words also captured by their early childhood educators. The highest number of responses captured their attachment to the natural and urban environment. They referred to flowers, trees, and sunshine, and their desire for more parks and playgrounds with a range of equipment like swings and slides, play spaces and bike paths. Spending time with their families and friends and valuing their neighbourhoods, shops and streets was also reflected. They expressed their wish for love and kindness in the world and their love of animals: dogs, cats and birds.

In our youth survey of 253 respondents aged 11 to 25 (with an average age of 15), a high proportion of youth acknowledged having faced the following issues: school stress (63%), not getting enough sleep (49%), anxiety (41%), and body image (37%). A significant number also listed pressure from parents, loneliness and depression as issues they deal with.

Common responses to what thoughts keep young people up at night were: stress about school and grades; worrying about what's been said or done that day or in the past; not feeling they're doing enough; worrying about the future, both personal goals and what the world will look like, including the environment; pressures and expectations on them (in their family, at school, socially, etc.); body image; gender and sexuality; finance stress; illness and family illness; but also calmer thoughts of friends, family, fun, games, romance and the future.

In the youth survey, 18 per cent responded that they had used drugs or alcohol with a quarter of this group saying it was for escapism/a coping mechanism rather than for fun or experimentation.

Suggestions from community groups and organisations

With a rise in people living in apartments, open spaces are critical and opportunities like community gardens are important. One suggestion was facilities for adults alongside playgrounds for parents to encourage both adults and children to be active. Indoor spaces, too, such as community centres and libraries, especially for seniors and isolated members of the community, who can meet there in formal or informal groups. Tackling loneliness and isolation is a big issue.

Organisations want to find ways to connect people back into their communities. Community transport is critical, as is emergency accommodation, such as those with a capacity to respond to family violence. Engaging more volunteers who better represent the cultural and religious diversity of those who call for them would make our community groups more robust.

Sporting clubs and associations say there is more need for mental health support and education (speakers with lived experience can be helpful), lights on for longer in parks to encourage people to exercise, and help to reach out to a broader audience, which would improve inclusivity and gender parity. More facilities are needed for people with a range of abilities to be included. And more volunteers would mean they can operate effectively.

COMMUNITY ENGAGEMENT PHASE ONE

Community thoughts on COVID-19 resilience and recovery

To aid relief and recovery from the local impacts of the ongoing COVID-19 pandemic, residents thought it was important to support people who are socially isolated or disadvantaged through programs, events or initiatives, and also promote and support neighbourhood/community programs that encourage connection. People also thought that communication about vaccines could be strengthened, including adapting information (and its delivery method) for specific groups who may not easily receive updates, due to barriers like language or technology.

Community thoughts on sustainability and climate change

Residents' concerns about climate change related to both mitigating it and adapting to its effects. Important areas included supporting access to fresh food (local food farmers' markets) and having access to State and Federal energy-efficiency initiatives. Improved green travel options, including safe cycling lanes, rated highly, as did better waste management and more opportunities for recycling and reuse. Our youth show a strong commitment to sustainability and have creative ideas such as recycling plastic into seating, providing incentives for using public transport, green roofs and rooftop gardens, and offering engaging opportunities at school so children grow into adults who are conscious of their environmental impacts. To them, sustainability is 'long-lasting, ethical and substantial' and is about 'forming a healthy system which prioritises the wellbeing and quality of its production rather than the profit achieved from it'.

Quotes from our community

"Focus on building happy, healthy, resilient children. Last year, there was a lot of time spent at home and therefore a lot of unsettled children, who are feeling quite anxious."

"We really need more space. We want to deliver the benefits of organised sport to the community (being physical and active, being engaged and connected in organised sport equals good mental health). Also female-friendly facilities."

"Mental as well as physical health is vital."

"The more bike tracks you can have, the better. Bike lanes between the curb and the cars are wonderful. Bike tracks within Glen Eira and bike routes that get them off the road."

"There needs to be a huge focus on mental health and continue to break down the barriers of stigma."

"Equity of access must be a priority."

"Would love to see community art and cultural activities. Great for building community connection."

COMMUNITY ENGAGEMENT PHASE TWO

The final stage of engagement for the draft *Community Wellbeing Plan 2021–2025* took place from 11 August to 30 September 2021. The community was invited to comment on whether the priorities and objectives identified in the draft *Plan* were satisfactory in responding to the most important health and wellbeing needs of the Glen Eira community over the next four years.

A range of community engagement activities were delivered online, in written form, and via the telephone. There was no in-person engagement in this phase due to the extended lockdown restrictions related to the COVID-19 pandemic.

The community engagement activities were promoted widely through *Glen Eira News*, Council's *Have Your Say* engagement portal, social media, presentations during online meetings and a range of e-newsletters. Council also provided written correspondence to the community members and diverse population groups engaged in Phase One.

The community engagement activities included:

- > An online survey on the *Have Your Say* portal;
- > Public exhibition of the draft *Community Wellbeing Plan 2021–2025*, inviting submissions;
- > A zoom workshop with Community Vision Deliberative panel members;
- > A health provider and stakeholder online workshop;
- > An online engagement session with Glen Eira's Youth Advisory Committee;
- > An online workshop with community groups;
- > Zoom engagement meetings and phone conversations with residents and community members as requested; and

- > Direct invitation for feedback from targeted and diverse community groups and residents who had provided input into the draft *Plan* during the first phase.

Feedback was received from 85 people during this engagement phase. This feedback included 13 completed online surveys, 13 participants attending the Community Vision Deliberative panel workshop, 20 community members involved in the Q&A session, three conversations with residents by Zoom/phone, three written submissions, a meeting of the 14-member Youth Advisory Committee, and 19 community group and health stakeholders who attended two online workshops. In addition, there were 2,000 visits to the *Have Your Say* webpage and 41 downloads of the draft *Community Wellbeing Plan 2021–2025*.

Emerging themes and summary of recurring comments:

- > There was wide support for the priority areas of the draft *Plan* and for how these work together to address the most important health and wellbeing needs of the community.
- > There was positive commentary on the clear and accessible language and health messages that catered for all residents of diverse ages, genders, abilities and backgrounds.
- > There was acknowledgement of Council's important role in community education and raising awareness of health and wellbeing areas.
- > There was consistent commentary on the changes and impacts experienced in the community due to the COVID-19 pandemic on mental health, social connection, social isolation and loneliness that needed to be an important focus and priority in recovery. This included more education on mental health to help reduce stigma and to open conversations that encourage more help-seeking behaviours and support.

COMMUNITY ENGAGEMENT PHASE TWO

- > Feedback reinforced that community recovery from the COVID-19 pandemic in the *Plan* needed to include how we adapt to living with COVID-19 in coming years.
 - > There were consistent comments on the importance of Council leveraging and supporting partnerships with community groups and organisations in achieving maximum health and wellbeing outcomes.
 - > There was strong support for Council's focus on inclusion for people with disability, recognition of our cultural diversity and the message that everyone's needs will be recognised.
 - There was reinforcement for the commitment to work towards equitable access of services for people who experience disadvantage or vulnerability.
 - > There were requests for more community hubs, neighbourhood houses and community spaces across the community and more connection with diverse community representatives.
 - > There were requests for more support for local artists and for opportunities for art and creative activities in the community.
 - > There was strong support for more public community events and festivals including an event focused on sustainability and the environment, more youth-led events, and events for art and cultural development that support mental health, diversity and cultural expression.
 - > There were reinforcing comments on the importance of Council continuing to support community and sporting groups to deliver improved health and wellbeing activities, programs and events.
 - > The need to provide safe and accessible places and spaces in the community for different population groups such as young people or older people was identified, as well as increased safety in local neighbourhoods for all people.
 - > There were requests to provide more opportunities for parks to be multipurpose spaces, as well as a strong focus on bike paths, footpaths and walking tracks that are accessible for people to use for active recreation.
 - > There was recognition that more can be done to strengthen links between health and wellbeing and climate change, and there was strong support for a tougher local response to climate change, particularly from young people.
 - > There was strong support for more open space, more trees, natural environments and varied green spaces with native flora and habitat that support active living and walkability and that protect local wildlife.
 - > There were community requests for more activities that support growing food, and communal gardens.
 - > There were requests for increased efforts on how to reduce community greenhouse gas emissions and provide education to increase sustainability in households and local businesses.
 - > The topic of vaping was identified as missing and should be included in the 'reducing harm from smoking' area in the priority 'Create healthier environments'.
 - > The principle to apply a gender lens to health and wellbeing planning was identified as lacking.
 - > There were also many ideas and suggestions shared on actions Council should consider at a practical level.
- The feedback in Phase Two helped to inform and influence changes to the draft *Plan* that are now captured within the *Plan*.



HEALTH AND WELLBEING

AT EVERY STAGE OF LIFE

A life stage approach

A life stage approach to health considers opportunities for the prevention and control of disease and promotion of positive health and wellbeing at key stages of life.

It also takes into consideration the ways an individual or a group’s experiences are shaped by their environment and cultural, socioeconomic, and other external contexts.

Our life stage approach extends across individual health and wellbeing, and the wellbeing of the community at large.

Stages of life

- > Early childhood and middle years (0–11)
- > Adolescence and young adulthood (12–25)
- > Adulthood (26–59 years)
- > Older adulthood (60 years+)
- > Intersectionality and diversity
- > Population groups in Glen Eira with diverse needs



HEALTH AND WELLBEING AT EVERY STAGE OF LIFE



EARLY CHILDHOOD AND MIDDLE YEARS (0–11)

Early childhood (zero–six years) sets the foundation for a child's long-term development and learning. All children have the right to a safe childhood where respectful, positive relationships and quality services promote their health and development. Investing in the early years of a child's life is crucial, as these years have a significant impact on the child's future physical, psychological and emotional wellbeing.

Children in their middle years (seven–11 years) experience a range of physical, cognitive and psychological changes as they move towards adolescence and this is a critical period for building healthy and respectful social relationships. During this time, they prepare to transition from primary school to secondary school. Although these years are not a traditional focus of Council services in the same way as the early years and youth, there is a growing recognition that this period plays an important role for future health and wellbeing.



ADOLESCENCE AND YOUNG ADULTHOOD (12–25)

The years from adolescence to young adulthood involve many stages of development and numerous important transitions. During this time, young people experience major physical, intellectual, emotional and sexual development, while forming autonomous identities, building independent social networks and starting intimate relationships. Many are transitioning between primary, secondary and tertiary education, or from education to work, and navigating shifts into more independent living away from their families. This can be a challenging time and young people may need some support to maintain positive mental health. With risk-taking often featuring in this period of development, some young people may experiment with alcohol, smoking or illicit drug use, become less active or eat more unhealthy food and drinks. Positive role models and reinforcing respectful equitable relationships and positive behaviours can be very helpful in navigating this stage of life.

HEALTH AND WELLBEING AT EVERY STAGE OF LIFE



ADULTHOOD (26–59 YEARS)

The adult years are often associated with entry into a career that continues and evolves over several decades. It often also includes settling into a relationship with a long-term partner, becoming a parent, buying a home, and providing caring responsibilities to children and/or older parents. There are many other diverse experiences that can make up these years. This period often involves connecting with the local community through volunteering, sporting or recreational activities, and accessing a range of services and supports related to parenting, physical and mental health, and other life experiences. It is important for adults to have equal and respectful relationships, manage positive work/life balance, and seek help if required to improve their overall health and wellbeing outcomes during this life stage.



OLDER ADULTHOOD (60 YEARS+)

The older adult years usually commence around the period just before retirement. As people live longer, they will move through various stages of ageing including their senior years (70 years+) and the elderly stage (85 years+). During these years, people may shift their expectations and aspirations in alignment with growing older, and their needs and interests may alter as physical and mental capacities change. They should be supported to age well; to live in their home of choice for as long as possible; and be engaged in work, volunteering, learning and life planning. Regardless of age, gender or ability, it is critical that older people are given the opportunity to participate and be included in community life, are valued and have a sense of purpose, are socially connected, and stay active — to sustain their health, wellbeing and quality of life.

HEALTH AND WELLBEING AT EVERY STAGE OF LIFE



INTERSECTIONALITY AND DIVERSITY

The *Plan* incorporates an intersectionality lens to ensure the diverse needs of people across the community — are front and centre in our planning.

Intersectionality refers to the ways in which more than one aspect of a person's identity can expose them to overlapping forms of discrimination and marginalisation. A young migrant man with a disability may experience things very differently to an older gay man who has just retired. They can both experience overlapping disadvantage due to the multiple and compounding barriers they face at different stages or throughout their lifetime.

Attitudes, systems and structures in society and organisations are being challenged to raise awareness of the need for greater equality and inclusion. Exclusion can be reflected in behaviours such as sexism, racism, homophobia, biphobia, transphobia, intersex discrimination, ableism, ageism and stigma. Intersectionality complements the life stages approach to health and wellbeing, as it considers how a person's social, economic and cultural context, and the systems and structures within which they live, affects their health and wellbeing needs: how they arise, are shaped and change across their life.



POPULATION GROUPS IN GLEN EIRA WITH DIVERSE NEEDS

We know there are population groups in the City of Glen Eira that experience disadvantage, vulnerability or disparities in health and wellbeing outcomes. This is due to cultural, social and economic factors, and/or due to distinct needs at specific stages of life.

They include:

- > children and young people (including international students);
- > people with disability;
- > women and girls;
- > older adults (seniors and the elderly; especially those who live alone, are socially isolated and/or have low levels of digital literacy);
- > people who identify as LGBTIQ+;
- > Aboriginal and Torres Strait Islander peoples;
- > culturally and linguistically diverse populations with English as a second language (especially new migrants and refugees);
- > people with pre-existing physical and mental health conditions;
- > people who are unemployed or come from low socioeconomic households; and
- > people who are homeless, who live in unstable or poor-quality housing (including rooming houses).



**COUNCIL SERVICES
THAT SUPPORT
COMMUNITY HEALTH
AND WELLBEING**

COUNCIL SERVICES THAT SUPPORT COMMUNITY HEALTH AND WELLBEING

Council's role

Council has a long history of delivering services that support the community to thrive. We provide many programs and activities for people of all ages, backgrounds and abilities. We also develop and maintain infrastructure; provide advocacy, data profiles and funding; and partner with health service providers, government bodies, community groups and local residents to ensure we combine our efforts to support strong health and wellbeing outcomes for everyone.

Children and families

Our Maternal and Child Health Service has seven centres that provide free support to all Glen Eira families with children, from birth to under school age. They provide 10 Key Ages and Stages visits, enhanced services to families who need additional support, breastfeeding support, educational sessions, playgroups and other initiatives that support childhood development, parenting and family connection.

Our early learning services provide early learning centres, family day care services, a central enrolment system for kindergarten, professional development support for early learning professionals, and a range of events to support our diverse families to raise healthy, happy children and to strengthen community engagement.

Our immunisation services provide free vaccinations to the Glen Eira community as part of the National Immunisation Schedule. Our biggest focus is on providing immunisations for children aged six weeks to four years and through school programs for adolescents aged 12 to 16 years.

Youth services

Glen Eira Youth Services offers a range of events, programs and services to support young people aged 10 to 25, to encourage positive health and wellbeing, navigate transitions and to help them connect with each other and their community. These programs are provided in a range of school and community settings, and include social programs, leadership programs, youth referral, school holiday programs, youth events, youth engagement, and educational sessions such as *Moving Up*, a transition to high school program, and parent information nights.

Services for people with disability

Council provides a range of disability support programs, activities and events that raise awareness of access and inclusion in the community. This includes improving accessibility in public spaces and the built environment. Our *Community for All-Abilities* series of programs aims to link people with disability into employment and/or volunteering opportunities; provide support to carers; and assist employers, businesses and community organisations/groups to improve their accessibility and inclusion approaches.

COUNCIL SERVICES THAT SUPPORT COMMUNITY HEALTH AND WELLBEING

Cultural and diversity services

Council is exploring more ways to support our cultural and linguistically diverse communities, our connections with First Nations people, and our LGBTIQ+ communities through a range of initiatives, community engagement and celebrations.

Our vision for reconciliation is for a unified, respectful and thriving community that embraces Australia's First Peoples for their experiences of the past, their resilience in the present and their aspirations for the future. Our two-year *Reconciliation Action Plan* focuses on building respectful relationships and giving meaningful opportunities to Aboriginal and Torres Strait Islander peoples to live well, work, be acknowledged as Australia's First Peoples, and play a central role in our development.

Community development

Council leads several activities that involve collaboration with the community to achieve shared outcomes in response to community needs. This includes supporting our community groups and organisations through grant funding, skill development, information and advice, mutual advocacy and partnership work. Council hosts annual programs and events to reward and celebrate our volunteers and citizens.

Social policy

Ongoing evaluation of social issues is important to guide the role Council can play to support the community in areas of risks, harm, disadvantage and hardship. This includes, for example, harm caused by gambling, alcohol and other drugs, homelessness and housing stress, family violence and gender inequality. Council explores policy, partnership and advocacy options in support of the many and complex needs of our community.

Community engagement

Council is committed to quality, transparent and robust community engagement to ensure we have ongoing and meaningful conversations with all members of our community on issues and matters that affect them. Implementation of all aspects of the *Community Wellbeing Plan 2021–2025* will rely on regular and extensive community engagement to ensure that all voices are heard as we implement priority actions that respond to emerging health and wellbeing needs of our community.

Planning for our urban future

Council takes a strategic and equitable view to planning the future of Glen Eira's activity centres, residential areas, streets and key sites in areas of integrated land use, social and affordable housing, transport, urban design, economic development and place-making. Planning for the growth and diversity of housing, the local economy and transport connectivity will work to address the needs of our expanding, diverse community. Glen Eira strives to be a place of liveable and sustainable neighbourhoods networked with vibrant activity centres for learning, working and visiting that are accessible, provide great amenities and promote active commuting such as walking, cycling and integrated transport options.

COUNCIL SERVICES THAT SUPPORT COMMUNITY HEALTH AND WELLBEING

Services to support older people

Many aged support services to help older people and their carers to live independently in our community. Through the *Commonwealth Home Support Program*, we provide domestic assistance, home maintenance, personal care, and a *Delivered Meals* service, as well as social support with recreational programs. Our five senior citizen centres cater for more than 30 senior citizens' clubs which have a range of educational and social initiatives that support positive ageing. Glen Eira continues to provide independent living units for older people across three sites and residential aged care services.

Parks, open space, recreation and leisure facilities

We have 72 open space reserves in Glen Eira, including high-quality sporting and recreation facilities, parks and public spaces. There are 45 sportsgrounds, as well as an athletics track, bowling greens, tennis courts, netball courts, indoor sports courts, aquatic and leisure facilities and a cycling velodrome. There is a range of multipurpose sporting environments, including outdoor fitness equipment, golf birdie cages, climbing walls, basketball hoops and a skate facility. These spaces provide recreational activities, informal play and social opportunities for a range of age groups and abilities, promoting physical activity and other health-affirming behaviours, improving the overall health and wellbeing of residents.

Glen Eira Leisure offers fitness, recreation and relaxation for all ages, genders and abilities across three sites — Glen Eira Sports and Aquatic Centre (GESAC), Caulfield Recreation Centre and Carnegie Swim Centre (currently

being redeveloped). These sites have a range of swimming and fitness programs, as well as accessible group sports programs and active ageing programs. They also provide a growing program of free online sessions named *GEL Anywhere* which includes a variety of training videos and home workout sessions.

Libraries, arts and culture

Glen Eira has four very busy and popular libraries that are important community connecting spaces for our residents. The libraries provide an extensive range of books, magazines, e-books and other digital material, and interactive activities and resources for all ages and abilities. Libraries deliver a large range of programs and workshops, such as *BabyTime* and *StoryTime* sessions and author talks, both online and face-to-face. A home library service delivers books to vulnerable older housebound residents.

Council also runs a wide and vibrant program of diverse and inclusive arts, culture and music events, festivals, exhibitions, and tours all year round that cater for the needs of the whole population and are offered both face-to-face and online. Council's history and heritage area preserves and captures the history of Glen Eira and delivers a range of programming and interpretation projects related to local history.

COUNCIL SERVICES THAT SUPPORT COMMUNITY HEALTH AND WELLBEING

Community safety

Council is in its third year of implementing a *Community Safety Plan* in partnership with key stakeholders — who work together to create a safer community in Glen Eira. They focus on building stronger community cohesion, improving the safety of public spaces, expanding opportunities for community engagement, and improving access to services that address specific crime-related issues in the community.

Compliance and public health protection

Council's compliance and public health areas deliver public health and environmental health protection, traffic safety operations and local laws that are governed by legislation including the *Victorian Food Act 1984*, *Public Health and Wellbeing Act 2008*, *Tobacco Act 1987*, *Road Management Act 2004*, *Road Safety Rules 2017* and the *Environment Protection Act 2017*. Although enforcement is a key focus of Council's work, the teams spend significant effort on education and implementing strategies that promote healthy and safe environments, reduce the harm caused by smoking, and remove a range of other public health risks within the municipality. This includes infectious diseases, such as COVID-19, where the *Public Health and Wellbeing Act's* principles of management and control are implemented, such as minimising spread, taking all reasonable precautions, taking all reasonable steps to eliminate or reduce risk, and supporting the right of citizens to receive and have access to information and any appropriate available treatment.

Emergency Management

Our emergency management role is governed by the *Emergency Management Act 2013* in which we work alongside our local partners to plan for protection, response, relief and recovery relating to public health and environmental emergencies impacting our municipal area.

Sustainability and climate change

Our commitment to addressing the impact of climate change has intensified in recent years and in May 2020, Glen Eira City Council declared a climate emergency, urging for unified action to meet the increasing challenges of climate change. Our sustainability initiatives come from the dual approach of mitigating and adapting to climate change effects and include reducing carbon emissions, reducing waste, increasing biodiversity, protecting and expanding open spaces, working with the community on sustainability practices, and strengthening our resilience to the impacts of climate change.



THE CONTEXT

Glen Eira's *Community Wellbeing Plan 2021–2025* takes into consideration key health and wellbeing data from the *Glen Eira Health and Wellbeing Profile 2020–2021*, and from a large collection of community engagement data. It is also informed by our experience in delivering services to residents of all ages, genders and abilities and collaborating with external partners.

The City of Glen Eira works within a broader context of international, Australian and Victorian Government policy and practice, and this *Plan* complies with requirements and considers these factors.

International

The World Health Organization puts forward the social determinants of health. These are the non-medical conditions that influence health and wellbeing, related to the conditions under which people live. These determinants are related to economic policies and systems, social norms, political systems, and development agendas. They include income; early childhood experiences; gender norms and expectations; food insecurity; education; social inclusion; housing, environment and access to basic amenities; living and working conditions; structural conflict; quality of air, soil and water; and access to affordable, quality health services. We consider these social determinants as part of the life stage approach when working with our community to plan for improved health and wellbeing outcomes.

Australian and Victorian

The Australian Government legislates across health and wellbeing areas and is responsible for running a range of services and programs across Australia's health system. State governments play an equally important role in overseeing state public health and wellbeing legislation and state-wide health programs including primary and acute health care and community health services. Federal, State and Local Government working together and interrelating to deliver optimal health and wellbeing outcomes is essential. Many of the goals of municipal public health and wellbeing plans can only be realised through collaboration between all levels of government, community health organisations, the community and local stakeholders.

Legislative context

The *Plan* is guided by and meets the requirements of key legislation from the Victorian Government. This includes the *Public Health and Wellbeing Act 2008* which aims to: protect public health and prevent disease, illness, injury, disability and premature death; promote conditions in which people can be healthy; and reduce inequalities in the state of public health and wellbeing.

The *Disability Act 2006* requires Local Government to undertake disability planning that includes reducing barriers to persons with disabilities accessing goods, services and facilities, and obtaining and maintaining employment. It requires the promotion of inclusion and participation in the community of persons with disabilities, and to achieve tangible changes in attitudes and practices which discriminate against persons with disabilities.

THE CONTEXT

The *Climate Change Act 2017* requires that councils must give regard to climate change during the preparation of their health and wellbeing plan. This means we must have a continued emphasis on the connection between climate change and public health, including understanding and assessing climate risks, promoting community adaptation and resilience, and assessing the health benefits of actions taken to reduce greenhouse gas emissions.

This *Plan* also draws on the recommendations of other state frameworks, plans and strategies, such as the *Victorian Public Health and Wellbeing Outcomes Framework*; *Victorian Government Social Determinants of Health*; *Victorian Health and Wellbeing Plan's Priorities, Focus Areas and Strategic Actions*; and *Absolutely Everyone: State Disability Plan 2017–2020*.

Council plans and strategies

The *Community Wellbeing Plan 2021–2025* sits alongside other Council plans that share similar strategic objectives and principles (for example, to create accessible and inclusive places and spaces). Aligned plans work together to strengthen goals and deliver on outcomes that benefit our community.

The plans with the highest level of strategic alignment and that support the priorities of the *Community Wellbeing Plan 2021–2025* include:

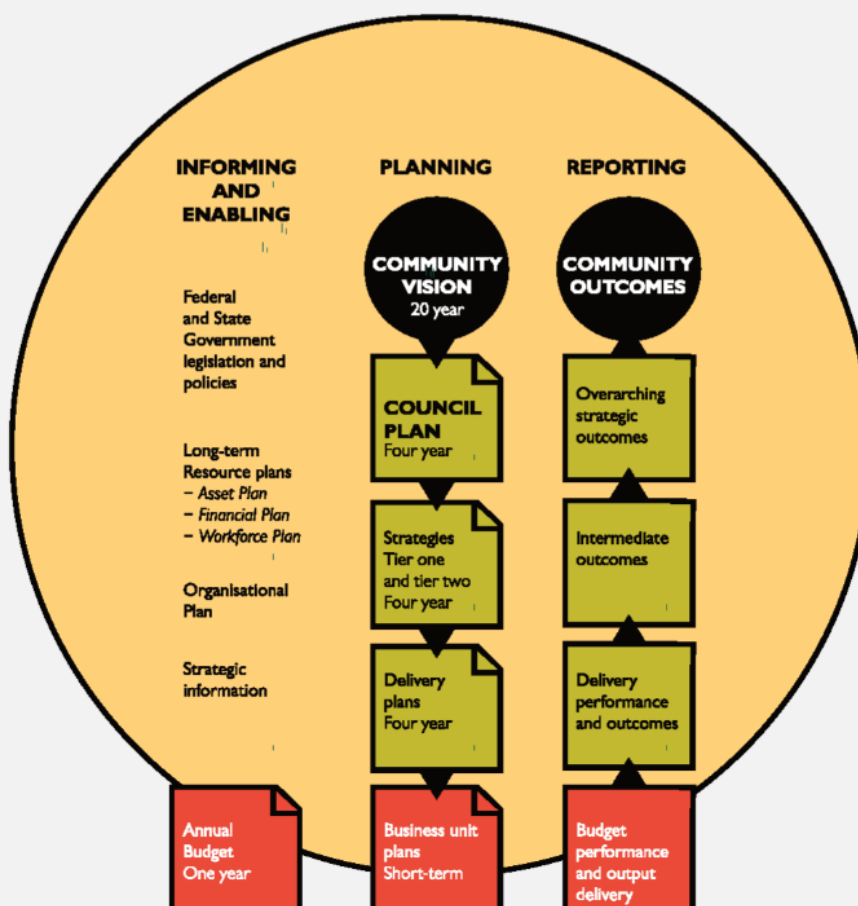
- > *Glen Eira 2040 Community Vision*
- > *Council Plan 2021–2025*
- > *Our Climate Emergency Response Strategy 2021–2025 (Dhumbali Wurrungi-biik Parbin-bta)*
- > *Reconciliation Action Plan 2021–2023 (in development)*
- > *Community Engagement Strategy 2021–2025 (in development)*
- > *Gender Equality Action Plan (in development)*
- > *Open Space Strategy – Refresh 2020*
- > *GET Active — Future of Sport and Active Recreation*
- > *Pavilion Redevelopment Strategy*
- > *Community Safety Plan 2018–2022*
- > *City Plan – Activity Centre, Housing and Local Economy Strategy 2020*
- > *Local Economy and Place Making Action Plan 2020–2025*
- > *Integrated Transport Strategy 2018–2031*
- > *Urban Forest Strategy 2021*
- > *Social and Affordable Housing Strategy 2019–2023*
- > *Rooming House Strategy 2019*
- > *Planning for Play*
- > *Active Recreation Action Plan 2021*
- > *Housing Strategy (in development)*

THE CONTEXT

This *Plan* also provides primary focus for the delivery of the *Council Plan 2021–2025* priority area: ‘A healthy, inclusive and resilient community’. It is defined as a tier one strategy that sits under the *Council Plan* in Council’s *Integrated Planning and Reporting Framework*. The implementation of this *Plan* is supported by annual *Community Wellbeing Action Plans*, which have

specific, timebound actions. While this *Plan* is led by the Community Wellbeing Directorate, actions will be integrated into delivery plans and annual business unit plans across Council to ensure community health and wellbeing is incorporated in our planning, delivery and reporting systems.

INTEGRATED PLANNING AND REPORTING FRAMEWORK





OUR HEALTH AND WELLBEING PRIORITIES

OUR HEALTH AND WELLBEING PRIORITIES

The *Community Wellbeing Plan 2021–2025* features six priority areas, with 29 strategic objectives. For each priority, we specify how we will meet our objectives, working together with the community, partners and in collaboration with other Council strategies. The priority areas address key health issues in our community, identified through research and data analysis, community consultation, and as addressed in state and national health strategies.

The priority areas and strategies contained in this *Plan* take a life stage approach and aim to be inclusive of all community members, including Aboriginal and Torres Strait Islander residents, culturally and linguistically diverse communities, people with disabilities, and LGBTIQ+ community members. The life stage approach recognises the ways a person's experiences are inevitably shaped by their gender and their cultural, socioeconomic, and other external contexts and circumstances, at all stages from birth through to old age.

The six priority areas of the *Community Wellbeing Plan 2021–2025* are:



OUR HEALTH AND WELLBEING PRIORITIES

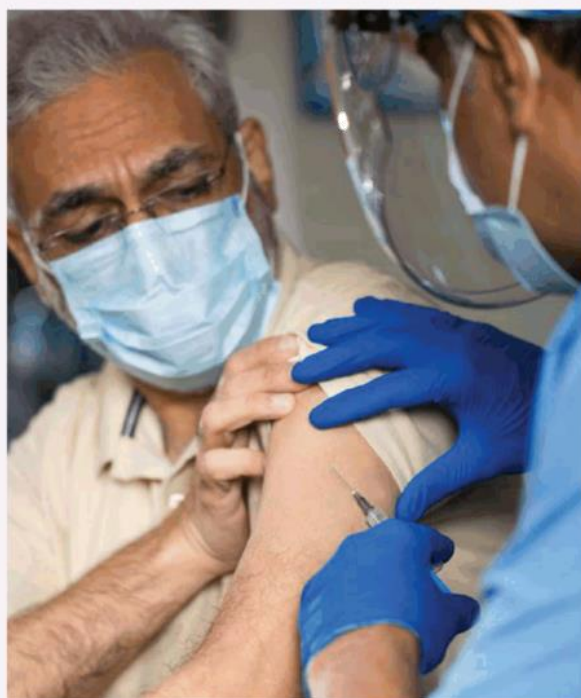
PRIORITY ONE

IMPROVE PUBLIC HEALTH PROTECTION

Our goal is for our community to be prepared for, and resilient to, current and future public health impacts. We want to protect our community from illness and diseases and their enduring impacts, such as those of the COVID-19 pandemic. We will continue to be proactive in supporting our community's response to, resilience, recovery and learning to live with this pandemic. This includes managing infection control, delivering important messaging and communications, and working in partnership with Federal and State government and health services to improve our vaccination rates. Safeguarding our community from potential public health challenges requires us to be vigilant in the enforcement and education of our public health standards (eg. food safety, infectious diseases, general sanitation) and in delivering immunisation services that protect the community from disease.

We will also respond to the growing health impacts of climate change and extreme weather events through strategies that minimise risks and improve safety for everyone, particularly those who experience vulnerability, such as young children, the elderly and those with underlying health conditions.

In meeting this priority, people in Glen Eira will be well prepared for, and resilient to, a range of health and wellbeing impacts from COVID-19, climate change and other public health challenges. The community will embrace efforts that help mitigate impacts on public health so that we can lessen and better manage public health challenges into the future.



OUR HEALTH AND WELLBEING PRIORITIES

PRIORITY ONE

IMPROVE PUBLIC HEALTH PROTECTION

OBJECTIVES:

1. Enhance our community's preparedness, resilience and recovery from COVID-19.
2. Prioritise actions that enhance public health protection to keep our community safe (eg. immunisation services, food safety, accommodation standards and infectious disease outbreaks).
3. Enhance our community's preparedness for the health and wellbeing impacts of climate change.
4. Strengthen how we manage both current and future public health priorities and emergencies.
5. Reduce the risks of public health impacts for people in our community who have the greatest vulnerability.

WHAT YOU WILL SEE:

- Planning and implementing actions that increase protection, response and recovery from COVID-19.
- Education and enforcement of public health standards (eg. at local food premises, rooming houses, tattooists, beauty therapy businesses, and local swimming and spa pools).
- Coordination, promotion and delivery of Council vaccination programs to protect the community from vaccine preventable diseases.
- Initiatives that educate the community on how to adapt to the impacts of climate change (eg. protection from storms, floods and heatwaves).
- Activities and initiatives that improve our preparedness for future public health emergencies with our community partners (emergency management, heatwave and pandemic planning).
- Initiatives that collect data, monitor and protect community members with higher levels of vulnerability and need.

OUR HEALTH AND WELLBEING PRIORITIES

PRIORITY ONE

IMPROVE PUBLIC HEALTH PROTECTION

HOW WILL WE MEASURE OUR SUCCESS?

- Information disseminated and increased awareness of measures to respond to and recover from the pandemic in the community.
- Promotion and removal of barriers to improve access to Council immunisation/vaccination services.
- Increased community awareness on preparing for the health impacts of climate change.
- Response to ease impacts on people who experience vulnerability and disadvantage.

HOW OTHER COUNCIL STRATEGIES SUPPORT THIS PRIORITY:

Our goals related to public health protection and climate change are supported by several strategies with shared objectives.

Council delivers an *Emergency Management Plan* that includes the *Heatwave Sub Plan*, *Pandemic Sub Plan*, *Flood Emergency Plan* and *Security Sub Plan* which guide the municipal response to public health emergencies to protect the community.

The *Climate Emergency Response Strategy 2021–2025* follows Council's declaration of a climate emergency in 2020 and progresses efforts in proactively addressing climate change. It outlines a set of ambitious goals including embedding climate change in all that we do, protecting our community from the impacts, and committing to net zero Council emissions by 2025 and net zero community emissions by 2030.

The *Glen Eira Urban Forest Strategy 2021* provides a plan to protect and grow urban greening and canopy tree cover across the municipality. This is critical for a range of health and wellbeing benefits ranging from shade provision to carbon storage, habitat for wildlife, neighbourhood amenity, stormwater capture, and reducing air pollution, as well as assisting in the mitigation of climate change.

Our *Rooming House Strategy 2019* responds to matters that relate to the growth of rooming houses in Glen Eira and seeks to improve safety and the minimum standards of this type of housing.

OUR HEALTH AND WELLBEING PRIORITIES

PRIORITY TWO

STRENGTHEN MENTAL HEALTH AND SOCIAL CONNECTION

Our goal is for our community to be resilient. We want all people in our community to have a sense of connection and belonging, to feel supported and strong in their mental wellbeing. Living through a pandemic has taken a toll on people's social and emotional health. We have been fortunate to witness the strength and resourcefulness of our community in leading their own resilience efforts throughout the COVID-19 pandemic and we want to continue to support these endeavours. Our focus on reducing social isolation and loneliness will help to improve mental health and wellbeing and the resilience of our people through stronger community connections and socially inclusive and supportive environments.

In meeting this priority, we'll see the people of Glen Eira become more engaged and socially connected within their community through their neighbourhoods and a range of social, community and recreational settings. Residents will report high levels of life satisfaction, mental wellbeing and self-care, supported by a strong and dynamic volunteer culture contributing to positive outcomes across the community.

A note on Mental Health

Mental health is a complex and important issue that affects many people and families across Glen Eira and the wider community. There is an enhanced need to address this issue due to our experiences of the COVID-19 pandemic and subsequent lockdowns over the past couple of years. While Council is not a direct service provider of mental health services for treatment and rehabilitation, we do play an important role in promoting the mental health and wellbeing of our community. Some of Council's services and programs provide targeted interventions that facilitate mental health service pathways, but on a larger scale we work to support prevention, early intervention and the promotion of positive mental health.

Although mental health is identified as a specific focus under this priority, it is important to recognise that each one of the priority areas in this *Plan* contributes to enhancing positive mental health and wellbeing across the community. Actions that support social inclusion and connections, physical activity, eating well, enjoying nature, feeling safe and respected, and being involved and connected to your local community all have significant positive benefits for the mental wellbeing of every person in our community.

OUR HEALTH AND WELLBEING PRIORITIES

PRIORITY TWO

STRENGTHEN MENTAL HEALTH AND SOCIAL CONNECTION

OBJECTIVES:

1. Provide opportunities for our community to connect and participate in community life.
2. Create a more resilient community in partnership with community groups and organisations.
3. Strengthen social connections and enhance mental wellbeing.
4. Promote and sustain volunteering in the community.
5. Maximise equity of access across Council programs and services.

WHAT YOU WILL SEE:

- Council-delivered programs and activities that increase social connection, civic participation and resilience (eg. this may include supported playgroups, social support programs, recreational programs, cultural programs, community transport services and youth-specific or older adult-specific programs).
- Funding and capacity building for community groups to deliver projects and activities that increase community connection, civic participation and resilience (eg. community meal programs, social support groups).
- Initiatives that build individual and community resilience and improve mental wellbeing.
- Activities that build the capacity of community groups and organisations to support volunteering.
- Improvements to services that ensure equal access for all people, especially people who experience barriers and disadvantage.
- Advocate and support sustainability of community houses, community spaces and hubs.

OUR HEALTH AND WELLBEING PRIORITIES

PRIORITY TWO

STRENGTHEN MENTAL HEALTH AND SOCIAL CONNECTION

HOW WILL WE MEASURE OUR SUCCESS?

- A positive trend in community and civic participation.
- Community satisfaction across Council services and programs.

HOW OTHER COUNCIL STRATEGIES SUPPORT THIS PRIORITY:

The following *Council Plans* share the goal of increasing resilience and social and community connections, and through collaboration we will work to meet our shared objectives.

- The *Glen Eira Community Safety Plan 2018–2022* works with key partners to progress safety in the community by encouraging connections in neighbourhoods and creating support linkages that foster a sense of belonging and safety.
- The *Glen Eira Local Economy and Place Making Action Plan 2020–2025* is focused on strengthening the local economy in Glen Eira by fostering a strong sense of place and connection to our activity centres. This includes supporting business development and networks, increasing job growth and creating appealing spaces and environments that people are more likely to engage with.
- The *Glen Eira Volunteer Framework* guides how Council and all organisations can support their volunteers and increase volunteer participation.

OUR HEALTH AND WELLBEING PRIORITIES

PRIORITY THREE

ENHANCE ACTIVE LIVING

Our goal is for our community to be physically active. We want our community to have good physical health across all ages, genders, backgrounds and abilities. Physical activity is crucial for physical and mental wellbeing and to keep preventable diseases at bay. Physical activity is inclusive of all forms of active living such as walking, cycling and play; as well as sport, active exercise and recreation. This priority champions both structured and unstructured forms of physical activity that keep people mobile. It is also about healthy place making and shaping the built environment to be accessible, safe, walkable, interconnected — with green and open spaces such as parks, neighbourhoods and reserves — and sustainable, so that healthy activities and experiences become more integral to people's everyday lives.

In meeting this priority, we will see more people in Glen Eira who are active and participating in physical activity each day. This physical activity will be fully supported through the amenities, public spaces and services available in local neighbourhoods.



OUR HEALTH AND WELLBEING PRIORITIES

PRIORITY THREE

ENHANCE

ACTIVE LIVING

OBJECTIVES:

1. Increase rates of participation in physical activity.
2. Enhance accessibility, safety, walkability and interconnectedness across the built environment.
3. Maximise opportunities for an active community through capacity building and partnerships.
4. Campaigns that promote active healthy lifestyles.

WHAT YOU WILL SEE:

- A variety of active programs and classes that increase physical activity and exercise across ages, genders and abilities.
- Council working in collaboration with our community to extend universal design principles in our built and urban environment that increase accessibility and inclusiveness.
- Events and initiatives that encourage active living.
- Strategies that build the capacity of sporting clubs and community organisations to increase community participation.
- Strengthened partnership initiatives that deliver healthy and active living projects.
- Promotion of health campaigns and local initiatives such as *Active April*, *Active Communities*, *Active Schools* programs, *Ride to Work* and *All-Abilities* sports programs.

HOW WILL WE MEASURE OUR SUCCESS?

- Increased awareness of active living opportunities.
- Increased participation in physical activity.
- Community satisfaction in active living programs.

OUR HEALTH AND WELLBEING PRIORITIES

PRIORITY THREE

ENHANCE

ACTIVE LIVING

HOW OTHER COUNCIL STRATEGIES SUPPORT THIS PRIORITY:

The following Council strategies encourage active living through the built and urban environment and align well with our objectives of increased activity, health and safety in our community.

- Our *Open Space Strategy Refresh 2020* guides the work across open space in Glen Eira to ensure it is equitable, accessible, adaptable, networked, diverse and sustainable. It includes enhancing, upgrading and/or expanding open spaces including parks, reserves and public spaces across the municipality to support varied recreational needs for all ages and abilities.
- The *Glen Eira Urban Forest Strategy 2021* provides a plan to protect and grow urban greening and canopy tree cover across the municipality. This is critical for a range of health and wellbeing benefits ranging from shade provision to carbon storage, habitat for wildlife, neighbourhood amenity, stormwater capture and reducing air pollution, as well as assisting in the mitigation of climate change.
- Our *Integrated Transport Strategy 2018–2031* guides the development of more sustainable transport options to increase walking, cycling and public transport trips and improve safety features to roads, parking and traffic flow.
- Our *Glen Eira City Plan 2020* guides our planning for improving accessibility and connectivity between neighbourhoods, shopping centres, local parks, open spaces and shared user paths to support active commuting and 20-minute neighbourhoods.
- Our *GET Active — Future of Recreation and Sport Study 2019* provides the framework for planning, managing and investing in sport and active recreation facilities throughout Glen Eira and works with a range of sporting clubs to manage and facilitate participation in sport and active recreation for all ages, genders and abilities.
- Our *Planning for Play 2021* guides the development and design of parks and playgrounds.
- Our *Active Recreation Action Plan 2021* outlines how we will provide infrastructure (new and upgraded) to support physical activity, such as play and active recreation spaces, lighting and an increase in gender-inclusive facilities.

OUR HEALTH AND WELLBEING PRIORITIES

PRIORITY FOUR CREATE HEALTHIER ENVIRONMENTS

Our goal is to ensure our local environments support people to sustain healthy lifestyle behaviours. Creating healthier environments can help to reduce the societal impacts of disease and chronic health issues. We will continue our efforts in supporting environments that provide healthier food and drink options so that we can lower obesity rates across our population and subsequently lower the rates of preventable diseases including cardiovascular disease and Type 2 Diabetes. We also need to focus on minimising environments that enable smoking, lower the increasing risks of e-cigarettes and vaping which has the most significant impact on disease and death, as well as reduce the impact of harmful alcohol and drug consumption and gambling behaviours. We acknowledge that these conditions are often indicative of other complex hardships and stressors, which aligns this priority with others and reinforces our commitment to support people in our community who are experiencing higher levels of disadvantage. Our advocacy role in representing the interests and concerns across the Glen Eira community's health and wellbeing to the State and Federal governments is central, with the aim of further improving healthy environments.

In meeting this priority, people in Glen Eira will have lower rates of chronic disease and obesity and will experience less harm as a result of tobacco, alcohol, other drugs and gambling. A whole range of settings and environments in Glen Eira will provide healthy options that support healthy lifestyle behaviours.



OUR HEALTH AND WELLBEING PRIORITIES

PRIORITY FOUR

CREATE HEALTHIER ENVIRONMENTS

OBJECTIVES:

1. Promote benefits of the importance of healthy and nutritious food to help prevent long-term chronic disease.
2. Reduce harm to our community from tobacco, alcohol and other drugs and from gambling.
3. Improve access to services and community resources for people who experience health inequalities.
4. Raise awareness and provide education on current health and wellbeing topics across all ages, genders and abilities.

WHAT YOU WILL SEE:

- Initiatives that increase healthy food options and access to drinking water in community settings, events, public spaces and Council-owned facilities.
- Participation in evidence-based healthy eating and active play programs (eg. *The Achievement Program* in early learning centres and the *INFANT* program in the Maternal and Child Health Service).
- Initiatives that encourage healthy and fresh food options, (eg. *Taste for Health* program); projects that facilitate the community to grow their own food, or that promote or increase access to fresh produce.
- Participation in partnerships and networks that support initiatives to build healthy environments in a range of public settings.
- An increase in the number of smoke-free zones within the municipality.
- Promotion of smoking cessation services and information on the risks of tobacco use and vaping.
- Partnership initiatives that facilitate education around alcohol and other drugs and gambling harm minimisation.
- Promotion of state and local campaigns around healthy living.

HOW WILL WE MEASURE OUR SUCCESS?

- Promotion of opportunities for healthy eating and drinking options.
- Increased activities that help to minimise tobacco use.
- Campaigns to raise community awareness on the harms caused by alcohol, other drugs and gambling.

OUR HEALTH AND WELLBEING PRIORITIES

PRIORITY FIVE

EMBRACE CREATIVITY, LEARNING AND DIVERSITY

Our goal is for a socially inclusive community. We want all people to feel welcome and incorporated into the fabric of our community, all throughout their lives. Council values and is committed to supporting lifelong learning, diversity and inclusion across our whole community, and across all life stages. Diversity refers to the traits, characteristics and identities that make people unique, while inclusion refers to the behaviours and social norms that ensure people feel welcome. We are dedicated to improving our activities that promote lifelong learning, knowledge and respect in relation to the specific needs of our First Nations people, people from culturally and linguistically diverse backgrounds, people with a disability and their carers, and people who are LGBTIQ+.

In meeting this priority, Glen Eira will be a more socially inclusive community where people of all ages and with diverse identities, cultures, religions, sexualities, genders, abilities and caring responsibilities feel acknowledged, included and respected across services, organisations, businesses and community settings. There will also be an established culture of diversity, celebration and lifelong learning through a variety of accessible and inclusive cultural, arts and other events and initiatives across the community.



OUR HEALTH AND WELLBEING PRIORITIES

PRIORITY FIVE

EMBRACE CREATIVITY, LEARNING AND DIVERSITY

OBJECTIVES:

1. Deliver accessible, inclusive and diverse arts and cultural events, festivals and activities.
2. Provide inclusive opportunities for lifelong learning across all stages of life.
3. Facilitate opportunities for community-based arts and cultural activities.
4. Celebrate our unique identities and build respect, inclusion and tolerance across ages, sexualities, genders, abilities, religions and cultures.
5. Innovate our communication methods and messaging to make them inclusive and accessible for all.
6. Provide opportunities for creative expression and sharing of stories from all backgrounds and experiences across the community.

WHAT YOU WILL SEE:

- Accessible and inclusive arts, library, community and cultural festivals, events, programs and services with a mix of online and face-to-face delivery (eg. the *Glen Eira Storytelling Festival*).
- Initiatives that support intercultural, intergenerational and interfaith activities across the community.
- Community projects and events that celebrate inclusion and diversity (eg. *Harmony Day*, *International Women's Day*, *Seniors Festival*).
- Learning and literacy programs that respond to current and emerging community needs and support community connections across all life stages. (eg. digital literacy classes for older adults, digital safety workshops for younger people).

OUR HEALTH AND WELLBEING PRIORITIES

PRIORITY FIVE

EMBRACE CREATIVITY, LEARNING AND DIVERSITY

WHAT YOU WILL SEE (CONTINUED):

- Accessible communications and media (eg. use of Easy English formats, increased translated material in key languages, wider use of interpreters [spoken and sign] and aids for people with all-abilities).
- Initiatives that support cultural and creative expression and storytelling.

HOW WILL WE MEASURE OUR SUCCESS?

- Participation and flexibility in events and programs that support diversity.
- Opportunities for learning and literacy programs across the community.
- Positive trends in community satisfaction across services and programs.

HOW OTHER COUNCIL STRATEGIES SUPPORT THIS PRIORITY:

The principles of diversity and inclusion are supported in Council's *Reconciliation Action Plan 2021–23*. It details how we will build respectful relationships, cultural knowledge, and give meaningful opportunities to Aboriginal and Torres Strait Islander peoples to live healthy and well, to work, to be acknowledged as Australia's First Peoples, and to play a central role in our community's development.

OUR HEALTH AND WELLBEING PRIORITIES

PRIORITY SIX

PROMOTE RESPECT, CARE AND EQUITY

Our goal is for a community that is safe from all forms of violence. We want to create a community where people across all ages, genders, diverse identities and abilities are respected and do not experience inequality, oppression and violence.

We know in Glen Eira women and children are disproportionately affected by violence. We have been working hard to break down unhealthy gender stereotypes, increasing our community messaging and education to promote healthy relationships and cultures, and to address the underlying drivers of violence. This effort will continue so that we can reduce these harms and create a more respectful and equitable community.

In meeting this priority, there will be a greater awareness of inclusive and respectful attitudes and behaviour in all relationships that will reduce inequality and violence in the community. Community members at risk will know how to access support and will feel safer in their neighbourhoods and homes, especially women, children and older people.



OUR HEALTH AND WELLBEING PRIORITIES

PRIORITY SIX

PROMOTE RESPECT, CARE AND EQUITY

OBJECTIVES:

1. Promote and provide opportunities to enhance equitable, healthy and respectful relationships in the community.
2. Participate in national, state and local initiatives that raise awareness and promote safety.
3. Participate in partnerships to promote gender equality, respect and the prevention of violence.
4. Set the foundations as a community leader for gender diversity and equality.
5. Promote information to support people in the community who are at risk or in need of support.

WHAT YOU WILL SEE:

- Education programs that support healthy and respectful relationships across all ages, identities and abilities, provided in a range of settings.
- Participation in a range of community campaigns (eg. the *16 days of Activism Against Gender-Based Violence*, *Elder Abuse Awareness Day*, inclusive community projects and child safety campaigns).
- Referral, support and early intervention for people at risk of family violence and abuse through a range of settings (eg. early childhood, family and youth services, maternal and child health services, aged care services and community development programs).
- Participation in local and regional networks that collectively drive actions that support equality and safety for all with a focus on people more at risk (eg. Glen Eira Family Violence Prevention Champions Group, Southern Melbourne Primary Care Partnership's Elder Abuse Prevention Network, Women's Health in South East Communities of Practice, and the Regional Child Protection and Family Services Network).

OUR HEALTH AND WELLBEING PRIORITIES

PRIORITY SIX

PROMOTE RESPECT, CARE AND EQUITY

WHAT YOU WILL SEE (CONTINUED):

- Examination of new Council services, policies and programs in terms of gender equality. Projects and initiatives that target population groups that are more vulnerable to violence in the community (such as women with disabilities, Aboriginal and Torres Strait Islander women and women from migrant or refugee backgrounds).

HOW WILL WE MEASURE OUR SUCCESS?

- Promotion of respectful relationships and gender equality across the community.
- Positive trends in attitudes that support respect, equality and safety across the community.

HOW OTHER COUNCIL STRATEGIES SUPPORT THIS PRIORITY:

The *Glen Eira Community Safety Plan 2018–2022* aligns with this goal as it also facilitates actions that support gender equality and the prevention of violence.

OUR HEALTH AND WELLBEING PRIORITIES

MONITORING AND EVALUATING

It is important that we track our progress and review how our planning is meeting the health and wellbeing outcomes of our community. Each year we will review our *Community Wellbeing Action Plan* and evaluate whether the activities we have progressed have had an impact on meeting the indicator measures. These measures will include those incorporated in this *Plan* as well as a range of shorter-term process and program measures and indicators.

We will document and share our progress, our achievements and our learnings with the community annually and we will provide accountability on whether we have met our stated commitments. We will review our measures regularly through data, research and evaluation and understand how, and which, efforts have made a difference so that we can develop further actions that will help us to reach our vision for a healthy, strong and resilient community.

REFERENCES

Australian Bureau of Statistics (2017a), *2016 Census of Population and Housing*, <https://www.abs.gov.au/census/find-census-data>

Department of Health, State Government of Victoria, *Wellbeing, Better Health Channel*, <https://www.betterhealth.vic.gov.au/health/healthyliving/wellbeing>

Department of Health 2009, *A lifecourse approach*, <https://www1.health.gov.au/internet/publications/publishing.nsf/Content/whdp-09~whdp-09-ch6~whdp-09-ch6-5>

Department of Health and Human Services (undated), *Public health and wellbeing planning*, <https://www2.health.vic.gov.au/about/health-strategies/public-health-wellbeing-plan>

Department of Health and Human Services 2017, *Absolutely Everyone: State Disability Plan 2017–2020*, <https://www.statedisabilityplan.vic.gov.au/absolutely-everyone-2017-2020>

Department of Health and Human Services 2019, *Victorian Public Health and Wellbeing Plan 2019–2023*, <https://www2.health.vic.gov.au/about/publications/policiesandguidelines/victorian-public-health-wellbeing-plan-2019-2023>

Department of Health and Human Services 2020, *Tackling climate change and its impacts on health and through municipal public health and wellbeing planning: guidance for local government*, <https://www2.health.vic.gov.au/about/publications/policiesandguidelines/tackling-climate-change-mphwp-guidance-local-gov-pdf>

Department of Health and Human Services 2021, *Victorian State Disability Plan: development of the new state disability plan 2021–2025*, <https://www.statedisabilityplan.vic.gov.au/>

Public Health Association Australia 2021, <https://www.phaa.net.au/>

State of Victoria 2017, *Climate Change Act 2017*, <https://www.legislation.vic.gov.au/in-force/acts/climate-change-act-2017/005>

State of Victoria 2006, *Disability Act 2006*, <https://www.legislation.vic.gov.au/in-force/acts/disability-act-2006/044>

REFERENCES

State of Victoria 2008, *Public Health and Wellbeing Act 2008*, <https://www.legislation.vic.gov.au/in-force/acts/public-health-and-wellbeing-act-2008/043>, State of Victoria 2013, *Emergency Management Act 2013*, <https://www.legislation.vic.gov.au/in-force/acts/emergency-management-act-2013/019>

'The Uluru Statement From the Heart' 2017, <https://ulurustatement.org/the-statement>

Victorian Government 2021, 'Understanding intersectionality', <https://www.vic.gov.au/understanding-intersectionality>

World Health Organization 2006, 'Constitution of the World Health Organization', https://www.who.int/governance/eb/who_constitution_en.pdf

World Health Organization 2021, 'Social Determinants of Health', https://www.who.int/health-topics/social-determinants-of-health#tab=tab_1

For further references, see the *Glen Eira Health and Wellbeing Profile 2020–2021*.

**GLEN EIRA
CITY COUNCIL**

Corner Glen Eira and Hawthorn Roads, Caulfield

Mail address: PO Box 42

Caulfield South, 3162

Phone: (03) 9524 3333

Fax: (03) 9523 0339

mail@gleneira.vic.gov.au

www.gleneira.vic.gov.au

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.nrscall.gov.au>

Teletypewriter (TTY): 13 36 77

Speak and Listen: 1300 555 727

Social media**Glen Eira City Council:**

www.facebook.com/GlenEiraCityCouncil

@cityofgleneira:

www.instagram.com/cityofgleneira

Glen Eira arts, gallery and events:

www.facebook.com/gleneiraarts

Glen Eira Leisure:

www.facebook.com/GESACOnline

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

www.twitter.com/GESACOnline

Glen Eira Libraries and Learning Centres:

www.facebook.com/GlenEiraLibraries

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

Glen Eira Sustainable Living:

www.facebook.com/sustainablelivinggleneira

Glen Eira Youth Services:

www.facebook.com/GlenEiraYouthServices

www.instagram.com/gleneirayouthservices





GLEN EIRA
CITY COUNCIL

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

GLEN EIRA COMMUNITY WELLBEING PLAN

ACTION PLAN 2021-2022

GLEN EIRA INTRODUCTION

This is the first annual *Community Wellbeing Action Plan 2021–2022* to implement the *Community Wellbeing Plan 2021–2025*. It outlines Council commitments and actions to address community health and wellbeing priorities and sets out how it will work with the community, government and organisations to improve outcomes across Glen Eira.

The *Community Wellbeing Plan 2021–2025* was developed using research, evaluation, collaboration, and community engagement. It outlines six priority areas focused on creating a healthier, more resilient, and more socially connected Glen Eira community for the next four years.

The *Community Wellbeing Plan 2021–2025* priorities are:



The impacts of the COVID-19 pandemic on the community have been significant throughout 2020 and 2021. Our community has experienced lockdowns, outbreaks, restrictions to movement and employment, remote learning and changes to the way we go about our daily lives. With the current vaccination campaign aiming to protect us as we learn to live with COVID-19, many of us face challenges as the community starts to re-open, including poor mental health, social isolation, financial stress and health vulnerabilities. Council will work with the community to build confidence, resilience, belonging and a return to community life.

This *Community Wellbeing Action Plan 2021–2022* outlines the key actions for each priority area and its associated objectives. Each action identifies what will be delivered, the measures relevant for achievement, who in the Council will lead and report on the implementation of each action and the population group targeted to benefit.

The *Action Plan* summarises the broad strategic direction for Council's health and wellbeing commitments which will be further supported in detail across Council department business plans and operational workplans.

The *Action Plan* relies on working in partnership and collaboratively across Council, with community groups, community organisations, government, businesses and of course with our community to successfully achieve the *Community Wellbeing Action Plan 2021–2022* goals in its first year and for future years to come.

Actions in the plan have been developed with some basic assumptions about easing of COVID-19 restrictions and an ability to resume face-to-face interactions in a safe way. Should restrictions continue throughout the 2021–2022 year, there may be limitations with implementing some actions in this plan.

The timeframe for completion of all Year One actions is from October 2021 to June 2022.

01 IMPROVE PUBLIC HEALTH PROTECTION

Our priority to improve public health protection will help prevent disease and strengthen our community's preparedness for both current and future public health challenges. We will focus on protection, management and being proactive in our approach to public health safety for our community. Actions are intended to build resilience, so our community can safely respond to the COVID-19 pandemic and recover from its effects.

We will provide public health information to our community about staying safe and responding to climate change and associated extreme weather events such as heatwaves and floods. This will be particularly important for vulnerable members of our community such as older people and those with underlying health conditions.

A key role of Council is to provide accessible public health education, information and communications, working in partnership with Federal and State governments, local service providers and community organisations to inform our community about how to prevent disease, maintain optimal health and respond to public health challenges.

The objectives to progress the priority to improve public health protection are:

- > **Enhance our community's preparedness, resilience and recovery from COVID-19.**
- > **Prioritise actions that enhance public health protection to keep our community safe (eg. immunisation services and infectious disease outbreaks).**
- > **Enhance our community's preparedness for the health and wellbeing impacts of climate change.**
- > **Strengthen how we manage both current and future public health priorities and emergencies.**
- > **Reduce the risks of public health impacts for people in our community who have the greatest vulnerability.**

Our success will be measured by demonstrated gains in:

- Dissemination of public health information to increase community awareness about how to respond, recover and adapt to COVID-19 in our community.
- Promotion of Council's immunisation services to improve vaccination rates across all age groups and in particular vulnerable members of the community.
- Increased community awareness on preparing for the health impacts of climate change.
- Initiatives to support people who experience vulnerability and disadvantage

The following actions highlight how we will support progress in improving public health protection in 2021–2022.

01 IMPROVE PUBLIC HEALTH PROTECTION

2021–22 ACTIONS		POPULATION GROUPS	MEASURE	LEAD COUNCIL DEPARTMENTS
1.1	Implement the COVID-19 Community Recovery Plan 2021–22 .	All	Ninety per cent delivery of 2021–22 actions	Community Development
1.2	Provide vaccinations to infants and secondary school students in accordance with the National Immunisation Schedule .	Children Youth	Ten community immunisation sessions delivered each month. Immunisation programs delivered for all secondary schools for Years 7 and 10. Seven thousand vaccinations provided to infants and school children.	Family, Youth and Children
1.3	Provide accessible public health information and material to educate the community about health protection during extreme weather events associated with climate change.	All People with disability Cultural and linguistical diverse (CALD) Older adults Population groups experiencing vulnerability	Five information campaigns delivered to address floods, heatwaves, fires, storms and power outages.	Community Development

01 IMPROVE PUBLIC HEALTH PROTECTION

2021-22 ACTIONS		POPULATION GROUPS	MEASURE	LEAD COUNCIL DEPARTMENTS
1.4	Provide education and enforcement to prevent foodborne illness.	All	Ninety five per cent of all registered food businesses inspected.	Community, Safety and Compliance
1.5	Prevent the spread of infectious disease in community and commercial settings.	All	Ninety five per cent of all registered beauty therapists, rooming houses, student accommodation, skin penetration, tattooist and colonic irrigation premises assessed against Victorian regulations and standards.	Community, Safety and Compliance
1.6	Review Council's <i>Municipal Emergency Management Plan</i> including emergency response and heatwave, influenza pandemic, flood emergency and security sub plans to ensure Council responses protect the health and wellbeing of the community.	All	<i>Emergency Management Plan</i> and sub plans meet the regional emergency management planning committee assurance requirements.	Municipal Emergency Management Planning Committee

02 STRENGTHEN MENTAL HEALTH AND SOCIAL CONNECTION

Our priority is to improve mental health outcomes for the community and provide opportunities for social connection and a sense of belonging. We will work to support the community to be more engaged and socially connected within their neighbourhoods and through a range of social, community and recreational opportunities. By helping to reduce social isolation and loneliness we will support improved mental wellbeing and stronger community connections. We will support Glen Eira's strong and dynamic volunteer culture that contributes to social connection across the community.

We will work with local mental health and wellbeing services to ensure that people accessing Council programs are informed about how to navigate and access mental health services as and when they need them. We will provide access to clear and up-to-date information that helps people to understand their mental health needs, identify appropriate services, access treatment, care and support and find online self-help resources.

The objectives to progress the priority to strengthen mental health and social connection are:

- > **Provide opportunities for our community to connect and participate in community life.**
- > **Create a more resilient community in partnership with community groups and organisations.**
- > **Strengthen social connections and enhance mental wellbeing.**
- > **Promote and sustain volunteering in the community.**
- > **Maximise equity of access across Council programs and services.**

Our success will be measured by demonstrated gains in:

- A positive trend in community and civic participation.
- Community satisfaction across Council services and programs.

The following are our actions for strengthening mental health and social connection in 2021–2022.

02 STRENGTHEN MENTAL HEALTH AND SOCIAL CONNECTION

2021-22 ACTIONS		POPULATION GROUPS	MEASURE	LEAD COUNCIL DEPARTMENTS
2.1	Ensure vulnerable members of the community who are registered with State or Commonwealth home support programs have access to a community transport service to actively participate in community life.	Older adults	Four thousand trips of community transport service delivered.	Aged Care and Independent Living Services
2.2	Deliver a live events program to provide opportunities for social connection and positive mental health.	All	Ten outdoor events and festivals. Six exhibitions in the Glen Eira City Council Gallery.	Libraries, Arts and Culture
2.3	Deliver the <i>Glen Eira@home</i> online program to reduce isolation and improve mental health outcomes for people at home.	All	Six targeted online programs per month to reduce isolation delivered.	Libraries, Arts and Culture
2.4	Review Council's funding agreements to Glen Eira Neighbourhood Houses to ensure that health and wellbeing programs and services are delivered to improve mental health and connections for people who experience vulnerability or disadvantage.	All People with disability CALD Children Older adults Population groups experiencing vulnerability	New three-year funding agreements in place for Glen Eira's Neighbourhood Houses.	Community Development
2.5:	Facilitate and support Senior Citizen Centres and community spaces for older adults to socially connect and provide programs that support health and wellbeing.	Older Adults	Free facility use provided to local senior citizen clubs in Bentleigh, Bentleigh East, Carnegie, Caulfield South, Moorleigh and Ormond.	Community Development

02 STRENGTHEN MENTAL HEALTH AND SOCIAL CONNECTION

2021–22 ACTIONS		POPULATION GROUPS	MEASURE	LEAD COUNCIL DEPARTMENTS
2.6	Expand Council's social support programs for older people and across generations to enhance mental health and connection.	Older adults	One thousand five hundred hours of delivery of the seniors' <i>Explorers' Program</i> . Two new activities delivered that bring together younger and older people for interaction and social connection.	Aged Care and Independent Living
2.7	Deliver a mental health information campaign in partnership with sporting and community groups to improve access to mental health services.	All	Mental health campaign delivered.	Community Development
2.8	Support not-for-profit community organisations to deliver initiatives and services that respond to emerging vulnerabilities and promote active participation in community life.	All People with disability CALD Older adults Population groups experiencing vulnerability	Level of funding provided to not-for-profit community groups through the Glen Eira <i>Community Grants Program</i> .	Community Development
2.9	Develop a plan for an Aboriginal and Torres Strait Islander Youth Network to strengthen social connection and mental health of First Nation's young people.	Aboriginal and Torres Strait Islander young people	Plan developed and approved by <i>Reconciliation Action Plan (RAP)</i> Advisory Group for the establishment of a Youth Network.	Community Development

02 STRENGTHEN MENTAL HEALTH AND SOCIAL CONNECTION

2021-22 ACTIONS		POPULATION GROUPS	MEASURE	LEAD COUNCIL DEPARTMENTS
2.10	Deliver training programs for volunteers and volunteer organisations to promote and support volunteering in the community.	Community groups and organisations Volunteers People with disability Young people Older Adults	Two training sessions/events delivered that support volunteering.	Community Development
2.11	Deliver Citizen of the Year and Volunteer Recognition Programs that recognise and celebrate volunteers in the community to promote and encourage increased volunteering.	All Community groups and organisations Volunteers	Citizen of the Year and Volunteer Recognition Programs conducted and a Community Awards Event held to publicly celebrate volunteers.	Community Development
2.12	Support parents with young children to understand mental health needs and identify services and supports through the Maternal and Child Health service.	Early Childhood	Post-natal depression assessments undertaken in all primary care givers when babies reach four-weeks of age.	Family, Youth and Children's Services

03 ENHANCE ACTIVE LIVING

Our priority to enhance active living will improve physical health in our community. Physical activity is important for maintaining good physical and mental health and preventing disease. We will promote and support active recreation and sport, both structured and unstructured, from walking, cycling and play to competitive sport and active exercise. We will improve the built environment to be more accessible, safe, walkable and interconnected — with improvements to green and open spaces, parks, neighbourhoods, and reserves that support healthy activities for our community to experience in their everyday lives.

The objectives to progress the priority to enhance active living are:

- > **Increase rates of participation in physical activity.**
- > **Enhance accessibility, safety, walkability and interconnectedness across the built environment.**

- > **Maximise opportunities for an active community through capacity building and partnerships.**
- > **Conduct campaigns that promote active healthy lifestyles.**

Our success will be measured by demonstrated gains in:

- Increased awareness of active living opportunities.
- Increased participation in physical activity.
- Community satisfaction in active living programs.

The following are our actions for enhancing active living in 2021–2022.

03 ENHANCE ACTIVE LIVING

2021-22 ACTIONS		POPULATION GROUPS	MEASURE	LEAD COUNCIL DEPARTMENTS
3.1	Deliver accessible and inclusive programs through our Glen Eira Leisure facilities to improve participation rates of women, people with disability and their carers and older adults.	All People with disability Women Older adults	Six programs for people with disabilities delivered. Two projects commenced that improve and support inclusion of women. Four subsidised <i>Active Ageing</i> exercise programs delivered each week. Subsidised carer exercise program developed.	Glen Eira Leisure
3.2	Deliver the Great Walking Streets project which will improve the condition, safety and accessibility of high pedestrian footpaths to improve the built environment for walking.	All	Implementation of the Great Walking Streets project.	Infrastructure Planning
3.3	Deliver the GEL Anywhere physical activity online fitness hub to increase accessibility and participation rates of physical activity.	Adults	Three hundred and fifty online classes delivered.	Glen Eira Leisure
3.4	Deliver the EveryBody Active support program at Glen Eira Sports and Aquatic Centre to increase accessibility and physical activity participation rates for people with disability.	People with disability	Three thousand hours of programming for people with disability to participate in.	Glen Eira Leisure

03 ENHANCE ACTIVE LIVING

2021–22 ACTIONS		POPULATION GROUPS	MEASURE	LEAD COUNCIL DEPARTMENTS
3.5	Provide pathway lighting through Rosanna Street Reserve, Carnegie; Boyd Park and Springthorpe Gardens, Murrumbeena; and Marara Road Reserve, Caulfield South to improve safety and accessibility and increase participation rates in physical activity.	All	Pathway lighting installed.	Recreation and Open Space
3.6	Construct a pathway through Riley Reserve, Murrumbeena which will connect the Outer Circle Railway with the Djerring Trail to improve connectivity of the pathway network.		Pathway constructed.	Recreation and Open Space
3.7	Promote active transport options including walking and cycling to increase participation rates in physical activity.	All	Three media campaigns delivered through online and printed media.	City Futures Community Safety and Compliance
3.8	Deliver the <i>Active Schools Go for Gold</i> program in partnership with primary schools to increase children's participation rates in physical activity.	Children	Fifteen primary schools recruited to participate in the <i>Active Schools Go for Gold</i> program.	Community Safety and Compliance
3.9	Deliver the <i>Active April</i> state-wide campaign in Glen Eira to enhance our active community.	All	<i>Active April</i> campaign delivered across the Glen Eira community to promote the opportunities in sport, recreation and physical activity.	Community Development

04 CREATE HEALTHIER ENVIRONMENTS

Our priority to create healthier environments will support our community to make healthy lifestyle choices to reduce the impacts of disease and chronic health conditions. We will work to create healthier environments by promoting healthy food and drink options, and discouraging smoking, vaping and e-cigarettes, harmful alcohol and illicit drug consumption and harmful gambling behaviours. We will support people in our community who are experiencing high levels of disadvantage and vulnerability. We will advocate to State and Federal governments to improve our community's health and wellbeing outcomes through improved healthy environments.

The objectives to progress the priority to create healthier environments are:

- > **Promote benefits of the importance of healthy and nutritious food to help prevent long term chronic disease.**
- > **Reduce harm to our community from tobacco and vaping, alcohol and other drugs and from gambling.**

- > **Improve access to services and community resources for people who experience health inequalities.**

- > **Raise awareness and provide education on current health and wellbeing topics across all ages and abilities.**

Our success will be measured by demonstrated gains in:

- Promotion of opportunities for healthy eating and drinking options.
- Increased activities that help to minimise tobacco use.
- Campaigns to raise community awareness on the harms caused by alcohol, other drugs and gambling.

The following are our actions for creating healthier environments in 2021–2022.

04 CREATE HEALTHIER ENVIRONMENTS

2021–22 ACTIONS		POPULATION GROUPS	MEASURE	LEAD COUNCIL DEPARTMENTS
4.1	Deliver <i>Living and Life Skills</i> workshops for young people that include topics on healthy life choices to reduce harm and improve health and wellbeing.	Young people	Two workshops focusing on healthy lifestyles delivered for young people.	Family, Youth and Children's Services
4.2	Support parents with information and education at key milestones in children's development to improve children's physical activity and intake of healthy and nutritious food.	Children	Information and education provided at first time parent groups at two Maternal and Child Health centres.	Family, Youth and Children's Services
4.3	Deliver an educational program in Council's Early Learning Centres to raise awareness about healthy eating and oral health, physical activity and movement, mental health and wellbeing, sun protection, safe environments and tobacco, alcohol and other drugs.	Children	Program delivered in line with State Government guidelines and requirements.	Family, Youth and Children's Services
4.4	Provide a workshop and information to senior citizens groups about healthy eating to prevent disease and improve health outcomes.	Older adults	Healthy eating workshop delivered, and information provided to senior citizen groups.	Community Development
4.5	Provide healthy food options at Council events to promote and encourage consumption of healthy food.	All	Eighty per cent of vendors offer healthy food options at events.	Libraries, Arts and Culture

04 CREATE HEALTHIER ENVIRONMENTS

2021–22 ACTIONS		POPULATION GROUPS	MEASURE	LEAD COUNCIL DEPARTMENTS
4.6	Deliver the <i>Taste for Health</i> program that recognises and promotes food businesses who provide healthy and nutritious food.	All	Program implemented.	Community, Safety and Compliance
4.7	Provide education and enforcement to reduce harm from tobacco.	All	Tobacco retailers, eating and drinking areas and outdoor locations assessed in line with Victorian Government requirements.	Community, Safety and Compliance
4.8	Undertake community engagement to assess the viability of creating additional smoke free areas within high traffic zones to reduce harm from tobacco.	All	Community engagement completed and reviewed and implementation of recommendations commenced.	Community, Safety and Compliance
4.9	Provide a campaign and activity for older adults in partnership with Gamblers Help Southern to raise awareness of gaming and gambling harm.	All Older adults	A campaign delivered to raise awareness about gambling harm and an activity delivered for older adults.	Community Development
4.10	Deliver information and activities to older adults and culturally diverse groups in the community to promote healthy ageing and good health choices that reduce harms caused by tobacco, vaping, alcohol, drugs and gambling.	Older adults CALD	Four health promotion and information sessions delivered to older adults and CALD groups to promote healthy lifestyle choices.	Community Development

05 EMBRACE CREATIVITY, LEARNING AND DIVERSITY

Our priority to embrace creativity, learning and diversity supports a strong culture of social inclusion across the community. We will work to ensure all people are integrated into the fabric of our community and feel welcome now and throughout their lives. We will support this inclusion through our activities that promote lifelong learning and celebrate diversity and by facilitating a range of cultural and artistic events and initiatives across the community. The specific needs of our First Nations people, and people of all ages with diverse identities, cultures, religions, sexualities, genders, abilities and caring responsibilities will be acknowledged, and each person will feel included and respected across services, organisations, businesses and community settings.

The objectives to progress the priority to embrace creativity, learning and diversity are:

- > **Deliver accessible, inclusive and diverse arts and cultural events, festivals and activities.**
- > **Provide inclusive opportunities for lifelong learning across all stages of life.**
- > **Facilitate opportunities for community-based arts and cultural activities**

- > **Celebrate our unique identities and build respect, inclusion and tolerance across ages, sexualities, genders, abilities, religions, and cultures.**
- > **Innovate our communication methods and messaging to make them inclusive and accessible for all.**
- > **Provide opportunities for creative expression and sharing of stories from all backgrounds and experiences across the community.**

Our success will be measured by demonstrated gains in:

- Participation and flexibility in events and programs that support diversity.
- Opportunities for learning and literacy programs across the community.
- Positive trends in community satisfaction across services and programs.

The following are our actions for embracing creativity, learning and diversity in 2021–2022.

05 EMBRACE CREATIVITY, LEARNING AND DIVERSITY

2021–22 ACTIONS		POPULATION GROUPS	MEASURE	LEAD COUNCIL DEPARTMENTS
5.1	Deliver an event on <i>Australia Day 2022</i> to recognise the significance of 26 January to First Nations' peoples.	All Aboriginal and Torres Strait Islander Peoples	An inclusive event for Aboriginal and Torres Strait Islander people delivered.	Community Development
5.2	Deliver events during <i>Reconciliation Week 2022</i> to contribute towards the reconciliation movement for a just, equitable and reconciled community.	All Aboriginal and Torres Strait Islander Peoples	A program of events is delivered.	Libraries, Arts and Culture
5.3	Deliver an <i>Acknowledgement of Country</i> workshop to the Jewish Youth Groups' leadership to promote respect and tolerance.	Young people	Acknowledgement of Country workshop held and participant feedback collected.	Community Development
5.4	Promote <i>Cultural Diversity Week</i> and <i>Harmony Day</i> to celebrate Glen Eira's rich faith and cultural diversity.	All CALD	Promotional campaign delivered through online and printed media and library promotions.	Community Development
5.5	Provide education sessions for older adults to raise awareness about life stage planning, (eg. wills, powers of attorney, housing options and end of life care).	Older Adults	Two education sessions delivered.	Community Development

05 EMBRACE CREATIVITY, LEARNING AND DIVERSITY

2021-22 ACTIONS		POPULATION GROUPS	MEASURE	LEAD COUNCIL DEPARTMENTS
5.6	Implement an <i>All-Abilities Employment Program</i> including <i>EmployAbility Glen Eira</i> and <i>GROW Glen Eira</i> to increase employment and volunteering opportunities for people with disability.	Young people People with disability	Year two of the <i>EmployAbility Glen Eira</i> and <i>GROW Glen Eira</i> plan completed. Eighteen participants supported into employment through the <i>All-Abilities Employment Program</i> . Mid-point evaluation of these three-year <i>Programs</i> completed.	Community Development
5.7	Deliver an activity to acknowledge <i>International Women's Day</i> to celebrate local women and respect for all women.	All Women	Activity delivered to celebrate and show respect for Glen Eira women.	Community Development Libraries, Arts and Culture
5.8	Deliver an online activity for volunteers and people with disabilities to celebrate and acknowledge accessibility, inclusiveness and participation in community life.	All People with disability	Online activity delivered in conjunction with <i>International Day of Volunteers</i> and <i>International Day of People with Disabilities</i> .	Community Development
5.9	Establish a Rainbow Pride Advisory Group that is representative of our LGBTIQ+ community to celebrate and acknowledge our diverse identities and build respect and tolerance.	LGBTIQ+	Rainbow Pride Advisory Group established.	Community Development
5.10	Deliver digital access to local history content through Council's website to celebrate Glen Eira's historic identity and make past stories accessible for all.	All	Digital access to local history made available through Council's website.	Libraries, Arts and Culture

05 EMBRACE CREATIVITY, LEARNING AND DIVERSITY

2021-22 ACTIONS		POPULATION GROUPS	MEASURE	LEAD COUNCIL DEPARTMENTS
5.11	Promote positive stories of resilience, creative expression and contributions made by different population groups to celebrate inclusiveness, diversity and respect for all people in Glen Eira.	All	Six positive stories published in <i>Glen Eira News</i> that recognise our rich diversity and cultural expression, healthy ageing and people with disability.	Community Development
5.12	Expand the Glen Eira Gallery exhibition programming to attract a diverse range of artists/ hirers and visitors which will increase artistic and culturally diverse expression.	All	Four targeted Gallery campaigns delivered.	Libraries, Arts and Culture
5.13	Offer funded kindergarten for all 3- and 4-year old children in Council's Early Learning Centres.	Children	Kindergarten program made available for all eligible children in Council's Early Learning Centres.	Family, Youth and Children's Services
5.14	Finalise Glen Eira's municipal wide <i>Kindergarten Infrastructure and Services Plan</i> in partnership with Victorian Department of Education and Training and commence a review and updating of the infrastructure plan for Council owned kindergartens to ensure that children can learn in purpose-built facilities.	Children	<i>Kindergarten Infrastructure and Services Plan</i> in partnership with Victorian Department of Education and Training is completed. Review of Council owned kindergartens is commenced.	Family, Youth and Children's Services
5.15	Conduct education and training to build the capacity of educators in early childhood services to deliver high quality education and care programs.	Children Early Childhood Educators	Two Early Years Network meetings held. Two Early Years Professional Development sessions held. Four yarning circles delivered in partnership with Department of Education and Training for early learning services.	Family, Youth and Children's Services

06 PROMOTE RESPECT, CARE AND EQUITY

Our priority to promote respect, care and equity is important to help keep our community safe from all forms of inequality and violence. We will work to create a community where people across all ages, genders, diverse identities and abilities are nurtured, respected and protected. We will promote and raise a greater awareness of respectful and healthy relationships and we will ensure that the people in our community who are at risk are aware of the supports available to them. We hope to create spaces where everyone feels safe in their neighbourhoods and homes, especially women, children and older people.

The objectives for progressing the priority of respect, care and equity are:

- > **Promote and provide opportunities to enhance equitable, healthy and respectful relationships in the community.**
- > **Participate in national, state and local initiatives that raise awareness and promote safety.**

- > **Participate in partnerships to promote gender equality, respect and the prevention of violence.**
- > **Set the foundations as a community leader for gender diversity and equality.**
- > **Promote information to support people in the community who are at risk or in need of support.**

Our success will be measured by demonstrated gains in:

- Promotion of respectful relationships and gender equality across the community.
- Positive trends in attitudes that support respect, equality and safety across the community.

The following are our actions for promoting respect, care and equity in 2021–2022.

06 PROMOTE RESPECT, CARE AND EQUITY

2021–22 ACTIONS		POPULATION GROUPS	MEASURE	LEAD COUNCIL DEPARTMENTS
6.1	Implement the final year of the <i>Glen Eira Community Safety Plan 2018–22</i> to enhance safety, support and wellbeing.	All	Completion of 90 per cent of the <i>Glen Eira Community Safety Action Plan 2020–2022</i> .	Community Development
6.2	Complete gender impact assessments on Council programs or services to reflect gender equality, respect and inclusion.	All	Minimum of three gender impact assessments completed on Council programs or services.	Community Development
6.3	Participate in <i>16 Days of Activism</i> — the state-wide campaign for family violence prevention to promote equality and respectful relationships.	All Women	<i>16 Days of Activism</i> campaign delivered.	Community Development
6.4	Deliver information campaigns to promote family violence prevention and respectful relationships in the community.	All	Two campaigns to promote respectful relationship and prevention of violence delivered through Council's online and print media.	Community Development
6.5	Deliver educational activities to women's, men's, disability and LGBTIQ+ groups to inform and educate the community about equality, respect and prevention of violence.	All	Two educational activities with community groups delivered to address respect and equality.	Community Development

06 PROMOTE RESPECT, CARE AND EQUITY

2021–22 ACTIONS		POPULATION GROUPS	MEASURE	LEAD COUNCIL DEPARTMENTS
6.6	Deliver an information campaign that addresses ageism to protect and respect older people in the community.	Older adults	An information campaign delivered through Council's online and print media.	Community Development
6.7	Provide support to parents of young children through an onsite legal service at a Maternal and Child Health Centre to support the prevention of family violence.	Women CALD People with disability	Delivery of monthly onsite legal advice provided by Peninsula Community Legal Service at a Maternal and Child Health Centre.	Family, Youth and Children's Services
6.8	Establish a school-based program that builds the capacity of young people to identify healthy and unhealthy behaviour traits in relationships.	Young people	Friendship program offered to all secondary schools in Glen Eira.	Family, Youth and Children's Services
6.9	Protect children and young people through the implementation of the new Victorian Child Safe Standards.	Children Young people	Commence review and update relevant policies and procedures. Updated training module developed for all Council staff.	Family, Youth and Children's Services



**GLEN EIRA
CITY COUNCIL**

Glen Eira City Council

Corner Glen Eira and Hawthorn Roads, Caulfield

Mail address: PO Box 42

Caulfield South, 3162

Phone: (03) 9524 3333

Fax: (03) 9523 0339

mail@gleneira.vic.gov.au

www.gleneira.vic.gov.au

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.nrs.vic.gov.au>

Teletypewriter (TTY): 13 36 77

Speak and Listen: 1300 555 727

Social media

Glen Eira City Council:

www.facebook.com/GlenEiraCityCouncil

@cityofgleneira:

www.instagram.com/cityofgleneira

Glen Eira arts, gallery and events:

www.facebook.com/gleneiraarts

Glen Eira Leisure:

www.facebook.com/GESACOnline

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

www.twitter.com/GESACOnline

Glen Eira Libraries and Learning Centres:

www.facebook.com/GlenEiraLibraries

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

Glen Eira Sustainable Living:

www.facebook.com/sustainablelivinggleneira

Glen Eira Youth Services:

www.facebook.com/GlenEiraYouthServices

www.instagram.com/gleneirayouthservices

4.3 ROAD MANAGEMENT PLAN 2021

Author: Ram Kamalanandan, Strategic Infrastructure and Planning Lead - Projects and Infrastructure

Trim No: 21/1274250

Attachments: 1. Road Management Plan 2021 [↓](#)

EXECUTIVE SUMMARY

Council has conducted a review of its Road Management Plan 2018 (RMP) in accordance with the *Road Management Act 2004* and Road Management (General) Regulations 2016, which requires Council to conduct a review following a general Council election.

The review process included a series of internal workshops, industry benchmarking, independent legal advice and review by Municipal Association of Victoria (MAV) Insurance. The review process considered the standards and priorities given to inspection, maintenance and repair, amongst other administrative changes and improvement opportunities.

Following the review process, the amended RMP was put on public exhibition from 9 September to 6 October 2021, to provide the community an opportunity to submit feedback. No submissions were received.

The report provides details of the review process, review findings and amendments which aim to inform Council, prior to considering the amended RMP for adoption.

RECOMMENDATION

That Council adopts the amended Road Management Plan 2021 (attachment 1 to this report).

BACKGROUND

In accordance with the *Road Management Act 2004* (Act), Glen Eira City Council (GECC), as the coordinating road authority for Council managed roads, has a statutory obligation to inspect, maintain and repair these roads. In order for Council to show that it has satisfied its duty of care to road users, it is required to demonstrate that it has in place a reasonable program for inspecting the road network to discover defects and that it has a reasonable program for planning and implementing repairs to reduce those defects.

Recognising this, the RMP provides clarity on the minimum standards by which Council inspects, maintains and repairs road-related assets that Council manages.

Whilst the RMP specifies the minimum standards that Council must achieve, generally Council provides a higher level of service and responds more quickly, and where appropriate acts before intervention levels are reached.

From an organisational context the RMP flows under the Asset Management Strategy, positioned alongside the Asset Management Plans as a reference document from a legal perspective.

Council's current RMP was adopted 16 October 2018. The RMP has been prepared to document the principles, methods and systems used by Council as the responsible road management authority in managing the local road network.

In accordance with the *Road Management Act 2004 (Act)* and the Road Management (General) Regulations 2016, Council is statutorily obligated to review its RMP by 31 October 2021.

ISSUES AND DISCUSSION

The Review

The review process included an analysis of the appropriateness of inspection, maintenance and repair of Council's road related assets with due consideration given to industry standards and current case law precedence. The review was also informed by officer's experience in utilising the document, independent legal advice and a comprehensive review by MAV Insurance.

The review process confirmed that Council's RMP meets its obligations and that the standards and priorities in inspecting, maintaining and repair of Council's road related infrastructure are generally appropriate.

Notwithstanding, the review identified a number of improvements and changes which included asset additions and changes to the inspection frequencies of access roads, among other administrative and grammatical changes.

General Changes

The Amended RMP included formatting and structural changes, such as, rearrangement of headings to improve the legibility and flow of the document. The changes also include improvements to the detail provided by Council's management system flowchart, in addition to a glossary of terms, to provide clarity on the terms referenced throughout the document.

Following the public exhibition period, a further amendment to the glossary was made to amend the term emergency works to emergency, to provide readers with clarity on what constitutes an emergency from a Council context, prior to the actioning of any works.

Changes were also made to inspection types to remove inspections triggered by Corporate Counsel as separate inspection, as this inspection type is effectively covered by the existing reactive non-emergency defect inspection.

Asset Additions

The amended RMP includes pedestrian guide rails, safety barriers and bollards, as recognised by the Road Management Act, were included to the RMP with appropriate inspection frequencies, intervention levels and response times based on the road hierarchy.

Traffic Management Devices are included in the amended RMP citing current operational practice and industry standards. These devices include assets that have kerb and channel and/or a sealed road surface (trafficable) components, which include roundabouts, speed humps, speed cushions, traffic islands.

Trees and Roadside vegetation have also been included in the amended RMP citing improved risk management, industry benchmarking and current management practices. The inclusion aims to provide clarity on the minimum standards of clearance envelopes and the provision of appropriate sightlines, whilst ensuring these standards align with the objectives of the Urban Forest Strategy.

Inspection Frequencies

The defect inspection frequencies for all road related assets, notably for footpaths, will be reduced from six years to three years. The increase in frequency allows Council to better manage the assets within its roads, whilst also allowing for an improved inspection program which is likely to lead to improved footpath standards.

The amended RMP aligns the inspection frequency of the new asset additions with the existing road hierarchy to provide consistency in the minimum standards and to align with current operational practice.

Intervention Levels and Response times

Traffic Management Device intervention and response times now align with sealed road surface and kerb and channel interventions and response times. The Traffic Management Devices that Council maintains generally includes kerb and channel components and/or a sealed trafficable surface component, such as roundabouts, speed humps and traffic islands among others. The amendment provides consistency in the current operational practice of traffic management devices whilst also aligning with the existing road hierarchy.

The minimum defect intervention level for Regulatory and Warning Signs has increased to include greater than fifty percent illegibility of the sign at 100m under low light or daylight, in addition to the existing intervention of a missing sign or sign facing the wrong direction. The amendment is to align with current industry practice and ensure appropriate risk management.

Recognising the increase in the defect intervention level, the response times for access roads has increased to 20 days to ensure appropriate resourcing capacity whilst also aligning with industry standards.

The minimum intervention levels and response times for Pedestrian Guide Rails, Safety Barriers and Bollards and Roadside Vegetation were developed with consideration given to industry standards, Insurance advice and operational resourcing capacity.

Changes were also made to the Roadside Vegetation Inspection Frequencies and Response Times to align the treatment of hazards with the emergency response times of the other asset classes.

The Public Exhibition

Following the review process the amended RMP was placed on public exhibition for a period of 28 days, as directed by the Act, from 9 September 2021 to 6 October 2021.

The public exhibition process included public notice advertisements on both the Victorian Government Gazette and The Age newspaper, which appeared on 9 September editions.

The public notice also appeared on Council's website for the duration of the public exhibition period where the community were also provided an opportunity to provide a survey submission in response to the amended RMP.

CLIMATE EMERGENCY RESPONSE STRATEGY IMPLICATIONS

There are no anticipated impacts, as a direct consequence of the amendments proposed in the RMP.

FINANCIAL, RESOURCE, RISK AND ASSET MANAGEMENT IMPLICATIONS

The current budget provisions and forward budget projections are sufficient to maintain the standards established in the amended RMP.

There are no anticipated additional resourcing implications, given the proposed inspections frequencies and intervention levels were developed with engagement from the operations team, where operational impacts were considered, and efficiency improvements were identified.

POLICY AND LEGISLATIVE IMPLICATIONS

The review of the amended RMP was completed in line with the requirements of the *Road Management Act 2004*, The Road Management (General) Regulations 2016 Vic and the Road Management Codes of Practices.

COMMUNICATION AND ENGAGEMENT

The Communication and engagement of the amended RMP followed the standards prescribed by the *Road Management Act 2004*. Section 54 of the Act prescribes that the amended RMP must be placed on public exhibition for a period of 28 days, with Council giving notice of its intention to amend its RMP via public notice listed in the government Gazette and also a local newspaper (The Age).

In addition to Council's legislative communication and engagement requirements, the engagement process aligned with Council's Community Policy, where the community were provided an opportunity to submit feedback during the public exhibition period via a survey submission through Council's website.

LINK TO COUNCIL AND COMMUNITY PLAN

Theme One: Liveable and Well Designed
A well planned City that is a great place to live.

OFFICER DECLARATION OF CONFLICT OF INTEREST

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

CONCLUSION

The amended RMP has followed due process as prescribed by the *Road Management Act 2004*, and is now in a position to seek adoption, following the review and public exhibition process.

Glen Eira City Council

Road Management Plan 2021

DRAFT

Plan Adoption Record

Version	Date	Comment
3	25 Nov 2014	Adopted by Council Resolution
4	16 Oct 2018	Adopted by Council Resolution
5		

Approval	Name	Signature	Date
CEO	Rebecca McKenzie		

This Plan and Appendices are available for inspection, free of charge and in hard copy format, during office hours: 8:30 am to 5:00 pm each working Day at:

Customer Service Centre
Glen Eira City Council Municipal Offices,
Corner of Glen Eira and Hawthorn Roads,
Caulfield, Victoria.

GLOSSARY OF TERMS

This Plan uses a number of words and terms the meaning of which needs to be understood. These words and terms are defined below. Where a word or term is defined in the Act, this is indicated by a footnote, and the word or term has the same meaning in this Plan as in the Act.

Please note, where this Plan refers to a member of Council staff, the reference includes a member of Council staff holding, acting in or performing the duties of the office or position (including by succession) described.

Term	Meaning
Ancillary Area ¹	<p>An area designated as an ancillary area by the coordinating road authority under section 18 of the Act, for example car parks.</p> <p>Example</p> <p><i>Any area which is a “park and ride” carpark, rest stop or scenic lookout could be designated as an Ancillary Area.</i></p>
Day	A normal working day (i.e., Monday to Friday, excluding public holidays).
Defect	<p>A localised failure or imperfection in an asset. Examples are a pothole in a road surface or a crack in the surface of a concrete Pathway. Defects may be below the specified Intervention Level for the type of defect in the particular type of asset or may have reached the Intervention Level².</p> <p>A Defect does not include the design of the asset or the construction of an asset in accordance with the design, whether or not such design is of a type currently used or allowed by Council and whether or not such design could be said to be deficient compared to current designs.</p>
Emergency	Event or situation which is a source of imminent danger to the public or has the potential for imminent, significant impact to the safety of the public including dangerous fallen trees/limbs, significant flooding and building/structural collapses that have impacted roads or pathways or remain dangerous.
Infrastructure Manager	Infrastructure Manager ³ means:

¹ Sections 3 and 18, *Road Management Act 2004*

² It is central to this Plan that roads, Pathways and other Road Infrastructure are not perfect or free of all hazards. Defects will not be rectified unless they have reached the Intervention Level specified in this Plan.

³ Section 3, *Road Management Act 2004*

Term	Meaning
	<p>(a) in relation to Road Infrastructure, the responsible road authority under section 37 of the Act;</p> <p>(b) in relation to non-Road Infrastructure, the person or body that is responsible for the provision, installation, Maintenance or operation of the non-Road Infrastructure;</p> <p>(c) in relation to Road Infrastructure, the responsible road authority under section 37 of the Act; or</p> <p>(d) in relation to non-Road Infrastructure, the person or body that is responsible for the provision, installation, Maintenance or operation of the non-Road Infrastructure.</p>
Intervention Action	Any action to conduct a temporary or permanent Repair.
Intervention Level	The level at which the standards set out in this Plan require Intervention Action to be taken as deemed reasonable by Council (Refer 5.3, page 27 & 28).
Maintenance (as that term is used in this Plan)	The work carried out on an asset on regular intervals to retain its condition and performance.
Pathway⁴	<p>A footpath, bicycle path or other area constructed or developed by a responsible road authority for use by members of the public other than with a motor vehicle but does not include any path:</p> <p>(a) which has not been constructed by a responsible road authority; or</p> <p>(b) which connects to other land.</p> <p>Examples</p> <p><i>A footpath or bicycle path constructed on a Road Reserve by a responsible road authority for use by the general public would be a Pathway.</i></p> <p><i>A foot trodden track over roadside land or a path that connects from a Roadway or footpath to privately owned land would not be a Pathway.</i></p>
Reactive Defect Inspection	A Defect inspection in response to a report by a member of the public or a Council employee or contractor. It is conducted in order to ascertain (a) whether the asset in question is the responsibility of Council (b) whether a Defect

⁴ Section 3, Road Management Act 2004.

Term	Meaning
	exists and (c) if so, whether it has reached an Intervention Level specified in this Plan.
Register / Road Register	Council's Register of Public Roads as kept under section 19 of the Act.
Repair⁵	<p>The taking of any action to remove or reduce a risk arising from a Defect in a Roadway, Pathway or Road-Related Infrastructure, including:</p> <ul style="list-style-type: none"> (a) reinstating a road to its former standard following works to install any infrastructure; (b) reinstating a road to its former standard following deterioration or damage; (c) providing a warning to road users of a Defect in a Roadway, Pathway or Road-Related Infrastructure, (d) providing a barricade <p>but does not include the upgrading of a Roadway, Pathway or Road-Related Infrastructure.</p> <p>Example</p> <p><i>Filling in a pothole in a Roadway, resurfacing the Roadway and erecting a warning sign would be actions to repair the road.</i></p>
Response Time	The time by which a response is due, as set out in the Appendices
Road Infrastructure	The infrastructure which forms part of a Roadway or Pathway and includes structures forming part of the Roadway or Pathway and materials from which a Roadway or Pathway is made.
Road Pavement	Part of a road which is sealed and intended for the use of motor cars and other vehicles.
Road-Related Infrastructure⁶ (which is a part of the Road Infrastructure)	<p>Infrastructure which is installed or constructed by the relevant road authority (being Council or its predecessors) for road-related purposes to:</p> <ul style="list-style-type: none"> (a) facilitate the operation or use of the Roadway or Pathway; (b) support or protect the Roadway or Pathway; or

⁵ Section 3, Road Management Act 2004.

⁶ Section 3, Road Management Act 2004.

Term	Meaning
	(c) Calm or manage traffic.
	Examples
	<i>A traffic control sign, traffic light, traffic island or other Traffic Management Device, road drain or embankment would be Road Related Infrastructure.</i>
	<i>A noise wall, gate, post or board installed on the Road Reserve by the relevant road authority for road-related purposes would be Road Related Infrastructure.</i>
Road Reserve⁷	All of the area of land that is within the boundaries of a road.
Roadside⁸	Any land that is within the boundaries of a road (other than the shoulders of the road) which is not a Roadway or a Pathway and includes the land on which any Vehicle Crossing or Pathway which connects from a Roadway or Pathway on a road to other land has been constructed.
Roadway⁹	<p>Roadway⁶ means:</p> <p>(a) in the case of a public road, the area of the public road that is open to or used by members of the public and is developed by a road authority for the driving or riding of motor vehicles; and</p> <p>(b) in the case of any other road, the area of the road within the meaning of "road" in section 3(1) of the <i>Road Safety Act 1986</i>,</p> <p>but does not include a driveway providing access to the public road or other road from adjoining land.</p>
Traffic Management Device	A device or infrastructure intended to calm or manage traffic such as a traffic island, speed cushion, speed hump or roundabout.
Vehicle Crossing¹⁰	The driveway and Pathway which connects from a Roadway or Pathway on a road to other land.

⁷ Section 3, Road Management Act 2004.

⁸ Section 3, Road Management Act 2004.

⁹ Section 3, Road Management Act 2004.

¹⁰ Contained within the definition of "Roadside" in Section 3 of the *Road Management Act 2004*.

Note: where this Plan refers to a Council delegate, it refers to a member of Council staff holding, acting in or performing the duties of the office or position (including by succession) described.

DRAFT

TABLE OF CONTENTS

1. INTRODUCTION	10
1.1 Background	10
1.2 About this Road Management Plan	10
1.3 Key Stakeholders	12
1.4 Responsibilities for Road Management Plan Implementation	12
1.5 Queries and Comments	12
1.6 Content of the Plan	12
2. GENERAL REQUIREMENTS	14
2.1 Road-Related Infrastructure included in this Plan	14
2.2 Infrastructure NOT included in this Plan	14
2.3 Demarcation and Transfer of Responsibility	15
3. LEGISLATIVE CONTEXT	19
3.1 Legislative Basis for the Plan	19
3.2 Council Responsibilities	19
3.3 Obligations of Road Users	20
3.4 Effect of Road Management Plan	20
3.5 Roads and Ancillary Areas Subject to this Plan	21
4. ROAD REGISTER	23
4.1 Requirement to List Classification	23
4.2 Information in Council's Register of Public Roads	23
4.3 Road Classification	24
4.4 Pathway Classification	24
4.5 Roads and rights of way not listed in the Register	25
5. PERFORMANCE STANDARDS DETERMINED BY COUNCIL	26
5.1 Objectives of Performance Standards	26
5.2 Standards Relating to Inspections	26
5.3 Defects and Condition Inspections	26
5.4 Emergency Response	27
5.5 Force Majeure	28
6. MANAGEMENT SYSTEM	29
6.1 Legislative Provision	29
6.2 Council's Management System	29

6.3 Dealing with Customer Requests	30
7. MANAGEMENT TACTICS	31
7.1 Council's Road-Related Programs	31
7.2 The Inspection Programs	31
7.3 The Repair Programs	31
7.4 Maintenance / Reconstruction / Renewal Programs	32
7.5 Plan Does Not Always Require Action on Part of Council	33
8. SUPPORTING DOCUMENTS	34
8.1 Technical Guides	34
8.2 Council Documents and Procedures	34
8.3 Asset Management Plans	35
8.4 Updating and Improving this Plan	35
Appendix 1 – Asset Inspection Types	37
Appendix 2 – Inspection Frequencies	38
Appendix 3 – Intervention Levels and Response Times(from receipt of report by Council)	39
Appendix 4 – Roadside Vegetation Inspection Frequencies and Response Times	41
Appendix 5 – Council Work Flows	42

1. INTRODUCTION

1.1 Background

The City of Glen Eira is custodian of an extensive range of assets. This includes the roads and Council assets within the Road Reserve for which it has responsibility under the *Road Management Act 2004* (the "Act").

The road network within the City of Glen Eira consists of some:

- 498 kilometres of Council roads and constructed rights of way that include:
 - 832 kms of kerb and channel; and
 - 867 kms of Pathways
- 95 kilometres of arterial road carriageways which are the responsibility of, and managed by, VicRoads but for which Council maintains the Pathways.

The Act provides that Council, as a road authority under the Act, may publish and adopt a Road Management Plan. In accordance with section 50 of the Act, the purposes of this Plan are:

- “(a) *to establish a management system for the road management functions of a road authority which is based on policy and operational objectives and available resources; and*
- “(b) *to set the relevant standard in relation to the discharge of duties in the performance of those road management functions.”*

This document is Council's Road Management Plan ("Plan").

1.2 About this Road Management Plan

This Plan details the decisions Council has made to manage safety risks associated with the public roads and Pathways for which it is responsible.

In particular, this Plan sets out the times within which, and the standards to which, Council will:

- inspect for Defects;
- maintain (appropriate temporary Repair); and
- Repair (appropriate permanent Repair)

the roads and the Road (including Road-Related) Infrastructure for which Council is responsible.

This Plan balances the needs of road users against the limited resources available to Council, taking into account the many other services that Council, as a Local Government Authority, is required to deliver.

This Plan is otherwise based substantially on factors or constraints which are financial, economic, political, social or environmental. Figure 1 shows the extent of the municipality.



Figure 1: Map of the Municipality

Council uses the available resources to carry out inspections, Repairs and Maintenance under a number of programs. These can be divided into two main categories of Defect and Maintenance.

Details of these programs are set out in this Plan at section 7.1

1.3 Key Stakeholders

The key stakeholders in this Plan include:

- *Community;*
- *Residents and businesses abutting and using the road network;*
- *Users of motor vehicles;*
- *Pedestrians;*
- *Cyclists and other light vehicle users;*
- *VicRoads as the State road authority;*
- *Adjacent municipalities;*
- *Emergency services (police, fire, ambulance, SES);*
- *Special interest groups e.g., RACV and Chambers of Commerce;*
- *Insurers; and*
- *Other Infrastructure Managers with assets in the Road Reserve.*

1.4 Responsibilities for Road Management Plan Implementation

The Chief Executive Officer has responsibility for assigning the roles and responsibilities of the appropriate Council staff for the purposes of implementing the requirements of the Act and this Plan.

1.5 Queries and Comments

Any queries or comments in relation to this Plan should be directed to:

Manager Projects and Infrastructure
Glen Eira City Council
PO Box 42
Caulfield South 3162

1.6 Content of the Plan

In accordance with section 52 of the Act, this Plan incorporates:

- the relevant standards determined by Council¹¹ in relation to the discharge of Council's duties in the performance of its road management functions; and

¹¹ Section 51 of the Act provides that Council may determine standards by including them in this Plan.

-
- details of the management system that Council has implemented and proposes to implement in the discharge of its duty to those public roads for which Council is the coordinating or responsible road authority.

DRAFT

2. GENERAL REQUIREMENTS

2.1 Road-Related Infrastructure included in this Plan

Within a local Road Reserve, Council is responsible for road and supporting infrastructure. The infrastructure in this Plan includes:

- Road Pavement;
- On road car parking;
- Sealed Laneways;
- Traffic Management Devices;
- Signs;
- Roadside infrastructure such as pedestrian guide-rails;
- Safety barriers and bollards;
- Footpaths and shared Pathways;
- Below ground Council drainage systems incorporating pits and pipes necessary for the safe use of roads for which Council is responsible; and
- Surface drainage including kerb and channel, Trees and road-side vegetation.

2.2 Infrastructure NOT included in this Plan

The following Council-owned infrastructure is not incorporated in this Plan:

- Off road car parks;
- Council-owned lighting; and
- Retaining walls.

Other infrastructure not incorporated into this Plan includes other Infrastructure Manager assets located within the Road Reserve:

- Water authorities – sewer pits trenches and pipes, water supply valves, hydrants, pipelines and signage;
- Gas authorities – pits, pipelines and signage;
- Electricity authorities – poles, overhead electric cables, sub stations and pits;
- Road authority (Department of Transport) – Road Pavements and surfaces, hard stand areas, kerb and channel and signage;
- Rail authority (VicTrack) – railway tracks, crossings and signage;
- Tramways – tracks, overhead wires and tram shelters, hardstand areas and signage;

- Telecommunications authority (Telstra) – poles, overhead cables, pits and payphones; and
- Telecommunications authority (Optus) – poles, overhead cables, and pits.

2.3 Demarcation and Transfer of Responsibility

The process of handing over declared main roads to the Department of Transport (previously VicRoads) took place on June 30, 2004.

Council is not responsible for the following road types within the municipality:

- Owners Corporation (Formerly Body Corporate);
- Private;
- Department of Transport (previously VicRoads);
- VicTrack; and
- Roads belonging to adjacent Councils, unless a Memorandum of Understanding has been agreed between Council and the Municipality responsible for the road.

2.3.1 Arterial Roads

The Department of Transport (previously VicRoads) is the coordinating road authority for all arterial roads in the municipality. The Code of Practice for Operational Responsibility of roads defines the demarcation of responsibility for arterial Road Reserves as described below:

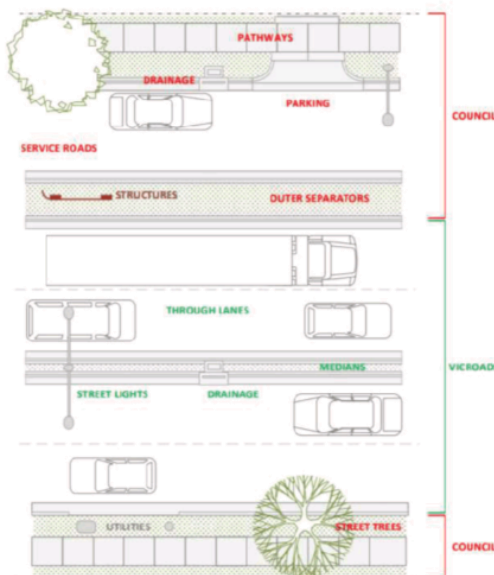


Figure 2: Demarcation for Arterial Roads

- Service roads from the back of kerb to the property line;
- Pathways on arterial Road Reserves, from the back of kerb to the property line;
- Public transport assets are managed in accordance with the code of practice; and
- Stormwater drainage in accordance with the network owner.

2.3.2 Boundary Roads and Agreements

Boundary roads maintained by Council on behalf of adjoining municipalities are maintained to the standards set out in this Plan. Roads covered by "Agreements and Memoranda of Understanding" are:

Boundary Roads	Adjoining Council
Hotham Street	Port Phillip City
Inkerman Road	Port Phillip City
Orrong Road	Port Phillip City
Poath Road	Monash City
Thomas Street	Bayside City

Table 1: Boundary Roads by Municipality

Council is able to enter into agreements with other road authorities and utilities where the other parties have an interest in, or have assets that are located in, a road for which Council is responsible. "Agreements" made between Council and any other party can be found in Council's *Register of Agreements*.

2.3.3 Council is not responsible for private assets or works

A number of private assets exist within or adjacent to roads in respect of which Council does not have an obligation, and this Plan does not impose any obligation. These assets include:

- private or illegal landscaping works;
- private roads, driveways, laneways and car parks associated with private developments; and
- stormwater drains or connections from private properties.

2.3.4 Vehicle Crossovers

When vehicle crossovers are constructed as part of the initial civil construction works, the location and type of vehicle crossover is approved as part of the road and drainage drawings

for the subdivision. These works are then inspected by Council to ensure the works are constructed in accordance with the approved plans.

For modifications to existing vehicle crossovers, the resident applies to Council for approval. If approved, a permit to undertake the works is issued. The modifications are assessed to ensure that there are no safety issues or conflict with existing assets. If the modifications are approved, the works are inspected by Council.

Council is responsible for the Maintenance of footpath area and channel section of the crossover. The footpath area and channel section of the crossover are maintained to the same standard for inspection, Defects and Repair of the similar assets in the Register.

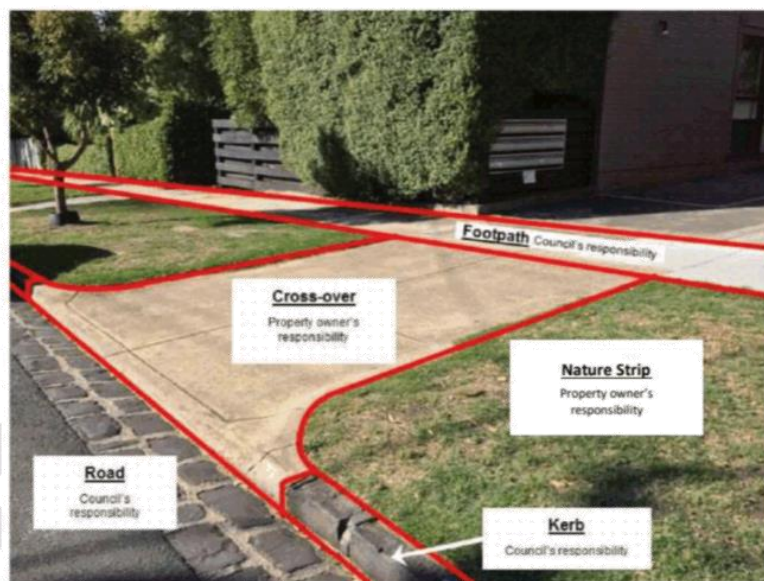


Figure 3: Vehicle Crossover Responsibilities¹²

2.3.5 Rail Crossings

Rail crossing safety is seen to be a joint responsibility between road and rail authorities with clear boundaries between Council and rail authority responsibility. Safety Interface Agreements have been put in place between both Council, the rail authority and in some cases the Department of Transport to clearly define responsibilities in regard to management of rail crossing safety and associated infrastructure.

Rail Infrastructure Manager	Demarcation (m)
Metropolitan (Metro Trains)	2.135
Interstate (ARTC)	2.44
Intrastate (V/Line)	2.44

Table 2: Distance from Crossing to Council's Responsibility

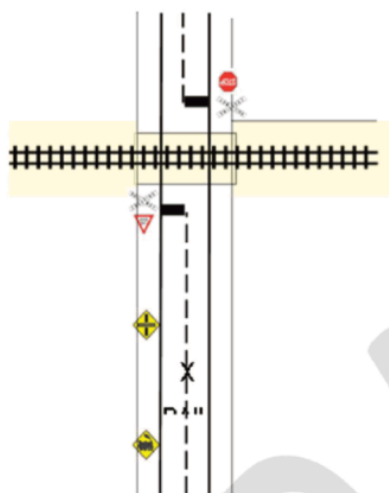


Figure 4: Demarcation at Rail Crossings

The municipality has two railway crossings to be removed under the State Government's Railway Crossing Removal Projects. These railway crossings are tabulated below. These crossings are expected to be removed in the life of this Plan:

1	Neerim Road at Glen Huntly
2	Glen Huntly Road at Glen Huntly

Table 3: Rail Crossings yet to be Removed

3. LEGISLATIVE CONTEXT

3.1 Legislative Basis for the Plan

3.1.1 Provisions of the Act

This Plan is prepared in accordance with Division 5, sections 49-55 of the Act.

This Plan also reflects the purposes and objectives of the Council as specified under sections 3A and 3C of the *Local Government Act 2020*. Other legislation which relates to this Plan includes the *Road Safety Act 1986* (as amended), the *Transport (Compliance and Miscellaneous) Act 1983* and Council's *Local Law 2019*.

3.1.2 Codes of Practice

The following Codes of Practice which exist under the Act will be complied with by Council to the extent they are relevant to Council:

- *Operational Responsibility for Public Roads* - this Code provides guidance in determining the physical limits of operational responsibility between road authorities for the different parts or elements within the Road Reserve of public roads;
- *Management of Infrastructure in Road Reserves* - this Code provides guidance for road authorities and utilities in planning and managing their infrastructure in Road Reserves, e.g., gas, water, electricity, telecommunications, etc;
- *Worksite Safety - Traffic Management* - this Code provides guidance on how to conduct any works on a road in Victoria and supports the engagement of appropriately trained and qualified persons to carry out the works or direct traffic;
- *Code of Practice for Road Management Plans* - this code provides practical guidance to road authorities in the making of road management plans; and
- Any new Code of Practice established under the Act.

3.2 Council Responsibilities

Under the Act, Council is the "Co-ordinating and Responsible Road Authority" for municipal roads within the City of Glen Eira as set out in the Register.

Council is also the "Responsible Road Authority" for some areas and assets on Department of Transport (previously VicRoads) arterial roads (refer Section 2.3.1).

3.3 Obligations of Road Users

All road users have a duty of care under the *Road Safety Act 1986* (section 17A). Section 17A of the *Road Safety Act 1986* stipulates:

“17A Obligations of road users

- (1) A person who drives a motor vehicle on a highway must drive in a safe manner having regard to all the relevant factors.
- (2) A road user other than a person driving a motor vehicle must use a highway in a safe manner having regard to all the relevant factors.
- (2A) For the purposes of subsections (1) and (2) and without limiting their generality, the relevant factors include the following—
 - (a) the physical characteristics of the road;
 - (b) the prevailing weather conditions;
 - (c) the level of visibility;
 - (d) the condition of any vehicle the person is driving or riding on the highway;
 - (e) the prevailing traffic conditions;
 - (f) the relevant road laws and advisory signs;
 - (g) the physical and mental condition of the driver or road user.

Note The above factors are relevant to section 106 of the **Road Management Act 2004** (Matters which may be considered to constitute contributory negligence).

- (3) A road user must—
 - (a) take reasonable care to avoid any conduct that may endanger the safety or welfare of other road users;
 - (b) take reasonable care to avoid any conduct that may damage road infrastructure and non-road infrastructure on the road reserve;
 - (c) take reasonable care to avoid conduct that may harm the environment of the road reserve.
- (4) In subsection (3), **non-road infrastructure**, **road infrastructure** and **road reserve** have the same meanings as in section 3(1) of the **Road Management Act 2004**.

”

3.4 Effect of Road Management Plan

Section 39(4) of the Act provides that, by including provisions in the Plan relating to the performance of road management functions, Council is to be taken to have made a policy or policy decision in respect of those road management functions.

Section 103 of the Act provides:

"103 Policy defence

For the purposes of any proceeding to which this Division applies, an act or omission which is in accordance with a policy –

...

- (b) *determined by the relevant road authority under section 39 does not constitute a wrongful exercise or failure unless the policy is so unreasonable that no road authority in that road authority's position acting reasonably could have made that policy."*

3.5 Roads and Ancillary Areas Subject to this Plan**3.5.1 Roads covered by this Plan**

This Plan applies to those public roads listed in the Register¹³. The Register is not a document incorporated into this Plan, and is available on Council's website.

This Plan also applies to parts of arterial roads, where Council is the Responsible Road Authority for some areas and assets (such as Pathways). Highways and arterial roads may also contain some Ancillary Areas that are the responsibility of Council.

3.5.2 Car parks, rights of way, laneways and unsealed road surfaces

Car parks included within the Register are those that the public has on-road access to and for which Council is responsible. The standards are consistent with those applicable to access roads. Council maintained car parks may be Ancillary Areas to arterial roads.

Off-road car parks and access roads are generally not included in the Register and hence this Plan is not applicable to the way in which Council manages and controls them.

Laneways and unsealed surfaces are not proactively inspected and Council responds to customer requests as per Appendix 3 – Defect Intervention Levels.

3.5.3 Trees and Roadside Vegetation

Trees and roadside vegetation included within this Plan only relate to vegetation that is either owned or managed by Council. Privately owned or managed vegetation is the

¹³ Council's *Register of Public Roads* forms the "asset register" for the purposes of clause 7.2 of the *Code of Practice for Road Management Plans*.

responsibility of the relevant owner, who must ensure that clearance levels are maintained over Roadways, footpaths or Pathways as per clauses 69 and 70 of the Community Local Law - 2019.

Where practicable, clearances that are documented within Appendix 4 of this Plan will be maintained by Council within the documented intervention timeframes. All trees will be pruned in accordance with the Australian Standard for Pruning of Amenity Trees (AS. 4373-2007) at a minimum. Structural limbs and branches with a diameter that exceeds 250mm may not be removed from trees in situations whereby removal would have a negative impact on the health or structural integrity of the tree's canopy.

4. ROAD REGISTER

4.1 Requirement to List Classification

The Act provides that a Register of Public Roads must include¹⁴:

"1 Matters which must be included in a register of public roads

The register must include:

...

(d) *the classification, if any, of the public road.*

..."

4.2 Information in Council's Register of Public Roads

4.2.1 Classification of roads

The Register records the name and classification of road assets for which the Council is responsible. The classifications are used in this Plan to differentiate standards for:

- Inspection frequencies,
- Response Times.

(Council may also designate certain areas adjacent to a public road as 'Ancillary Areas'. These areas are recorded in the Register.)

4.2.2 Other road authorities

The Register also records roads in respect of which Council has agreements in place for the management of roads that are the responsibility of other road authorities, such as State highways, arterial roads and municipal boundary roads. Details of the Agreements between Council and other road authorities, made pursuant to section 15 of the Act, are also included in the Register and are referred to earlier in this Plan.

¹⁴ Section 1(d) of Schedule 1, *Road Management Act 2004*.

4.2.3 Changes to the Register

Council's Director Infrastructure and Open Space and Manager Project and Infrastructure are empowered under delegation to make additions, deletions and other amendments to the Register.

4.3 Road Classification

Roads listed in the Register for which Council is the Coordinating Road Authority have been classified as follows:

Classification	Description
Link:	Roads of this classification primarily provide a linkage between significant residential, industrial and commercial nodes and / or the declared road network. These roads have an identifiable origin and destination (e.g., suburbs, industrial areas or places of significance).
Collector:	Roads of this classification primarily provide a route between and through residential, industrial and commercial areas and convey traffic to the urban link or arterial road network system.
Access:	A road, street, court or laneway that primarily provides direct access for abutting residential, industrial and commercial properties to their associated collector and link roads.

Table 4: Road Classification

The Glen Eira Local Road Map, which is included in the Register, shows the location and classification of those local roads listed in the Register.

The Glen Eira Local Road Map also shows the highways and arterial roads within the municipality for which VicRoads is the coordinating road authority.

4.4 Pathway Classification

Pathways and Ancillary Areas are also listed in the Register. Council has developed and implemented the following Pathway classification:

Classification	Description
High:	Generally, areas of high pedestrian use, for example, major activity centres, great walking streets.
Medium:	Generally, areas of moderate pedestrian use, for example, neighbourhood activity centres, local shopping centres, links and collectors roads.
Low:	Generally, areas of low pedestrian use, for example, access roads.

Table 5: Pathway Classification

The Pathway Classification Map, which is included in the Register, shows the location and classification of the Pathways.

Council is also responsible for the inspection, Repair and Maintenance of Pathways on roads where the Department of Transport (previously VicRoads) is the Coordinating Road Authority. These Pathways may be classified as high, medium or low depending on use.

4.5 Roads and rights of way not listed in the Register

Those municipal roads and unconstructed rights of way or those rights of way which Council does not regard as being reasonably required for general public use are not included in the Register, in accordance with Council's Policy on *Register of Public Roads*. They are therefore discretionary and not subject to this Plan.

5. PERFORMANCE STANDARDS DETERMINED BY COUNCIL

Council sets the performance standards for the following operational activities within the Road Reserve:

- Defect Inspections;
- condition inspections;
- Defect Intervention Levels;
- Emergency Response Times; and
- reactive response to Defects exceeding Intervention Levels.

5.1 Objectives of Performance Standards

The establishment of performance standards is to:

- address public safety by ensuring any Defects are within a reasonable tolerance; and
- allow for long term planning of Road Infrastructure.

5.2 Standards Relating to Inspections

Inspections are defined by four factors:

- Reactive non-emergency;
- Reactive emergency;
- Planned inspections; and
- Response to incidents.

The performance standards developed by Council apply to all assets identified in this Plan. The standards take into account the inspection type, Intervention Levels, asset classifications, response activity, supporting processes and Response Times.

Appendix 1 – Asset Inspection Types sets out Council's inspection requirements under this Plan.

5.3 Defects and Condition Inspections

Performance standards in relation to Defect inspections take into consideration the available resources. The Defects and inspection frequencies are defined in Appendix 2 – Inspection Frequencies with the subsequent process workflows identified in Appendix 4 – Roadside Vegetation Inspection Frequencies and Response Times.

Appendix 3 – Intervention Levels and Response Times sets out the "Response Times" within which Repairs will be carried out for particular Defects for particular classifications of assets.

Condition inspections of Council's assets are performed over a four-year period for the asset portfolio. They will generally precede the update of the Road Asset Management Plan.

5.4 Emergency Response

In addition to the scheduled Inspections and the works that flow from them, Council provides an emergency Response in circumstances where an Emergency Inspection is warranted.

Action	Response Time	Intervention Level (i.e. Action required if:)	Intervention Standard
Stakeholders telephones, or notifies on the Snap Send Solve App or attends Council's Customer Service Centre and reports a potential threat to safety of pedestrians, or property or obstructions and substances blocking traffic	Prompt acknowledgement		
Customer Service Centre or after-hours officer records report	Prompt recording		
Assess from any available material whether Council responsibility	Prompt preliminary assessment	If asset is not Council's responsibility, advise works or Infrastructure Manager responsible for asset (if practicable)	
Initial inspection by Council	Inspection carried out within 24 hours of recording of request and being qualified as an emergency		
Determine if asset involved is responsibility of Council ¹⁵	At time of initial inspection	If asset is not Council's responsibility, advise works or Infrastructure Manager responsible for asset (if practicable)	

¹⁵ Council is not responsible for providing an after-hours or emergency response service for utility companies, their agents, or private contractors.

Action	Response Time	Intervention Level (i.e. Action required if:)	Intervention Standard
Assess whether emergency situation exists	At time of initial inspection	If exceeds Defect Intervention Level for the type of asset involved (or equivalent if Defect not of type listed) and presents an immediate threat to the public property; or something prevents the flow of traffic on a road listed on Council's Public Road Register and (if relevant) it is apparent relevant Infrastructure Manager will not respond ¹⁶	Initiate Repair or rectification works in line with relevant specified timeframes and where imminent risk of personal injury and/or property damage exists provide appropriate warning with barricades and/or signs until such time as Repair/rectification works can be conducted.
Follow up inspection	At regular intervals consistent with degree of risk	If initial Repair included erection of barricades and/or signs	Ensure ongoing effectiveness of barricades and/or signs
Follow up Repair	Within Response Time for Repair of Defect within asset(s) of type affected – Appendix 3 – Defect Intervention Levels	If not reinstated on initial inspection	Repair to standard specified in this Plan for asset(s) of type affected

Table 6: Work Response Procedures

5.5 Force Majeure

Council will make every endeavour to meet all aspects of this Plan.

However, in the event of natural disasters and other events (including, but not limited to, fires, floods and droughts, together with human factors such as lack of Council staff or suitably qualified contractors), and noting the principles set out in section 83 of the *Wrongs Act 1958*, as amended, Council's Chief Executive Officer reserves the right to suspend compliance with this Plan, wholly or in part.

In the event that Council's Chief Executive Officer decides to suspend compliance with this Plan, he or she will write to the Director of Assets and Facilities and inform that person that some, or all, of this Plan is being suspended for a period specified in writing.

¹⁶ However, where Council becomes aware of an emergency or dangerous situation on a road, it may take action to mitigate the risk to the community, and then seek reimbursement of costs from the appropriate party.

6. MANAGEMENT SYSTEM

6.1 Legislative Provision

Section 52 of the Act provides:

“52. Contents of a road management plan

(1) A road management plan—

...

(b) *may include details of the management system that a road authority proposes to implement in the discharge of its duty to inspect, maintain and repair public roads for which the road authority is the coordinating road authority or the responsible road authority.”*

This section of the Plan summarises the current Council Management System.

6.2 Council's Management System

Council's 'management system' is used to fulfill the role of the road authority. The 'management system' is a combination of people, equipment, communications, computer applications, performance standards, guidelines and procedures.

Council has established a reliable and robust IT based system for the management, tracking and traceability of the Defect Inspections and rectifications. It includes the receipt of customer complaints, supporting documentation and issue of works orders. The IT system consists of the following applications:

- Confirm asset management software; and
- Pathway customer request software.

This application is the repository for asset data and permits Council to record Maintenance information against each asset, allowing Council to more readily track and analyse work undertaken in the field.

Inspection information is recorded during each inspection. This information is uploaded into the asset management software and recorded against the asset.

The following Figure 5 provides an overview of the management system, illustrating the work flow processes involved together with the information flows supporting the work flows.

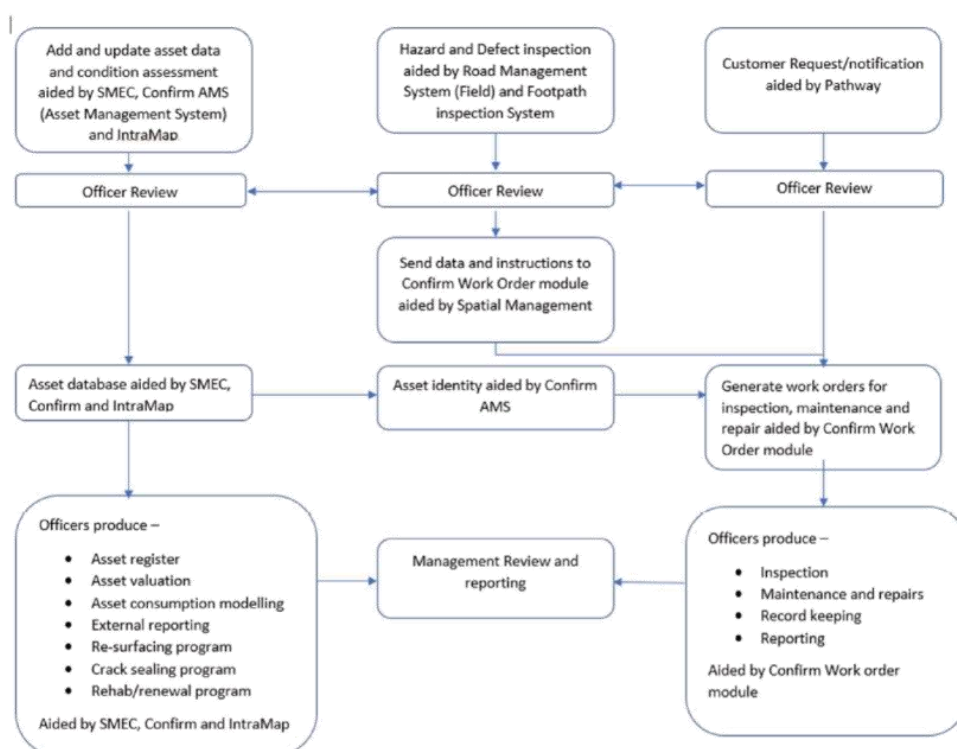


Figure 5: Overview of Management System

6.3 Dealing with Customer Requests

Council operates a computerised Customer Request Management System to log, track and monitor the process of complaints and service requests made by residents and other persons.

Council's Customer Service Unit is the first point of contact for all persons making a complaint or requesting some form of action in relation to the road and drainage Maintenance matters.

Customer Action Requests concerning the road and drainage Maintenance function will be forwarded electronically to the Council Asset Inspector, who will respond to such requests and arrange to carry out the required works in accordance with the timeframes stipulated in this Plan. This is shown in Appendix 2.

The overall high level Management System flow chart is provided in Appendix 4 – Roadside Vegetation Inspection Frequencies and Response Times.

7. MANAGEMENT TACTICS

7.1 Council's Road-Related Programs

Council has a number of different, but concurrent, programs functioning or scheduled to operate in relation to roads and Road-Related Infrastructure.

The programs currently functioning are detailed in the following sections.

7.2 The Inspection Programs

This section of the Plan lists the programmed or scheduled Defect inspections carried out in respect of Road-Related Infrastructure, which are then actioned within the Response Times allowed for in this Plan.

7.2.1 Defect Inspections – Roads

The first table in Appendix 2 – Inspection Frequencies sets out the inspections which are carried out in relation to roads in order to identify Defects in:

- Road Pavement;
- kerb and channel;
- Traffic Management Devices
- drainage pits; and
- regulatory signs.

7.2.2 Defect Inspections – Pathways

The second table in Appendix 2 – Inspection Frequencies sets out the inspections which are carried out for Pathways in roads and in some Ancillary Areas.

7.3 The Repair Programs

7.3.1 Road Repair Program

These Repair programs are ongoing on a daily basis, and cover:

- pothole patching;
- Repairs to bituminous surfacing; and
- Repairs to laneway surfacing,

as described in Appendix 3 – Intervention Levels and Response Times

7.3.2 Kerb and Channel Repairs Program

This program covers Repairs to kerbs and channels described in Appendix 3 – Intervention Levels and Response Times.

The emphasis and priority of this program is to Repair Defects that may affect the public interest by causing injury or loss to persons or their property. For this reason, Defects which result in a displacement of one kerb and channel segment relative to another are generally given a higher priority.

7.3.3 Ancillary Item Repairs Program

This describes the Repairs carried out to:

- drainage pits, including pit frames and insert lids; and
- regulatory signs.

7.3.4 Pathway Repair Program

Appendix 3 - Defect Intervention Levels also describes the Repairs carried out to Pathways under this program.

7.3.5 Trees and Roadside Vegetation

This program covers all the Council managed vegetation on Roadsides and Pathways.

Work carried out to manage risk involves:

- pruning trees or removing a part of a tree;
- raising crowns of trees;
- crown pruning young trees; and
- maintaining sightlines for vehicles, pedestrians, Roadside signage and traffic lights

on State highways, arterial roads, municipal roads and over driveways, footpaths and nature strips. Appendix 4 covers Intervention Levels, inspection types and frequencies and Response Times.

7.4 Maintenance / Reconstruction / Renewal Programs

Road-related Maintenance, reconstruction and renewal programs are typically performed under Council's capital works programs. The extent to which Repair, such as pothole

patching, has been carried out (along with many other factors) is considered when determining the projects that are to be included in the capital works programs.

The fact that reconstruction is carried out on a multi-year cycle does not mean that any particular road or Pathway will be reconstructed within any particular year. It means that it will be included in Council's prioritising process, and, subject to community safety, be considered as part of Council's budgetary and resource allocation decisions.

7.5 Plan Does Not Always Require Action on Part of Council

This Plan provides as follows:

7.5.1 Liability of Road Authority

Section 107 of the Road Management Act provides:

"107 Liability of road authority

A road authority does not have a statutory duty or a common law duty to perform road management functions in respect of a public highway which is not a public road or to maintain, inspect or repair the roadside of any public highway (whether or not a public road)."

By definition, the "Roadside" includes nature strips, parking signs, street trees, street lighting and Vehicle Crossings, excluding the Pathway section of Vehicle Crossings.

7.5.2 Council is not responsible for assets owned or works by utility authorities or other authorities

Authorities other than Council own and control assets within Road Reserves.

Many openings to the surface of the Road Pavement or Pathway are the result of other authorities' works. In many instances, Council does not need to issue consent for the works to commence and will only receive advice from the works manager of the authority on completion of the permanent reinstatement. Council will not be aware of most "works in progress" jobs. Council is not responsible for the safety of the work site or the reinstatement of another authority's assets which are owned or controlled by that authority.

8. SUPPORTING DOCUMENTS

The following supporting documents, while complementary, do not form a part of this Plan.

8.1 Technical Guides

- i. *International Infrastructure Management Manual*, IIMM 6th Edition 2020, the global standard Infrastructure Management. Institute of Public Works Engineering Australia;
- ii. *Local Government (General) Regulations*, 2015, Public Records Office Victoria;
- iii. *Road Reserve Risk Management Statement of Principles 2002*, Civic Mutual Plus;
- vi. *Risk Management Guidelines*, VicRoads; and
- v. *Risk Management Standard*, AS/NZS ISO 31000:2009.

8.2 Council Documents and Procedures

Relevant Council engineering drawings and standards for design and construction are listed in the appropriate Asset Management Plan.

Other relevant Council documents and procedures include:

- (a) *Glen Eira Council and Community Plan*;
- (b) *Glen Eira Adopted Budget*;
- (c) *Policy No. 8.2 - Asset Management*;
- (d) *Policy No. 8.14 - Traffic Management Plans*;
- (e) *Local Law 2009*; and
- (f) *Asset Management Strategy*.

8.3 Asset Management Plans

Council produces Asset Management Plans for all major categories of infrastructure assets, including road-related assets. These Asset Management Plans are developed and updated in accordance with the guidelines of the *International Infrastructure Management Manual, International Edition (2020)*.

8.4 Updating and Improving this Plan

It is proposed that this Plan be formally reviewed every four years. It will be maintained as a public document and will be subject to continuous improvement. An up-to-date copy can be viewed during normal business hours at the Council Office. Where developments necessitate significant changes to this Plan, the amended Plan will go through the council approval and public consultation process required by the Act.

DRAFT

Appendix 1 – Asset Inspection Types

Inspection Type ¹⁷		Trigger(s)	Response Time	Purpose	Recording Requirements Standard
Reactive Defect Inspection – Non-Emergency	Defect	Customer Request Report from field staff	Respond (Inspect and assess) within 5 Days of receiving request	Conducted in order to ascertain: <ul style="list-style-type: none"> (a) whether the asset in question is the responsibility of Council (b) whether a Defect exists and (c) if so, whether it has reached an Intervention Level specified in this Plan. 	Recording to identify specific Defect, including location, time first reported, time inspected and by whom, subsequent action and time of completion.
Reactive Defect Inspection - Emergency	Defect	Customer Request	Respond within 24 hours of recording of request and being qualified as emergency.	Reactive Defect Inspection where the person reporting the Defect qualifies the Defect as emergency based on Council's Pathways customer request system checklist.	Recording to identify specific Defect, including location, time first reported, time inspected and by whom, subsequent action and time of completion.
Safety Inspection -	Defect	Inspection Schedule	As per Appendix 2 and 4	Inspection undertaken in accordance with a formal inspection schedule to identify Defects and determine if they have reached an Intervention Level specified in this Plan.	<p>A record of the inspection of the location of the Defect is to be completed detailing the name of the inspector, the inspection date, and street / road name and a description of any Defects found that have reached the specified Intervention Levels defined this Plan.</p> <p>In addition, a notation must be recorded of any street/road inspected where no Defect was apparent.</p>

Appendix 2 – Inspection Frequencies

ASSET	DEFECT INSPECTION FREQUENCY – ROADS AND RIGHTS OF WAY		
	LINK & COLLECTOR ROAD	ACCESS ROADS	RIGHTS OF WAY
	DEFECT INSPECTION	DEFECT INSPECTION	
Pavement	Annually	3 Years	Reactive Inspection
Kerb and Channel	Annually	3 Years	Reactive Inspection
Traffic Management Devices	Annually	3 Years	N/A
Drainage Pits	Annually	3 Years	Reactive Inspection
Regulatory and warning Signs, Pedestrian Guide Rails, Safety Barriers and bollards.	Annually	3 Years	Reactive Inspection

ASSET	DEFECT INSPECTION FREQUENCY - PATHWAYS		
	PATHWAY CLASSIFICATION		
	HIGH	MEDIUM	LOW
All Pathways in Road Reserves, shopping and activity centres	6 Months	Annually	3 Years

The Pathways Classification Map is generated from the Council Asset Management system CONFIRM and the GIS.

A list of Pathways is also included in the Asset Management Plan for Pathways. This list contains details on the location, type and quantity of Pathways in Road Reserves.

Appendix 3 – Intervention Levels and Response Times (from receipt of report by Council)

ROAD PAVEMENT			
Defect Type	Road Classification	Defect Intervention Level	Response Times
Sealed Road Surface Defect	Link	Pothole depth greater than 50 mm and any dimension greater than 300 mm	Within 5 Days
	Collector		Within 5 Days
	Access		Within 10 Days
Unsealed Road Surface Defect	Access	Pothole depth greater than 100 mm and any dimension greater than 300 mm.	Within 20 Days
Right of Way Surface Defect	Access	Any abrupt and significant distortion in surface level of a height differential of greater than 150 mm.	Within 30 Days

KERB AND CHANNEL			
Defect Type	Road Classification	Defect Intervention Level	Response Times
Kerb and Channel Alignment Defect	Link	Step or misalignment greater than 100 mm.	Within 10 Days
	Collector		Within 10 Days
	Access		Within 60 Days

TRAFFIC MANAGEMENT DEVICES			
Defect Type	Road Classification	Defect Intervention Level	Response Times
Kerb and Channel Alignment Defect	Link	Step or misalignment greater than 100 mm.	Within 10 Days
	Collector		Within 10 Days
	Access		Within 60 Days
Sealed Road Surface (Trafficable) Defect	Link	Pothole depth or depression greater than 50 mm and any dimension greater than 300 mm.	Within 5 Days
	Collector		Within 5 Days
	Access		Within 10 Days

ANCILLIARY ITEMS			
Defect Type	Road Classification	Defect Intervention Level	Response Times
Water on Road	Link	Blocked pits causing water to pond on traffic lane greater than 100mm.	Within 5 Days
	Collector		Within 5 Days

ANCILLIARY ITEMS			
Defect Type	Road Classification	Defect Intervention Level	Response Times
	Access		Within 5 Days
Damaged Drainage Pit Lid or Grate	All	Grate or lid dislodged or failed	Within 2 Days
	All	Pit Lid missing	As per Emergency
Regulatory Sign or Warning Sign illegible	Link	Sign missing, facing wrong way, or greater than 50% illegible (due to damage, vandalised or fading) at 100m under low beam or in daylight.	Within 5 Days
	Collector		Within 5 Days
	Access		Within 20 Days
Pedestrian Guide Rails, Safety Barriers and bollards.	Link and Collector	Missing, damaged or vandalised	Within 15 days
	Access		Within 30 days
Traffic Signal Fault	All	One or more signals not working or facing the wrong way.	Within 1 Day

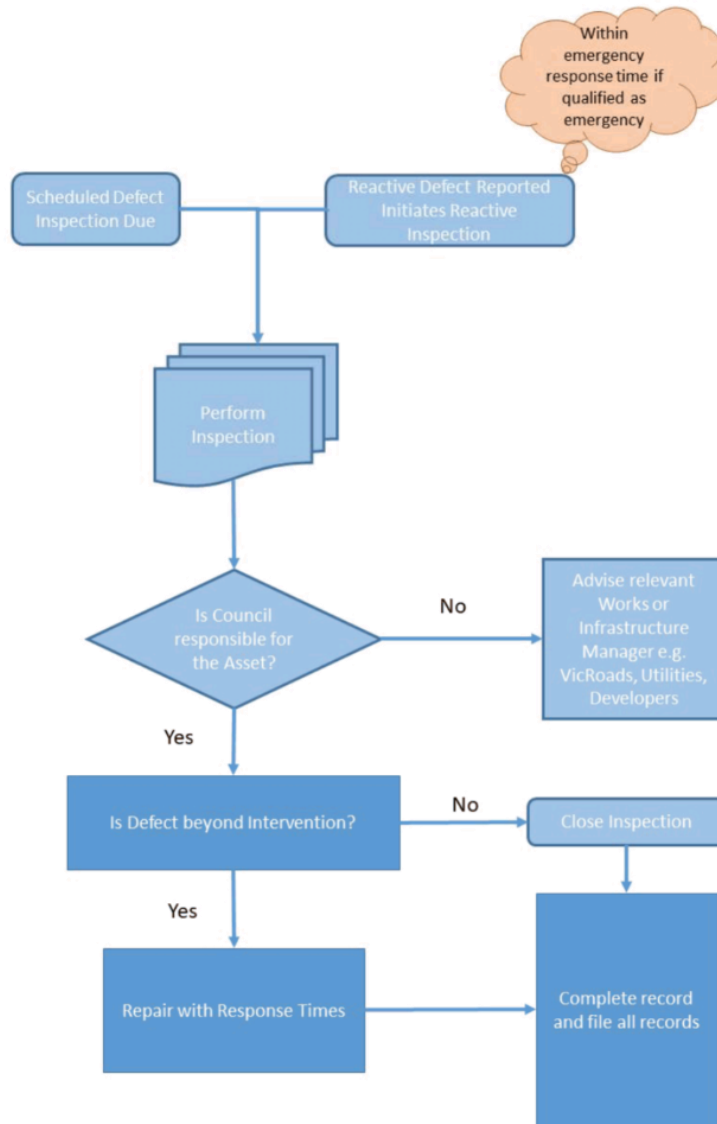
PATHWAYS			
Defect Type	Road Classification	Defect Intervention Level	Response Times
Pathway Defect	High	Step or misalignment greater than 25mm Or; Cracks greater than 25mm and 1m long?	Within 10 Days
	Medium		Within 20 Days
	Low		Within 60 Days

Appendix 4 – Roadside Vegetation Inspection Frequencies and Response Times

Vegetation Type	Description	Request/Works Type	Inspection Frequencies and Response Times
Roadside Vegetation (Council Managed)	<ul style="list-style-type: none"> All Council managed trees will have pruning works carried out to maintain a minimum of 4.0m clearance over carriageways, 3.0m and not greater than 3.5m over driveways, footpaths and nature strips. Raising the crowns of trees located on state highways to a minimum height of 4.5 m. This will apply only to the trees on the outer separator or nature strip that overhang the main carriageway. Appropriate sightlines will be maintained for vehicles and pedestrians for Roadways, footpaths, intersections, and driveways. Appropriate sightlines will be maintained for Roadside signage and traffic lights. 	Periodic inspection and works program.	Within 2 Years
		Reactive inspection from customer enquiry.	Within 14 Days of customer report
		Works generated from a reactive inspection.	Within 30 Days
		Immediate hazard (fallen branch or entire tree over traffic lane or Roadway).	As per Emergency
Pathway Vegetation (Council Managed)	<ul style="list-style-type: none"> All Council managed trees will have pruning works carried out to maintain a minimum of 3.0m and not greater than 3.5m over pedestrian and bicycle paths. 	Reactive inspection from customer enquiry.	Within 14 Days
		Works generated from a reactive inspection.	Within 30 Days
		Immediate hazard (fallen branch or entire tree over Pathway).	As per Emergency

Appendix 5 – Council Work Flows

High Level Management System Decision Making Work Flow



5. CLOSURE OF MEETING