



GLEN EIRA  
CITY COUNCIL

# STRATEGIC INDICATORS

MID-YEAR REPORT 2023–24

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



# STRATEGIC DIRECTION 1:

## WELL INFORMED AND TRANSPARENT DECISIONS AND HIGHLY VALUED SERVICES

### STRATEGIC INDICATORS

Strategic Indicator	Performance Measure	Result
Opportunities for the community to be engaged in Council's planning, projects and key decision-making processes.	All engagement activities comply with the <i>Community Engagement Policy</i> .	Council continues to deliver engagement activities that comply with the <i>Community Engagement Policy</i> . During 2023 we delivered a proactive <i>Our Priorities, Our Future</i> communication and engagement campaign to support the <i>Financial Sustainability Plan</i> . Delivering over and above the requirements of the Policy, this 'Collaborate' and 'Consult' level of engagement included a comprehensive deliberative panel alongside a broad community and targeted engagement program.
	Community satisfaction with our engagement approach is maintained or increased.	The Annual Community Satisfaction Survey will be undertaken in February 2024. Updates for this strategic indicator will be provided in the 2023–24 <i>Annual Report</i> .
Council proactively advocates for community priorities.	Strategic advocacy priorities are promoted through a dedicated advocacy framework.	Our <i>Advocacy Policy and Priority Advocacy Projects 2023–24</i> shape our advocacy efforts in ensuring we work in partnership with the community to influence public policy and resource allocation decisions for the benefit of the municipality.
	Stakeholder awareness of our advocacy priorities is increased.	We continue to engage with Members of Parliament and Ministers to raise awareness of our priorities. We also engage with peak bodies, industry groups and other relevant stakeholders to raise the profile of our important policy priorities, including raising motions at the Municipal Association of Victoria's State Council meetings and the Australian Local Government Association National General Assembly to progress our priorities into the state and national council agendas.  We have also started conversations with other councils to collaborate on sector wide issues.
	Council's advocacy delivers measurable results.	Council's <i>Priority Advocacy Projects 2023–24</i> was endorsed on 25 July 2023. This was supported with an advocacy campaign to raise awareness of Council's advocacy priorities with Members of Parliament and other decision-makers. Council has conducted 38 meetings with 18 Members of Parliament and 32 associated staff at the state and federal levels. Glen Eira's advocacy has helped to secure five policy reforms.

Strategic Indicator	Performance Measure	Result
Council decisions and activities communicated in a timely, clear and proactive manner.	Communication activities comply with adopted service standards.	<p>The <i>Our Priorities, Our Future</i> community engagement was communicated in a timely, clear and proactive manner. It was a multi-channel communications campaign designed to reach diverse audiences across all channels to inform and engage.</p> <p>We have a number of measures currently in place around making our writing, website and other digital channels accessible, with a focus on reaching more people who speak languages other than English. We have promoted and improved awareness and access to the translation offering.</p> <p>New signage guidelines for capital and other significant projects were approved, offering much improved opportunities to keep the community informed around Council funded initiatives.</p>
	Increased community satisfaction with Council's communication.	The Annual Community Satisfaction Survey will be undertaken in February 2024. Updates for this strategic indicator will be provided in the <i>2023–24 Annual Report</i> .
Customer-focused and responsive services that provide value-for-money.	Overall community satisfaction measures are maintained or increased.	The Annual Community Satisfaction Survey will be undertaken in February 2024. Updates for this strategic indicator will be provided in the <i>2023–24 Annual Report</i> .
	Service reviews conducted across key Council services include value-for-money assessments.	economy and placemaking, immunisation, customer service and depot operation services. Improvements have been identified in these service areas that promote efficiency, enhance customer or employee experience and improve our ability to deliver on our strategic objectives.
Annual budgeting and long-term financial planning activities are informed by deliberative community engagement.	Deliberative engagement process undertaken for strategic financial planning activities	The <i>Our Priorities, Our Future</i> community engagement was completed in December 2023 and will be used to guide the <i>2024–25 Annual Budget and Long Term Financial Plan</i> .
	Community participation in the deliberative process informs the annual budgeting process.	The <i>Our Priorities, Our Future</i> community engagement was completed in December 2023 and will be used to guide the <i>2024–25 Annual Budget and Long Term Financial Plan</i> .
	Evaluation of deliberative process is completed.	The <i>Our Priorities, Our Future</i> community engagement was completed in December 2023 and will be used to guide the <i>2024–25 Annual Budget and Long Term Financial Plan</i> .
Well-informed decision-making and ethical governance which builds trust.	Community satisfaction with decisions made by Council in their interests is maintained or increased	The Annual Community Satisfaction Survey will be undertaken in February 2024. Updates for this strategic indicator will be provided in the <i>2023–24 Annual Report</i> .
	Full compliance with the <i>Public Transparency Policy</i> requirements under the <i>Local Government Act 2020</i> .	All policies under the <i>Local Government Act 2020</i> , covering matters such as community engagement, CEO employment and public transparency have been adopted. In accordance with Council's <i>Public Transparency Policy</i> , all policies are now available on our website.
	No reported findings of unethical practice by integrity agencies.	There have been no findings of unethical practice by integrity agencies in 2023–24.

## STRATEGIC DIRECTION 2: ACCESS TO WELL DESIGNED AND MAINTAINED OPEN SPACE AND PLACES

### STRATEGIC INDICATORS

Strategic Indicator	Performance Measure	Result
Increased open space provision in accordance with the priorities outlined in the <i>Open Space Strategy</i> .	Increased hectares of available public space and/or increase in access to open space owned by others.	We have acquired a property at 10 Ames Avenue, Carnegie (766m <sup>2</sup> ), which will greatly contribute to the size of the future open space at the former Rosstown Aged Care site. Additionally, we have settled on properties at 15, 17 and 19 Oakdene Crescent, Carnegie (2,060m <sup>2</sup> ), which will be developed into open spaces in the future. Furthermore, we have demolished properties at 1 Tranmere Avenue (621m <sup>2</sup> ) and 21 Hewitts Road (541m <sup>2</sup> ), Carnegie, as well as houses at 15, 17 and 19 Porter Road, Bentleigh (184m <sup>2</sup> ). Following the demolitions, the areas were levelled and grassed and are now open for community access. Additionally, we have levelled and grassed the land at 64 and 66 Mackie Road, Bentleigh East (2,500m <sup>2</sup> ), ensuring its suitability for public use.
Improved access, quality and safety of our active open space facilities, including our sporting and recreation reserves.	Increased utilisation rates of public spaces and facilities.	Casual bookings for picnic shelters, open space, multi-purpose court and cricket net facilities has increased by 24 per cent in 2023–24. The 2023–24 summer sport allocations showed consistent participation numbers to the previous summer season.
	Community satisfaction with recreation facilities is maintained or increased.	The Annual Community Satisfaction Survey will be undertaken in February 2024. Updates for this strategic indicator will be provided in the 2023–24 <i>Annual Report</i> .
More flexible open spaces and places which cater for passive enjoyment and improve participation in active recreation.	Flexible designs enable passive and active components in recreation projects.	<p>Concept plans have been endorsed and detailed design is underway for:</p> <ul style="list-style-type: none"> <li>— Mackie Road Reserve play space, Bentleigh East;</li> <li>— Ames Avenue, Carnegie new open space, and</li> <li>— Porter Road, Bentleigh new open space.</li> </ul> <p>The design has been finalised and preparation works have commenced for construction of the Murrumbeena Park Multi-purpose training facility. These provide access to flexible passive options for all ages.</p>
	Delivery of active recreation facilities and programs in line with targets set in the <i>Active Recreation Action Plan</i> .	<p>The following facilities have been delivered in line with commitments in the <i>Active Recreation Action Plan</i>:</p> <ul style="list-style-type: none"> <li>— construction of a new outdoor fitness facility has been completed at Bailey Reserve, Bentleigh East;</li> <li>— The design and been finalised and preparation works have commenced for construction of the Murrumbeena Park multi-purpose training facility;</li> <li>— Design development and stakeholder engagement has commenced for the Bentleigh Reserve Multi-purpose training facility;</li> <li>— Glen Eira Leisure continues to deliver the Active Communities program in parks.</li> </ul>
	Utilisation of multi-function spaces is increased.	Book-a-Court has been installed at Wattle Tennis Club at Bentleigh Reserve – this has extended utilisation and provides increased opportunity for participation by casual users. Sports ground lighting continues to be provided for community use at nominated sports grounds during non-daylight savings periods. The initiative increases sports ground usage and opportunities for the community to be physically active.

Strategic Indicator	Performance Measure	Result
Improved look and feel of our activity centres, including cleanliness, footpath condition, graffiti, waste management, trees, parking, safety and lighting.	Community satisfaction with the condition of local streets and footpaths is maintained or increased.	The Annual Community Satisfaction Survey will be undertaken in February 2024. Updates for this strategic indicator will be provided in the <i>2023–24 Annual Report</i> .
	Community perceptions of safety in activity centres are maintained or increased.	The Annual Community Satisfaction Survey will be undertaken in February 2024. Updates for this strategic indicator will be provided in the <i>2023–24 Annual Report</i> .
	Footpath condition ratings meet or exceed intervention levels.	<p>Council undertakes an assessment of the condition of our entire footpath network every four years. The last assessment was undertaken in 2021.</p> <p>During this process we captured defects such as stepping, cracking and distortion (displacements or unevenness), which assessed the severity and extent of the defects identified. Severity of defects have direct connection with the condition of a footpath segment. As an outcome of this assessment, we developed a prioritised program of works targeting the worst areas of footpath condition. This program is developed into proactive renewal programs in managing and mitigating risk as defects have direct connection with the risk. In addition to this, Council has also recently introduced footpath grinding to assist in managing the condition of our footpaths and their associated risks.</p> <p>Council carries out routine inspection of the footpath network as required by the <i>Road Management Plan (RMP)</i>. This inspection program is carried out every six months, annually or every three years depending on the usage and classification of footpaths, to identify defects at or above the intervention level. These defects, once identified are treated in line with the standards as prescribed in the <i>RMP</i>.</p>
	Delivery of projects and programs that improve the amenity of our activity centres.	Our <i>Parklet Program</i> delivered 20 parklets that enhanced the amenity and the vibrancy of our shopping strips. Council resolved to continue the program on a fee-paying basis. Seven parklets will remain in place this year
	Increased availability of empathetic parking in all major activity centres and neighbourhood centres.	<p>We have completed works in nine of our off-street car park locations within Glen Eira, four in Bentleigh and one each in Bentleigh East, Caulfield East, McKinnon, Elsternwick and Ormond.</p> <p>We plan to update another two more car parks with empathetic parking spaces in Bentleigh and Bentleigh East.</p>
	Increased quantity of trees in activity centres in line with targets set under the <i>Urban Forest Strategy</i> .	We have been working on the development of a <i>10 year activity centre improvement plan</i> . Part of this project will involve canopy tree planting opportunities.



Strategic Indicator	Performance Measure	Result
New and refurbished multi-purpose spaces and facilities that maximise usage by a diverse range of community members and groups.	Delivery targets for agreed capital works projects are achieved.	<p>This year Council adopted a Capital Works Program of \$75.02 million (\$63.44 million of new works plus a carry forward amount from 2022–23 of \$11.57 million).</p> <p>As of 31 December 2023, 37.14 per cent of the program has been completed and we have spent \$27.49 million.</p> <p>We are in the process of developing a financially sustainable Capital Works Program for the next 10 years that aligns with the strategic directions of Council and the needs of the community.</p>
	Achieve target utilisation rates for new and refurbished facilities reflective of the Glen Eira population demographics.	Utilisation rates have increase on average by 15 .8 per cent, Murrumbeena Park Community Hub is leading usage with an impressive 17.2 per cent take up.
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.	Increased advocacy, partnerships and agreements with other organisations for access to open space by Glen Eira residents.	<p>Council adopted advocacy priorities through its <i>Priority Advocacy Projects 2023–24</i>. This advocacy program includes a range of open space priorities, including funding to unlock open space and enhancing current open space. Initiatives include Caulfield Racecourse Reserve enhancements, funding for Porter Road, Bentleigh, and continuation of the Suburban Parks Program.</p> <p>Ongoing advocacy has continued in progressing discussions for more open space in Glen Eira. This has included sending letters, providing information and holding meetings to advance our priorities, as well as a motion focused on open space initiatives at the Municipal Association of Victoria State Conference in October 2023.</p>

## STRATEGIC DIRECTION 3: A LIVEABLE AND WELL PLANNED CITY

### STRATEGIC INDICATORS

Strategic Indicator	Performance Measure	Result
Planning for greater certainty and clarity in how our priority growth areas will be managed.	Permanent planning controls are introduced into the <i>Glen Eira Planning Scheme</i> to help manage growth across the major activity centre network.	<p><b>Bentleigh:</b> Community consultation on the draft <i>Structure Plan</i> was undertaken in September 2023. Council will consider adoption of the <i>Structure Plan</i> and seek authorisation for a planning scheme amendment to introduce permanent controls before 30 June 2024.</p> <p><b>Carnegie:</b> Amendment C237 was exhibited August 2023. Planning panel due to commence on 12 February 2024 and will be considered by Council for potential adoption after receipt of the panel's report.</p> <p><b>Elsternwick:</b> <i>Structure Plan</i> was adopted in August 2023 and Council sought authorisation from the Minister for Planning in November 2023 to put the amendment on exhibition. We are awaiting the Minister's decision, which can take many months.</p>
	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.	Amendment C247 for East Bentleigh is going to a planning panel in March 2024 to consider submissions received during exhibition and will be considered by Council for potential adoption after receipt of the panel's report.
	Improved satisfaction with public communication about the role and function of Council planning, including the related strategies and policy frameworks.	<p>We continue to explore and apply diverse communications and engagement activities on all major projects, including a minimum six-week community consultation period. We have undertaken more face-to-face consultations while maintaining online opportunities for community involvement.</p> <p>Public submissions received for the draft <i>Elsternwick Structure Plan</i> were summarised and presented to Council for noting and were available to the public. This was presented ahead of any final changes to the <i>Structure Plan</i> to demonstrate transparency in communicating our structure planning process.</p> <p>Our communications approach aims to educate the community about our role as a planning authority and how our work fits within the Victorian planning system. We continue to seek opportunities to improve how we communicate the role and function of planning in recognition of the level of community interest in this area.</p>
	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> .	All <i>Structure Plans</i> and the <i>Glen Eira Housing Strategy</i> incorporate the key goals and objectives outlined in Council's <i>Open Space</i> , <i>Urban Forest Strategy</i> and <i>Our Climate Emergency Response Strategies</i> . These key goals and objectives are also featured in the implementation plans.

Strategic Indicator	Performance Measure	Result
Planning for a range of housing options to meet community needs with opportunities for increased social and affordable housing.	Sustainable growth and development are guided by the directions contained in the <i>Glen Eira Housing Strategy</i> .	Amendment C255 has been prepared and proposes to implement the <i>Housing Strategy</i> into the <i>Planning Scheme</i> . It will be considered by Council in February 2024. Council will consider whether to ask the Minister for Planning to authorise exhibition of the amendment.
	The goals outlined in the <i>Social and Affordable Housing Strategy</i> are progressed.	A range of initiatives are underway to progress the goals outlined in the <i>Social and Affordable Housing Strategy</i> . These include: — Identifying State Government owned land located within Glen Eira, for potential use and/or development for social and affordable housing. — Submission of a response to the Federal Government's National Housing and Homelessness Plan Issues Paper.
Planning that provides guidance to Council on the best location of future community assets.	Structure plans and other strategies inform Council's investment in local facilities and spaces.	The adopted <i>Caulfield</i> , <i>Carnegie</i> , and <i>Elsternwick Structure Plans</i> and the draft <i>Bentleigh Structure Plan</i> contain an implementation plan where public realm improvements and community projects are identified. High priority improvement works and project feasibilities from these plans have been referred to our 10-year Capital Works Program for funding consideration.
	Prepare a <i>Placemaking Framework</i> and progress public realm and place making initiatives in accordance with the adopted <i>Framework</i> .	The <i>Placemaking Framework</i> was adopted by Council in May 2023. To promote the merits of placemaking, a series of works were undertaken, including: — a streetscape upgrade to the Watson Grove and Grange Road corner in Glen Huntly. — A laneway upgrade in Carnegie and a mural in Bentleigh East.  Work is progressing on year one actions including Leaf Lane artwork refresh, planter box program and public art guidelines.
The progression of safe, accessible and sustainable transport initiatives.	Improved community perceptions of the availability of safe and accessible transport options in Glen Eira.	A <i>Travel Survey</i> was conducted in late 2023 asking people how they travelled within Glen Eira, what they want to see improved and how transport could be safer and more accessible. This information will inform the refresh of the <i>Integrated Transport Strategy</i> .  Work continues to progress on providing the community with safe, accessible and sustainable transport options. We are implementing the four-year <i>Cycling Program</i> and made an ongoing annual budget commitment to implement cycling improvements in accordance with our <i>Integrated Transport Strategy 2018</i> and the <i>Cycling Action Plan 2019</i> .
	Completion of agreed capital works programs aimed at improving the safety and accessibility of sustainable transport.	We delivered on key projects contained in our <i>Cycling Action Plan four-year program of works</i> , including: — completion of Stage One, Rosstown Rail Trail; — completion of the cycle link within East Caulfield Reserve linking the Djerring Trail to Queens Avenue, Caulfield East; — completed concepts for the extension of the Frankston Rail Trail linking Bentleigh to Moorabbin, which will be used to source external funding support; and — additional bike parking installed in Bentleigh, McKinnon, Caulfield South and Carnegie.



Strategic Indicator	Performance Measure	Result
Advocate for improved transport infrastructure.	Key stakeholders have increased awareness about the improvements needed in transport infrastructure in Glen Eira.	We continued to action the key objectives of the <i>Public Transport Advocacy Plan</i> . Integrated transport and connectivity is a key advocacy priority for Council and we advocated to the State and Federal Governments.
	Priority transport infrastructure policy reforms are progressed.	We continued to advocate for future public transport commitments from the Australian and Victorian Governments for a new light rail connecting Elsternwick to Clayton and a Trackless Rapid Transport connection between Caulfield and Rowville via Monash University.
Protecting Glen Eira's built heritage.	Additional heritage reviews undertaken for two suburbs/centres.	The second part of the heritage review for Murrumbeena and Elsternwick will commence in the 2024–25 financial year
	Annual reporting to Council on properties and precincts that are included in adopted heritage reviews, amendments on exhibition and included in the Schedule to the Heritage Overlay.	The annual report on the status of heritage projects will be presented to Council before the end of June 2024.

## STRATEGIC DIRECTION 4: A GREEN AND SUSTAINABLE COMMUNITY

### STRATEGIC INDICATORS

Strategic Indicator	Performance Measure	Result
Implementation of priority actions under the <i>Our Climate Emergency Response Strategy Action Plan</i> .	Net zero Council greenhouse gas emissions by 2025.	<p>Council is undertaking a range of actions to reduce energy use and greenhouse emissions. In particular:</p> <ul style="list-style-type: none"> <li>— We continue to source 100 per cent renewable electricity through our membership of the Victorian Energy Collaboration (VECO).</li> <li>— We are implementing the <i>Glen Eira Business Case and Transition Plan for Electric Vehicle Fleets</i>, which maps out how Council's fleet will be fully transitioned to electric vehicles by 2030. So far in 2023-24 we have added two electric mowers, three electric vans and two electric passenger vehicles to our existing fleet.</li> <li>— We are undertaking an analysis of Council's transition to net zero emissions, in order to accurately identify the most effective and efficient pathway to transition Council operations and infrastructure to fully renewable sources, including the degasification of Council facilities and the transition of our fleet to electric vehicles. This will inform the planning and delivery of Council's operations and capital works program.</li> </ul>
	80 per cent of Council energy supplied by renewable sources by 2025.	Our membership of VECO ensures that 100 per cent of our contestable electricity is now sourced from renewable sources. VECO is the largest emissions reduction project ever undertaken by Australian local governments, enabling Glen Eira and our 50 partner councils to prevent 240,000 tonnes of carbon emissions from entering the atmosphere annually — the same as taking 90,000 cars off the road.
	Decrease in community greenhouse gas emissions.	<p>We continued to support residents and businesses reduce their emissions, through a range of programs, including:</p> <ul style="list-style-type: none"> <li>— connecting community members to events that educated and motivated them to reduce waste and emissions, including webinars and events on low waste induction cooking, installing solar panels and batteries, getting off gas, electric vehicles, low waste parties and sustainable gardening.</li> <li>— participating in the Solar Savers and Energy Savers, providing residents and businesses with advice and financial support to install solar panels and reduce their emissions and</li> <li>— Generating communications and providing advice and assistance to residents through the 'Electrify Everything' campaign, promoting the transition from gas to renewable energy, providing direct links to government rebates and support, and allowing residents to create a personalised 'Go Electric Plan' for their household.</li> </ul>
	Decrease in on-road transport emissions.	<p>We continue to transition Council's fleet to fully electric vehicles (EV), in line with the <i>Glen Eira Business Case and Transition Plan for Electric Vehicle Fleets</i>, which was commissioned from the Institute for Sensible Transport. Since June 2023, we have added three light electric commercial vans and two passenger EVs to your fleet. We are also expecting the delivery of another electric car in early 2024, and an eight tonne electric truck is in the final build stages with delivery expected soon.</p> <p>We also included two new electric mowers for our parkland mowing crews in July 2023.</p>

Strategic Indicator	Performance Measure	Result
Implementation of priority actions under the <i>Our Climate Emergency Response Strategy Action Plan</i> .	Increase in recycled or reused content used in Council operations.	Glen Eira continues to add reclaimed asphalt pavement at a rate of 20 per cent to our asphalt mix for all road resurfacing projects. Council's <i>Circular Economy Plan 2022–26</i> also details how Council will transition to a circular economy and includes key actions to increase recycled or reused content in Council operations. This includes engaging suppliers and contractors to increase the use of recycled content and a review of Council material consumption to identify key procurement items where increased reuse and procurement of recycled content is feasible.
Frequent and factual communication and engagement on the climate emergency through all channels integrated with all Council services.	Increased volume and frequency of communication by Council in relation to building community awareness and action on climate change.	Council has generated and circulated a wide range of communications and online resources to support residents and businesses to reduce their emissions and mobilise to take action on climate change. These include: <ul style="list-style-type: none"> <li>— Incorporating articles on sustainability and the circular economy into each edition of <i>Glen Eira News</i>.</li> <li>— Producing the monthly Glen Eira Sustainability e-news and Glen Eira Business e-news, which provide information on sustainable actions and links to programs that can support residents and businesses to reduce their environmental impact. The newsletters are currently sent to 4,023 and 579 recipients, respectively.</li> <li>— Rolling out the <i>Electrify Everything</i> campaign, which provides advice and resources to support residents to transition off gas to 100 per cent renewable electricity.</li> </ul>
Implementation of the <i>Sustainable Building and Infrastructure Policy</i> .	Environmentally sustainable design requirements considered in all Council building and infrastructure projects.	Our project management software has been updated to incorporate environmentally sustainable design (ESD) into all upcoming Council infrastructure projects. These updates include the incorporation of sustainability in the delivery phase of projects, including the detailing of initiatives that have been included in project design and construction.
Implementation of agreed actions under the <i>Urban Forest Strategy</i> .	Increased percentage of tree canopy cover in the public realm.	In 2023–24, we planted 1,300 trees in parks and reserves across the municipality. We are in the process of identifying and proposing tree planting locations for the 2024 tree planting season. Continued identification of planting sites with properly selected species ensures we are building a climate resilient urban forest.
	Increased number of trees planted in the municipality (in line with annual targets).	In 2023–24, we planted 1,300 trees in parks and reserves across the municipality.
A reduction in the volume of waste directed to landfill.	Achievement of 20 per cent reduction in waste to landfill by 2025.	We achieved the 20 per cent reduction in waste to landfill back in 2021–22.  In 2022–23, residents disposed of 20,896 tonnes of waste to landfill, which is a 28 per cent decrease compared to 2020–21 when green bins were collected fortnightly and red bins weekly. To support the transition to a circular economy where resources are used more sustainably and waste avoidance is preferred over recycling, Council adopted the Glen Eira <i>Circular Economy Plan 2022–2026</i> in October 2022.

Strategic Indicator	Performance Measure	Result
A reduction in the volume of waste directed to landfill.	Increased volume and frequency of communication by Council in relation to sustainable waste management practices and priorities.	<p>By using a range of communication channels, including digital, print and in-person engagement events, we provide regular community updates about Glen Eira's transition to a circular economy.</p> <p>Recently this included a '30 days of action' calendar relevant to waste reduction activities that was shared nationally by Planet Ark to an audience of 42,000 people, and public signage promoting sustainable waste behaviours.</p>
Advocacy and partnerships with governments and agencies to drive stronger action on climate change response.	Increased number of targeted workshops, meetings and campaigns designed to advocate to government and other agencies for climate change action.	<p>We have had at least ten opportunities to advocate for climate action, engaging with Members of Parliament, Ministers and in various forums.</p> <p>Council collaborates with a range of partners to advocate for greater climate change action. Most notably we are a member of the Eastern Alliance for Greenhouse Action (EAGA), which along with other Victorian Greenhouse Alliances advocates regularly to State and Federal government. We are also collaborating with the Council Alliance for the Sustainable Built Environment (CASBE) to advocate for the greater incorporation of sustainable design within planning requirements.</p> <p>Specific advocacy that we have participated in through these collaborations in 2023-24 includes joint submissions to State and Federal government reviews and inquiries, including:</p> <ul style="list-style-type: none"> <li>— the Victorian Greenhouse Alliances' joint submissions to the review of the <i>Climate Active</i> program,</li> <li>— the <i>Future Gas Strategy</i> consultation paper and the Inquiry into Residential Electrification; and</li> <li>— a joint letter from the Victorian Greenhouse Alliances to the Federal Minister for Climate Change &amp; Energy and the Assistant Minister for Climate Change &amp; Energy, and the State Ministers for Energy &amp; Resources &amp; Climate Action and Planning &amp; Outdoor Recreation, to request a new strategic partnership between federal, state and local government to address the challenges of climate change.</li> </ul>
	Increased involvement in Local, State and Federal government initiatives on climate emergency response.	<p>Council participates in a range of climate initiatives involving local and Victorian Government collaboration including:</p> <ul style="list-style-type: none"> <li>— The Victorian Energy Collaboration Program (VECO), a partnership of 51 councils that enables us to source 100 per cent of our contestable electricity from renewable sources.</li> <li>— Victorian Climate Resilient Councils, a co-ordinated, state-wide program for Victorian local governments to strengthen their knowledge, skills and capacity to prepare, manage and reduce risk of heatwaves and extreme heat, storms and other hazards due to climate change</li> <li>— The Eastern Alliance for Greenhouse Action (EAGA) and</li> <li>— The Council Alliance for the Sustainable Built Environment (CASBE).</li> </ul> <p>We are also involved in a number of collaborative projects conducted in response to climate change:</p> <ul style="list-style-type: none"> <li>— <i>Solar Savers</i> and <i>Energy Savers</i> programs, which links residents and businesses to external programs that can support them and connect them to government assistance;</li> <li>— My Smart Garden, a free sustainable gardening community education program run collaboratively with eight partner councils; and</li> <li>— The <i>Electrify Everything</i> cross-Council working group.</li> </ul>

Strategic Indicator	Performance Measure	Result
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"> <li>— Trees planted in streets, parks and car parks.</li> <li>— Square metres of urban biodiversity garden beds prepared for future planting.</li> <li>— Trees, shrubs and grasses planted in biodiversity garden beds.</li> <li>— Streetscapes replanted with new avenue planting.</li> </ul>	In 2023–24, we planted 1,300 trees in parks and reserves across the municipality. Over 1,000 plants were planted at Wattle Grove Reserve, McKinnon, as part of our annual planting week. As part of our Resilient Streets Program, trees have been planted in Eskdale Road, Caulfield North within engineered tree planting pits within the roadway. This has been the first time this type of tree planting has been carried out within Glen Eira.

## STRATEGIC DIRECTION 5: A HEALTHY, INCLUSIVE AND RESILIENT COMMUNITY

### STRATEGIC INDICATORS

Strategic Indicator	Performance Measure	Result
Services and partnerships to improve the health and wellbeing of residents of all ages and backgrounds across the community.	Maintain or increase participation in Council delivered health and wellbeing programs and activities across the community.	<p>Work is ongoing to maintain or increase the participation in Council delivered health and wellbeing programs and activities across the community. Key achievements included:</p> <ul style="list-style-type: none"> <li>— supporting the delivery of 10 Chatty Café sessions;</li> <li>— delivering <i>Master Your Mind</i> at Murrumbeena Community Hub in partnership with Bolton Clarke and Caulfield South Community Centre to guide participants on how to manage stress with mindfulness;</li> <li>— awarded 14 grants to 13 community groups;</li> <li>— Community seniors groups delivering over 5,500 program hours across seven community facilities;</li> <li>— delivering the 2023 Seniors Festival throughout October with 54 sessions over the month with over 4,000 people attending; and</li> <li>— delivering a Coffee with a Cop session at the Bentleigh Farmer's Market with SES and Fire Rescue VIC.</li> </ul>
	Community satisfaction with Council services which support community wellbeing, including arts, libraries, community, cultural, family and disadvantaged support services, is maintained or increased.	The Annual Community Satisfaction Survey will be undertaken in February 2024. Updates for this strategic indicator will be provided in the 2023–24 <i>Annual Report</i> .

Strategic Indicator	Performance Measure	Result
Opportunities to celebrate our diverse community and people of all backgrounds and abilities welcomed into all aspects of community life.		<p>Our events are chances to celebrate the diverse cultures which are part of our community. Cultural celebrations between July and December included Diwali Festival of Lights at Booran Reserve, Glen Huntly and Lighting of the Menorah at Glen Eira Town Hall, Caulfield.</p> <p>The Glen Eira City Council Gallery hosted exhibitions, music sessions and workshops by groups and artists of diverse backgrounds. For example, works by Vipoo Srivilasa, Harlinah Teoh, Glen Eira Youth Art and Lilach Mileikowski were exhibited between July and December.</p> <p>Activities were held between 13-19 November in recognition of Transgender Awareness Week including a reformer pilates class for trans and gender diverse people at GESAC where members of the community were asked to decorate a jigsaw piece. The jigsaw had approximately 700 pieces contributed from local secondary schools, U3A, Connect Local's disability morning tea group and GESAC community members.</p> <p>The Seniors Festival in October commenced with the Not Strictly Ballroom dance event featuring a cross-collaboration with Bentleigh Chinese Community Association Inc. and the Caulfield Over 50's Dance Group Inc with over 250 people joining in the festivities. The festival ended with a Community Variety Concert held at Bentleigh East Senior Citizen's Centre featuring collaboration between the DJ Coakley Senior Citizen's Club and the Sinhala Cultural Foundation Inc., with over 150 attending.</p>
	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.	<p>During the Seniors Festival in October, <i>A Question of Ageism Forum</i> was held on 25 October with keynote speaker Ro Allen, Victorian Equal Opportunity and Human Rights Commissioner. Key themes of recruiting and retaining mature workers to increase workplace harmony and business profitability were discussed.</p> <p>During community events such as activities during 16 Days of Activism Against Gender-based Violence, Seniors Festival and Carers Week a statement was made during formal opening remarks to demonstrate Council's commitment to hosting events that are inclusive and promote understanding and respect for all members of our diverse community.</p>
Services and programs that support community connection, lifelong learning and development at key stages of life, including early childhood, youth, families and older persons.	Satisfaction with Maternal and Child Health Services and Youth Services is maintained or increased.	The Annual Community Satisfaction Survey will be undertaken in February 2024. Updates for this strategic indicator will be provided in the <i>2023–24 Annual Report</i> .
	Satisfaction with arts centres and libraries is maintained or increased.	The Annual Community Satisfaction Survey will be undertaken in February 2024. Updates for this strategic indicator will be provided in the <i>2023–24 Annual Report</i> .
	Satisfaction with services that support healthy ageing are maintained or increased.	The Annual Community Satisfaction Survey will be undertaken in February 2024. Updates for this strategic indicator will be provided in the <i>2023–24 Annual Report</i> .



Strategic Indicator	Performance Measure	Result
Opportunities to participate in festivals, events and activities that foster cultural and artistic expression, local identity and support community wellbeing.	Accessible and flexible opportunities for participation in cultural and artistic events and activities.	<p>Glen Eira Libraries delivered a range of online programs celebrating diversity, encouraging cultural expression and inclusion. These online events ensure all community members have the opportunity to participate. Live events in library branches such as Jolabokaflod have encouraged togetherness and engagement, while activities fostering creative expression included creative writing, bookbinding, crochet and yarn workshops, origami and creative upcycling workshops.</p> <p>The annual <i>My Brother Jack Awards</i> encouraged the community to develop their writing skills and creativity. Accessibility at cultural events, including <i>Rolling Shows</i>, <i>Diwali</i> and <i>Lighting of the Menorah</i>, was prioritised by events officers to ensure all community members could enjoy the activities.</p> <p>The Glen Eira City Council Gallery is wheelchair accessible, has a wheelchair and seating available for patrons, and is a calming space that minimises sensory overload so all members of the community can enjoy workshops and floor talks.</p>
	Satisfaction with Council's Arts and Culture services is maintained or increased.	The Annual Community Satisfaction Survey will be undertaken in February 2024. Updates for this strategic indicator will be provided in the <i>2023–24 Annual Report</i> .
Continue to provide a high standard of aquatic and leisure programming which supports and adapts to community needs.	Satisfaction with Glen Eira Leisure facilities and services is maintained or increased.	The Annual Community Satisfaction Survey will be undertaken in February 2024. Updates for this strategic indicator will be provided in the <i>2023–24 Annual Report</i> .
	Increased participation and membership in all Glen Eira Leisure facilities.	Since the start of the 2023–24 financial year, Health and Fitness memberships have increased by 19 per cent. Swim School memberships remain consistent but have increased since the same time last year. The visit count for the half year is 927,552 while Group Fitness classes at Glen Eira Leisure achieved record attendances of 116,160.



GLEN EIRA  
CITY COUNCIL

## Glen Eira City Council

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### National Relay Service

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

Online: <https://internet-relay.nrscall.gov.au>

Teletypewriter (TTY): 13 36 77

Speak and Listen: 1300 555 727

### Social media

#### Glen Eira City Council:

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

#### @cityofgleneira:

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

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

[www.facebook.com/gleneiraarts](http://www.facebook.com/gleneiraarts)

[www.instagram.com/gleneiraarts](http://www.instagram.com/gleneiraarts)

#### Glen Eira Leisure:

[www.facebook.com/GESACOnline](http://www.facebook.com/GESACOnline)

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

[www.twitter.com/GESACOnline](http://www.twitter.com/GESACOnline)

#### Glen Eira Libraries and Learning Centres:

[www.facebook.com/GlenEiraLibraries](http://www.facebook.com/GlenEiraLibraries)

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

#### Glen Eira sustainable living:

[www.facebook.com/sustainablelivinggleneira](http://www.facebook.com/sustainablelivinggleneira)

#### Glen Eira Youth Services:

[www.facebook.com/GlenEiraYouthServices](http://www.facebook.com/GlenEiraYouthServices)

[www.instagram.com/gleneirayouthservices](http://www.instagram.com/gleneirayouthservices)

