



COUNCIL AND COMMUNITY PLAN GOALS AND RESULTS 2020–2021

GLEN EIRA CITY COUNCIL
ANNUAL REPORT
2020–2021

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



GLEN EIRA
CITY COUNCIL



THEME ONE **LIVEABLE AND WELL DESIGNED**

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GLEN EIRA
CITY COUNCIL

THEME ONE

LIVEABLE AND WELL DESIGNED

Long-term community goal:

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

We are committed to Glen Eira being a well designed City that is safe, attractive and vibrant for our residents and businesses.

In 2020–2021 we:

- continued our commitment to social and affordable housing in the municipality by delivering 82 per cent of year two actions in the *Social and Affordable Housing Strategy 2019–2023 Action Plan*. This included working with adjoining councils to encourage the development of consistent policies; completing a mapping of unused or potential State Government sites within Glen Eira where opportunities exist for social and/or affordable housing projects; developing a position paper on adopting a standard policy for affordable housing requirements on rezoned sites; and conducting training for our Urban Planning Department about achieving affordable housing outcomes in planning applications;
- completed the detailed designs for the proposed redevelopment of Carnegie Memorial Swimming Pool in preparation for tender. The designs consider feedback from the community during the last consultation phase in August 2020 to retain the essential elements of Carnegie Memorial Swimming Pool — nostalgic feel, concrete façade. An Expression of Interest for a suitable contractor has been completed, with the formal tender phase due to commence in September 2021; and
- commenced construction of the new Bentleigh Library and Youth Hub in March 2021. The Bentleigh Library and Community Hub will be a new community centre and the new home for our Youth Services. Multipurpose spaces will deliver a range of services, programs and events for young people, adults, and families, through to senior citizens. The Hub is expected to be completed by mid-2022.

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

1. CREATE PROSPEROUS, ACCESSIBLE AND VIBRANT URBAN PLACES.

WE WILL:

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

2. ENCOURAGE DEVELOPMENT THAT BENEFITS THE COMMUNITY.

WE WILL:

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

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

WE WILL:

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

4. INVEST SUSTAINABLY IN OUR INFRASTRUCTURE AND COMMUNITY ASSETS.

WE WILL:

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

ON BEHALF OF THE COMMUNITY, COUNCIL WILL ADVOCATE FOR:

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

HOW WILL WE KNOW IF WE HAVE BEEN SUCCESSFUL?

STRATEGIC INDICATOR	RESULT
Our community will report increased satisfaction with Council's communication with the planning process and with the opportunities to have a say in planning decisions and planning policy formulation.	<p>The 2021 <i>Local Government Community Satisfaction Survey</i> indicates an increase in satisfaction with Glen Eira's Town Planning Policy score from 55 in 2020 to 56 in 2021. This result is in line with other metro and state-wide averages.</p> <p>Throughout 2020–21, the community were able to provide feedback into the <i>Glen Huntly Structure Plan, Amendment C184</i> to implement the <i>Bentleigh</i> and <i>Carnegie Structure Plans</i>, <i>Post War and Hidden Gems Heritage Review</i> and the preparation of three <i>Built Form Frameworks</i> in the Caulfield South, Caulfield Park and Bentleigh East Neighbourhood Activity Centres. Council conducted an online session, <i>Planning – Ask us Anything</i> to improve the community's understanding of the planning system and policies and where the community could also ask questions of the planning team. Council looked for new ways to engage with the community during COVID-19 restrictions which were in place for much of the year and increased the consultation period for many projects.</p>

HOW WILL WE KNOW IF WE HAVE BEEN SUCCESSFUL? (continued)

STRATEGIC INDICATOR	RESULT
Our community will report increased satisfaction with Council's planning for population growth.	The 2021 <i>Local Government Community Satisfaction Survey</i> indicates a slight decrease in Council's planning for population growth satisfaction rating with an index score movement from 53 in 2020 to 52 in 2021. The state-wide average planning for population growth index score is 53.
A minimum 70 per cent of residents will report that their quality of life is good or very good.	The <i>Local Government Community Satisfaction Survey 2021</i> indicates that 93 percent of residents rate their quality of life as either 'good' or 'very good', 61 percent rated their quality of life as 'very good' with 32 percent rating it as 'good'.
There will be a reduction in commercial vacancy rates within Bentleigh, Carnegie and Elsternwick shopping centres.	<p>The effects of the COVID-19 pandemic continue to pose significant challenges to our shopping centres.</p> <p>In 2020–21, Bentleigh had four vacancies out of 292 premises (1.4 per cent). This was a decrease on the previous year which was 6.2 per cent vacancies.</p> <p>In 2020–21, Carnegie in had 18 vacancies out of 211 premises (8.5 per cent). This was an increase on the previous year which was 3.1 per cent vacancies.</p> <p>In 2020–21, Elsternwick had 18 vacancies out of 283 premises (6.4 per cent). This was a decrease on the previous year which was 9.9 per cent vacancies.</p> <p>Overall, there was a decrease in the commercial vacancy rate across the three shopping centres.</p>
We will see an increase in planning decisions upheld at VCAT following the implementation of new policies in our <i>Planning Scheme</i>.	<p>There has been a reduction of 36 per cent of decisions upheld at VCAT in the last financial year. This is in part because of a number of decisions within the Caulfield South Activity Centre that set aside Council's decision to refuse taller buildings.</p> <p>In response to the absence of directional policy in this area and an increase in planning permit applications seeking taller buildings, Council is undertaking strategic work to implement new planning policies into the <i>Planning Scheme</i> to address this.</p>


HOW WILL WE KNOW IF WE HAVE BEEN SUCCESSFUL? (continued)

STRATEGIC INDICATOR	RESULT
<p>There will be an increase from 2017 figures on the level of diversity within available housing stock.</p>	<p>There continues to be an increase in apartments and townhouse developments with a reduction in the number of detached single dwellings, providing for a diversity of available housing stock.</p> <p>The number of apartments increased 19 per cent from 16,195 apartments in 2017 to 19,266 in 2021.</p> <p>Townhouse developments increased five per cent to 15,902 in 2021. While single dwellings declined by three per cent to 24,405.</p> <p>In 2019–20 there was an increase in housing density with standalone houses gradually being replaced by townhouses and apartments. In 2019–20, there was a decrease of 269 houses. The number of newly rateable units and townhouses increased by 508 and newly rateable flats and apartments increased by 938.</p> <p>In 2018–2019 there was an increase in the number of dwellings available in Glen Eira from 2017–2018 (61, 632) to 2018–2019 (62, 977). The level of diversity within the housing stock sees increases in apartments, units and townhouses. There has been a decrease in the number of detached houses.</p> <p>In 2017–2018 there was an increase in the number of dwellings available in Glen Eira from 2016–2017 (60,257) to 2017–2018 (61,632). The level of diversity within the housing stock saw increases in apartments, townhouses and attached single dwellings. There was a marginal decrease in the number of detached single dwellings.</p>
<p>In 2017, we will adopt Structure Plans for Carnegie, Bentleigh and Elsternwick.</p>	<p>In February 2018, Council adopted <i>Structure Plans</i> for Bentleigh, Carnegie and Elsternwick.</p>

Achieved =  Not achieved =  Deferred by Council 

Not achieved due to COVID-19 pandemic = 

Not achieved due to factors outside of Council's control = 

2020–2021 COMMITMENT	PERFORMANCE MEASURE	RESULT
We will continue to deploy our structure planning program, implementing the Council and community shared vision for our activity centres on transport and parking, employment, open spaces, infrastructure, and accommodating population growth.	We will commence the formal Planning Scheme Amendment process to implement the <i>Glen Huntly Structure Plan</i> .	
Comment: The draft <i>Glen Huntly Structure Plan</i> was presented to Council on 1 September 2020 following community consultation. The <i>Structure Plan</i> was not endorsed at this time therefore the Planning Scheme Amendment was not able to be progressed. Officers undertook more detailed assessments, including 3D modelling, traffic and heritage to support the <i>Structure Plan</i> 's propositions. The <i>Structure Plan</i> will be presented to Council in Q1 of 2021–22 for endorsement. A Planning Scheme Amendment will be pursued following Council's endorsement.		
	We will conclude the Planning Scheme Amendment process for the <i>Bentleigh and Carnegie Structure Plan</i> Planning Scheme Amendments, including public exhibition and consultation with the community.	
Comment: Following exhibition of the Planning Scheme Amendment, a report was presented to Council on 16 March 2021 where Council resolved not to proceed further with the Amendment in its current form and to undertake a reset of the process beginning with the development of a <i>Housing Strategy</i> , which will underpin separate Amendments for Bentleigh and Carnegie.		

2020–2021 COMMITMENT	PERFORMANCE MEASURE	RESULT
We will continue to deploy our structure planning program, implementing the Council and community shared vision for our activity centres on transport and parking, employment, open spaces, infrastructure, and accommodating population growth. Continued.	We will continue to progress the formal Planning Scheme Amendment process for the <i>Elsternwick Structure Plan</i> .	D
<p>Comment: The Elsternwick Planning Scheme Amendment to introduce planning controls from the <i>Structure Plan</i> was on hold awaiting the outcome of Amendment C184. (Carnegie and Bentleigh Planning Scheme Amendments). Council abandoned C184 on 16 March 2021.</p> <p>There will need to be revisions to the <i>Elsternwick Structure Plan</i> in order for it to support a Planning Scheme Amendment (PSA).</p> <p>These revisions will be considered in the context of the <i>Housing Strategy</i> consultation currently underway. The revised <i>Structure Plan</i> will be presented to Council in August/September 2022 for consultation, with a PSA to implement the <i>Structure Plan</i> to be commenced early 2023.</p>		
	Following community and stakeholder consultation, we will complete a draft <i>Structure Plan</i> for the Caulfield Station Precinct.	CX
<p>Comment: The Victorian Planning Authority (VPA) handed the management of the Structure Plan over to Council in November 2020 due to changing State priorities as a result of COVID-19. This resulted in delays in undertaking consultation and completing a draft <i>Structure Plan</i>. A revised timeline was established for the project, which will see a draft <i>Structure Plan</i> presented to Council in December 2021. The project is proceeding to these timeframes.</p>		
We will continue to protect and celebrate Glen Eira's cultural heritage through a range of planning policies and controls.	We will publicly exhibit and review community and stakeholder submissions for the Hidden Gems Planning Scheme Amendment and Bentleigh, Carnegie and Elsternwick Planning Scheme Amendments	✓
<p>Comment: The Hidden Gems Planning Scheme Amendment was exhibited from 29 October to 30 November 2020. Submissions were reported to Council in February 2021. Council resolved to undertake further consultation. A further report was presented to Council on 27 April 2021 seeking the Amendment to be referred to an independent planning panel. This is to be held in July 2021.</p> <p>The Bentleigh and Carnegie Heritage Review was adopted by Council on 16 March 2021 and is awaiting approval by the Minister for Planning.</p> <p>Elsternwick Heritage Review has been extended and authorisation sought on 16 March 2021. The amendment was placed on exhibition from 10 June to 12 July 2021.</p> <p>This is also a major initiative of the 2020–21 Annual Budget.</p>		

2020–2021 COMMITMENT	PERFORMANCE MEASURE	RESULT
We will contribute to an increase in the availability of social and affordable housing in the municipality through implementing our <i>Social and Affordable Housing Strategy 2019–2023</i> .	We will deliver a minimum 80 per cent of year two actions in the <i>Social and Affordable Housing Strategy 2019–2023 Action Plan</i> .	✓
Comment: Nine out of the 11 actions (82 per cent) of the year two <i>Action Plan</i> have been completed. We have worked with adjoining councils to encourage the development of consistent policies and understanding what each is doing in the social and affordable housing policy area. We have completed a mapping of unused or potential State Government sites within the Glen Eira Municipality where opportunities exist for social and/or affordable housing projects. We developed a position paper on adopting a standard policy for affordable housing requirements on rezoned sites, which included guidance on how and when the affordable housing requirement will be determined and the preferred delivery mechanisms (eg. dwellings, land or cash). We also conducted training for our Urban Planning Department about achieving affordable housing outcomes in planning applications. Ongoing monitoring will occur to ensure legal training is conducted and is aligned with any applications that have the potential to include affordable housing.		
	We will develop a standard policy for affordable housing requirements on rezoned sites.	✓
Comment: The <i>Standard policy for affordable housing requirements in rezoned sites</i> was endorsed by Council at the 29 June 2021 Ordinary Council Meeting.		
	We will develop a position paper on Council's commitment to a planning mechanism for affordable housing contributions for new developments.	✓
Comment: The position paper was reported to Council on 29 June 2021 for noting.		
We will develop community facilities and spaces that are vibrant hubs, connect people with the place that they live, and encourage active lifestyles.	We will commence construction of the Community Hub at Murrumbeena Park.	✓
Comment: Construction of the new Community Hub commenced in March 2021. The Canary Island palm trees that were such a beautiful part of the Park have been carefully removed and are now being maintained in storage during construction. At the conclusion of construction the palm trees will be replanted on site. Construction is scheduled to be completed in May 2022.		

2020–2021 COMMITMENT	PERFORMANCE MEASURE	RESULT
<p>We will develop community facilities and spaces that are vibrant hubs, connect people with the place that they live, and encourage active lifestyles.</p> <p>Continued.</p>	<p>We will use the outcomes of our community consultation process to inform the completion of a detailed design for the Carnegie Memorial Swimming Pool in preparation for tender.</p>	
<p>Comment: The outcomes from the community consultation were incorporated into the detailed design for Carnegie Memorial Swimming Pool which was adopted by Council in June 2021.</p>		
	<p>We will commence construction of Eat Street in Bentleigh — a pedestrian friendly mall which will underpin Bentleigh's growing café and restaurant culture.</p>	
<p>Comment: Construction commenced in late May with demolition works. The first phase of the project is due to be complete in November 2021.</p>		
	<p>We continue the development of a concept plan for a cultural precinct in Selwyn Street, Elsternwick.</p>	
<p>Comment: Functional Layout Plan options have been developed in-line with an advisory committee made up of stakeholders from the precinct, which has now been adopted by Council. The detailed design will commence in 2021–22. An engagement plan will be developed and it is likely the project will be ready to commence construction in late 2023.</p>		
	<p>We will commence construction of the Bentleigh Library and Youth Hub and forecourt.</p>	
<p>Comment: The Bentleigh Library and Youth Services closed to the public on 7 March 2021. Construction commenced in March 2021 and is due to be completed in June 2022.</p>		
	<p>We will commence concept design and community consultation for a new Community Hub and Library in Elsternwick.</p>	
<p>Comment: Community consultation regarding the kinds of experiences and the types of services the community would like to see at the new Community Hub has been completed.</p> <p>Feedback received during engagement was earmarked to be used to develop concept design options for the new Hub in line with <i>Council and Community Plan</i> commitments.</p> <p>Due to impacts of COVID-19 this project has been deferred. The timing in line with Council's revised <i>Strategic Resource Plan</i> is under review, however it is likely that construction will be towards the latter part of our current 10-year planning cycle.</p>		

2020–2021 COMMITMENT	PERFORMANCE MEASURE	RESULT
We will have a contemporary Glen Eira Planning Scheme that reflects Council's adopted land use and development strategies and plans, and meets State Government requirements.	We will commence a formal planning scheme amendment process to revise the Glen Eira Planning Scheme to implement Council's adopted policies and strategies including updated planning provisions for our neighbourhood centres.	✓
<p>Comment: The Planning Scheme rewrite progressed significantly in Q2 and was adopted by Council on 15 December 2020.</p> <p>The Minister for Planning required some minor changes to the Planning Scheme Amendment documentation, which has been completed and the amendment package returned to the Minister for approval to exhibit the amendment.</p>		
We will invest a minimum of \$25 million on infrastructure projects that maintain and enhance liveability through Council's Capital Works Program.	More than \$25 million will be spent through Council's Capital Works Program for 2020–21.	✓
<p>Comment: \$32.5M was spent on Council's <i>Capital Works Program</i> in 2020–21.</p> <p>This is also a major initiative of the 2020–21 Annual Budget.</p>		

COMMITMENT 2019–20 (CARRIED OVER)		
2019–2020 COMMITMENT	PERFORMANCE MEASURE	RESULT
We will create a new community space on the site of the old furniture warehouse in Neerim Road, Carnegie.	Implementation and activation of a new open space area on the old furniture warehouse site in Carnegie by June 2020.	✓
The new Carnegie Community Space has been completed and was opened to the public on 15 May 2021.		



THEME TWO **ACCESSIBLE AND WELL CONNECTED**

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GLEN EIRA
CITY COUNCIL

THEME TWO

ACCESSIBLE AND WELL CONNECTED

Long-term community goal:

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

We are committed to maintaining a safe footpath network, upgrading bicycle routes and coming up with new solutions to address parking demands.

In 2020–2021 we:

- expanded our *Active Schools Program*, which encourages parents and children to walk, ride or scoot to school. We have 13 local schools participating in the program and hope to continue to grow this. To assist us with this, we welcomed funding from VicHealth which will be used to encourage further schools to participate in the *Active Schools* initiative that will be run in October 2021; and
- commenced implementation of our *Cycling Action Plan*, which included developing a plan to install a network of cyclist counters for continuous monitoring; developing a draft of the *Street Design Guidelines*, to ensure future on-road cycling provisions are of a high standard; completing a *Cycling Guide*; completing a draft *Bike Parking Strategy*; and working in consultation with Chadstone Shopping Centre and Stonnington Council to connect the Djerring Trail in Murrumbeena with the Scotchman's Creek Trail in Malvern East, via Boyd Park Murrumbeena.

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

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

WE WILL:

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

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

WE WILL:

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

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

WE WILL:

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

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

WE WILL:

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

ON BEHALF OF THE COMMUNITY, COUNCIL WILL ADVOCATE FOR:

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

HOW WILL WE KNOW IF WE HAVE BEEN SUCCESSFUL?

STRATEGIC INDICATOR	RESULT
We will increase bicycle usage by 10 per cent from 2017 figures.	<p>There has been a three per cent* increase in bicycle usage in 2021 (2,110 daily AM movements**) from 2016 figures (2,051 movements). In comparing the same sites surveyed in 2020, there has been a 14 per cent reduction in movements when comparing 2020 to 2021.</p> <p>There are a number of potential factors explaining this decline.</p> <p>It is likely that issues related to COVID-19 affected bike riding activity in March. These issues may include increased preferences for working from home arrangements, an increase in car-based travel, and the gradual return of employees to offices. This decrease was reflected nationally, with a 33% national decrease when compared with the same sites surveyed in 2020.</p> <p>In 2020 6.2 per cent* increase in bicycle usage in 2020 (2,150) from 2016 figures (2,051 movements).</p> <p>In 2019 bicycle usage decreased by two per cent compared to 2018.</p> <p>In 2018 bicycle usage decreased marginally by one per cent compared to 2016. The 2018 data indicates there were 2,025 movements in 2018 compared to 2,051 movements** in 2016.</p> <p>*Source: Super Tuesday Commuter Bike Count. The bike count was conducted on Tuesday 2 March 2021 for two hours from 7am to 9am. As this count is a single morning census it can be affected by weather (new sites added since 2016 sites were excluded from this comparison).</p> <p>**Movements — a bicycle moving through the survey area in the time period of the count.</p>

HOW WILL WE KNOW IF WE HAVE BEEN SUCCESSFUL? (continued)

STRATEGIC INDICATOR	RESULT
A greater percentage of people (compared to 2017 numbers) will live within walking distance of a major transport node.	Population growth continues to drive the demand for diverse and affordable housing in Glen Eira. Development activity, particularly apartments, are being directed to the major activity centres. The majority of our major activity centres are conveniently located along and within walking distance to major train and tram lines. Bentleigh, Carnegie and Elsternwick have experienced growth in apartments in the 2020–21, with each of these centres suitably located around train stations on three separate rail lines. The number of apartments in Bentleigh increased by 5 per cent, Carnegie 7.7 per cent and Elsternwick 9.5 per cent.
We will construct five per cent of our missing link footpaths.	<p>During the 2020–21 capital works budget process, Council significantly reduced the capital works portfolio to prepare for the uncertainty of COVID-19 and the slowing down of 2019–20 projects. As a result, the construction of missing link footpaths were not incorporated into the 2020–21 <i>Annual Budget</i>.</p> <p>Alternatively, Council invested \$300,000 into removing asphalt wedging and footpath hazards on the Great Walking Streets*. In addition, Council continued to invest \$1.85 million into footpath renewal across Glen Eira and \$375,000 to address footpath risks associated with tree damage.</p> <p>* For more information see our Walking and Accessibility Action Plan 2019–2024.</p>
We will achieve a five per cent improvement in the ‘Walk Score’ across the municipality.	<p>The 20201 Walk Score for the Glen Eira municipality is 73*, which is unchanged from 2018, 2019 and 2020.</p> <p>A score between 70–89 deems Glen Eira very walkable, where the community can accomplish most errands on foot. It is anticipated that this score will improve as Council gradually implements its <i>Integrated Transport Strategy</i>, including <i>Council’s Walking and Accessibility Action Plan</i>.</p> <p>*Source: www.walkscore.com</p>



HOW WILL WE KNOW IF WE HAVE BEEN SUCCESSFUL? (continued)

STRATEGIC INDICATOR	RESULT
We will achieve a five per cent improvement rating of traffic management and parking facilities from the previous year's <i>Community Satisfaction Survey</i>.	<p>The 2021 <i>Local Government Community Satisfaction Survey</i> indicates there has been a one per cent decrease in Glen Eira's parking facilities performance score from 59 in 2020 to 58 in 2021.</p> <p>The slight decrease in performance can be attributed to Council electing to not enforce certain parking restrictions during COVID-19 lockdowns. To support the community through lockdowns, Council did not enforce 'green sign' parking offences such as 2-hour parking and only enforced safety breaches to the areas that displayed 'red signs' such as No Stopping signs.</p> <p>The move to not enforce certain parking restrictions was to support a high proportion of community members who were working from home or isolating in line with State Government requirements and to also support businesses succeed through an uncertain economic environment.</p> <p>Whilst the score has resulted in a decrease, it is in line with the State average score of 58.</p>

Achieved =  Not achieved =  Deferred by Council 

Not achieved due to COVID-19 pandemic = 

Not achieved due to factors outside of Council's control = 

2020–21 COMMITMENT	PERFORMANCE MEASURE	RESULT
We will continue to implement of our <i>Integrated Transport Strategy 2018–2031</i> , with a focus on creating safer and walkable neighbourhoods, and a range of viable transport options for our diverse community.	We will expand the <i>Active Schools Program</i> to at least two more schools.	
<p>Comment: Council has expanded its program and there are 13 schools participating in the <i>Active Schools</i> program. We have been supporting schools with internal active initiatives while running the annual <i>Golden Ticket</i> program, which encourages children to walk, ride or scoot to school as opposed to being driven.</p> <p>Council has secured funding from VicHealth to include healthy eating initiatives promoting social connection and support local food providers. The funding will be used to encourage further schools to participate in the <i>Active Schools — Go For Gold</i> program that will be run in October 2021.</p>		
	We will consider community reference group feedback and professional design advice in order to resolve whether the proposed Inkerman Road safe cycling corridor will proceed to tender and construction.	
<p>Comment: Following Council's decision of March 2021 to continue with the designs for the corridor, a new project plan has been prepared, anticipating recommencement of the Cycling Reference Group consultation and traffic analysis in June 2021. Traffic data collection has been delayed due to additional COVID-19 lockdown restrictions occurring in May, June and July 2021. We are anticipating the data collection can occur in August 2021 and we expect this commitment will be achieved by June 2022.</p>		

2020–21 COMMITMENT	PERFORMANCE MEASURE	RESULT
We will enable cycling to become a safe and attractive form of transportation in the municipality by implementing our <i>Cycling Action Plan</i> .	<p>We will commence implementation of at least one action from each of the three themes of our <i>Cycling Action Plan</i>:</p> <ol style="list-style-type: none"> 1. Education and behaviour. 2. Policy and enforcement. 3. Infrastructure. 	✓
<p>Comment:</p> <p>1. Education and behaviour. During 2020–21 we worked to develop a plan to install a network of cyclist counters for continuous monitoring. The first site for the counters was the Djerring Trail but this has been delayed due to COVID-19 lockdown restrictions. We anticipate the counters will be installed in July 2021. We have continued to have conversations with schools about their interest and the timing of cycling programs.</p> <p>2. Policy and enforcement. We have developed a draft of the <i>Street Design Guidelines</i> and will continue to advocate with the State Government to maintain high-quality standards for cycling infrastructure. We have also completed — <i>The Cycling Guide</i>.</p> <p>3. Infrastructure. We have completed a draft of the <i>Bike Parking Strategy</i>. We have also worked in consultation with Chadstone Shopping Centre and City of Stonnington to connect the Djerring Trail with the Scotchman's Creek trail via Boyd Park.</p> <p>This is also a major initiative of the 2020–21 Annual Budget.</p>		
We will enable walking to become a safe and attractive form of transportation in the municipality by implementing our <i>Walking and Accessibility Action Plan</i> .	<p>We will commence implementation of at least one action from each of the three themes of our <i>Walking and Accessibility Action Plan</i>:</p> <ol style="list-style-type: none"> 1. Education and behaviour. 2. Policy and enforcement. 3. Infrastructure. 	D
<p>Comment:</p> <p>1. Education and behaviour. We have continued to educate the community about the importance of walking by funding a series of initiatives and programs. The <i>Walk to School Program</i> that was due to commence in October 2020 did not proceed due to COVID-19 restrictions. We will continue to have conversations with schools about their interest and timing of walking programs to be held in Q3 and Q4 2021.</p> <p>2. Policy and enforcement. We have created a draft of the <i>Street Design Guidelines</i>.</p> <p>3. Infrastructure. Our pilot for a Pedestrian Safe Neighbourhood project that was scheduled in 2020–21 has been deferred to the 2023–24 financial year due to financial considerations.</p> <p>This is also a major initiative of the 2020–21 Annual Budget.</p>		
We will make it easier for pedestrian travel throughout the municipality by maintaining the quality and condition of our footpaths.	We will invest a minimum of \$1.8 million maintaining and improving our footpaths in prioritised locations.	✓
<p>Comment: We have invested \$1.859 million in maintaining and improving our footpaths in prioritised locations this year.</p>		

COMMITMENT 2018–19 (CARRIED OVER)

2018–19 COMMITMENT	PERFORMANCE MEASURE	RESULT
We will work with the Level Crossing Removal Authority to implement upgrade works to Neerim Road, Murrumbena in line with community feedback and Council endorsed designs.	Commence the upgrade of Neerim Road, Murrumbena streetscape works.	D
Comment: Due to the impacts of COVID-19, this project has been deferred and will be appropriately resourced in future years' budgets.		



THEME THREE **SAFE, HEALTHY AND INCLUSIVE**

GLEN EIRA CITY COUNCIL **ANNUAL REPORT** 2020–2021

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



GLEN EIRA
CITY COUNCIL

THEME THREE

SAFE, HEALTHY AND INCLUSIVE

Long-term community goal:

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

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

In 2020–2021 we:

- delivered 95 per cent of actions (41 out of 43) from our *Municipal Public Health and Wellbeing Plan* for 2020–21. This included the development of a Business Resource Hub containing information on small business grants, rent relief, webinars for businesses and support for residents and ratepayers during COVID-19 lockdowns; administering more than 7,050 vaccinations to infants and children and 1,871 influenza vaccinations to eligible residents and staff; supporting 130 older residents through our *Active Adults* exercise program which promoted staying active during COVID-19; and spreading acts of kindness to our community through our Glen Eira Be Kind initiative; and
- continued to implement the actions within our *Reconciliation Action Plan 2018–20*, including: exploring options to expand and/or review Aboriginal markers and storyboards around Glen Eira's parks and open space; developing an Aboriginal cultures and histories publication of Glen Eira; and exploring options of possible locations to establish a Learning Stone site. We were also delighted to be announced winner of *Reconciliation Victoria* and Victorian Local Government Association's respected *HART (Helping Achieve Reconciliation Together) Award* in the Local Government category for 2021 for our January 26 *Koorie Day Out* program of events which included (in the words of the Awards organisers) "... lowering the Aboriginal and Torres Strait Islander flags to half mast to acknowledge the pain of the day and ensure the *Koorie Day Out* is a culturally safe place".
- significantly increased our online presence and engagement with the community via Glen Eira Leisure's *GEL Anywhere* program, which included more than 1,350 programs being presented on nutrition, mental health, fitness, and group fitness classes for children and older adults. More than 55 programs for people with disabilities were also provided free for the community. Glen Eira Libraries also pivoted several programs and events online, including *Library@Home StoryTimes* and in-conversation with local and international authors.

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

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

WE WILL:

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

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

WE WILL:

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

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

WE WILL:

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

ON BEHALF OF THE COMMUNITY, COUNCIL WILL ADVOCATE FOR:

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

HOW WILL WE KNOW IF WE HAVE BEEN SUCCESSFUL?



STRATEGIC INDICATOR	RESULT
There will be an increase in the percentage of residents who agree this is a close-knit community.	<p>The 2021 <i>Local Government Community Satisfaction Survey</i> indicates that 56 per cent of residents agree '... that people live in a close neighbourhood' with 15 percent that 'strongly agree' and 41 per cent 'agree'. This is a decrease on the 2020 response.</p> <p>The 2020 <i>Local Government Community Satisfaction Survey</i> indicates that 62 per cent of residents agree '... that people live in a close neighbourhood' with 19 per cent that 'strongly agree' and 43 per cent 'agree'.</p> <p>The 2019 <i>Local Government Community Satisfaction Survey</i> indicated that 61 per cent of residents agree '... that people live in a close neighbourhood'. This compares with 59.8 per cent found in the 2015 <i>VicHealth Indicator Survey</i>.</p>
The level of satisfaction with the 'family support service' in the <i>Community Satisfaction Survey</i>, will be consistent with, or better than, industry benchmarks.	The 2021 <i>Local Government Community Satisfaction Survey</i> indicates residents' satisfaction with family support services is slightly lower at 65 than the period 2020 of 70. The state-wide average remains at 66 with the Metro average at 67 (down from 69 last year).
There will be an increase in the percentage of residents that report that they feel safe to walk alone at night time.	The 2021 <i>Local Government Community Satisfaction Survey</i> indicates that 66 per cent of residents feel very safe walking in their local area alone after dark. This compares with 63 per cent in 2020.
There will be an increase in the percentage of residents who participate in volunteering.	<p>In 2011, 18.7 per cent* of Glen Eira residents participated as a volunteer. This number increased by five per cent in 2016 with 21.3 per cent* of residents participating as volunteers.</p> <p>*Source: Australian Bureau of Statistics <i>Census 2011</i> and 2016.</p>

Achieved =  Not achieved =  Deferred by Council 

Not achieved due to COVID-19 pandemic = 




Not achieved due to factors outside of Council's control = 


2020–21 COMMITMENT	PERFORMANCE MEASURE	RESULT
We will continue to deliver our <i>Active Communities Program</i> to improve the health and fitness and social connection of residents.	We will engage at least 500 Glen Eira residents in free exercise activities in parks throughout Glen Eira.	
Comment: We engaged 986 attendees in outdoor programs. As COVID-19 restrictions were lifted, Glen Eira Leisure used an outdoor marquee to provide free fitness classes for the community. In addition, classes will be scheduled in parks in Q4 2021.		
We will contribute to the community's sense of safety and support crime prevention in the municipality through delivery of key activities in our <i>Community Safety Plan 2018–2022</i> .	We will deliver bystander training to staff and the community in order to educate and empower participants so that they can contribute to the prevention of family violence.	
Comment: As part of the 16 Days of Activism Against Gender-Based Violence campaign, Council delivered Everyday Conversations — Active Bystander Training for Council staff on 26 November 2020, and for the Glen Eira community on 9 December 2020.		
	We will develop a 2020–22 <i>Action Plan</i> and deliver a minimum 80 per cent of the year one commitments.	
<p>Comment: The <i>Community Safety Action Plan 2020–2022</i> contains 21 actions to be implemented each year over two years. Of the 2020–21 actions, 95 per cent (20) were completed. In early 2021 Council developed and launched the <i>Glen Eira Good Neighbour Recognition Program</i> designed to connect and build positive relationships with our neighbours, build friendships and enhance community safety.</p> <p>During the 2020–2021 COVID-19 lockdown periods, Council supported and promoted online events, activities and programs that brought the community together, fostered connections and increased understanding of culture and faith.</p> <p>Glen Eira Libraries had weekly online multicultural and diversity author discussions, which included international and national guests from the indigenous, transgender and diverse communities. Council also held four virtual Coffee with a Cop sessions with Victoria Police, which offered the opportunity to access resources, gain information and asked questions about elder abuse, mental health, community policing and youth. Council was successful in receiving funding from the Department of Justice and Community Safety to develop and implement the <i>Living Safely Program</i>. In partnership with Victoria Police and Glen Eira Neighbourhood Watch, 5,860 Crime Prevention Kits were distributed to Glen Eira residents, which saw improvement in community confidence and an increase in car and home security measures.</p>		

2020–21 COMMITMENT	PERFORMANCE MEASURE	RESULT
We will deliver programs and initiatives that support young people and give them a voice through the implementation of our <i>Glen Eira Youth Strategy 2019–2023</i> .	We will complete a minimum of 80 per cent of year two commitments of the <i>Glen Eira Youth Strategy 2019–2023</i> by June 2021.	
<p>Comment: Eighty-eight per cent of year two actions in the <i>Glen Eira Youth Strategy Action Plan 2020–21</i> were completed as of June 2021.</p> <p>Some highlights of completed actions include:</p> <ul style="list-style-type: none"> • the online event, <i>Queerstories</i> which ran as a part of the <i>2021 Glen Eira Storytelling Festival</i> and had 220 registered attendees; • the online Parent Information Night webinar in partnership with Cyber Safety Project, with 48 registered attendees, • Youth Leadership Team presentations to Council on current youth issues, the return to face-to-face delivery for all community and school-based programs in 2021; • the <i>Moving Up with Parents</i> primary school to secondary school transitions webinar, attended by 76 parents; • the online Youth Art Expo, with more than 120 entries; and • two ‘Welcome to Glen Eira’ Glen Eira Multicultural Youth Network activities (barista training and sushi social). <p>This is also a major initiative of the 2020–21 Annual Budget.</p>		
We will deliver swimming lessons to residents with limited water safety knowledge and skills to ensure they are safe around water.	A minimum of 100 residents will have the opportunity to participate in a modified swimming program by June 2021.	
<p>Comment: We enrolled 90 participants in the culturally and linguistically diverse (CALD) swimming program. The swimming program was heavily impacted by COVID-19 restrictions with the GESAC learn-to-swim program closed for 35 weeks and COVID-19 capacity restrictions placed on the pools for an additional 10 weeks. Demand for the program also decreased due to stay at home pandemic restrictions and family concerns about possible exposure to the virus in the community.</p>		

2020–21 COMMITMENT	PERFORMANCE MEASURE	RESULT
We will engage our community through a diverse program of events and activities.	We will deliver 60 curated events and activities including literacy based and community interest programs in libraries, and cultural and celebratory events at indoor venues and outdoors in Council's parks and gardens to engage and strengthen our communities including: the <i>Glen Eira Storytelling Festival</i> ; three <i>Party in the Park</i> events; and <i>Reconciliation Week</i> activities in line with Council's <i>Reconciliation Action Plan</i> .	✓
Comment: Libraries and Arts and Culture delivered 151 online and face-to-face (where permitted) community events and activities despite the cancellation of major cultural events, such as <i>Carols in the Park</i> , <i>Party in the Park</i> and <i>Groove and Graze</i> due to the closure of libraries, physical distancing restrictions and COVID-19 lockdowns. The <i>Storytelling Festival</i> was moved online. Events and activities included performance groups and children's entertainers; artists and curators; arts and crafts programs, pop-up events in shopping precincts and parks; in-conversations with international and local presenters and authors; and <i>Library@Home Storytimes</i> and workshops.		
	We will organise and promote at least three community activities at the new community space in Neerim Road, Carnegie, enhancing the activity centre's vibrancy and attractiveness.	CX
Comment: The community space is complete with the opening event held on 15 May. Two additional events were planned but didn't proceed due to COVID-19 restrictions. Opportunities to conduct additional events will be discussed with the Carnegie Traders Association and programmed when permitted.		
We will enhance health and wellbeing outcomes in our community by implementing Council's <i>Municipal Public Health and Wellbeing Plan (MPHWP)</i> .	We will deliver a minimum of 90 per cent of the <i>Municipal Public Health and Wellbeing Plan 2017–21</i> year four commitments by June 2021.	✓
Comment: The <i>Municipal Public Health and Wellbeing Plan</i> for 2020–21 contained 43 actions, of these 41 actions (95 per cent) were completed. Key actions included: <ul style="list-style-type: none"> • Development of a Business Resource Hub containing information on small business grants, rent relief, webinars for businesses and support for residents and ratepayers during COVID-19 lockdowns. • Our Public Health team administered more than 7,050 vaccinations to infants and children and 1,871 influenza vaccinations to eligible residents and staff. • Our <i>Active Ageing</i> program supported 130 older residents through exercise programs which promoted staying active during COVID-19. • Our <i>Glen Eira Be Kind</i> campaign successfully focused on spreading acts of kindness for yourself and others, including stories and tips on how to look after yourself and your neighbours. • During the COVID-19 lockdowns the Children Services teams reached families through weekly online playgroups. Resource packs with arts and crafts supplies and activity sheets were delivered to families to keep children engaged at home. • A successful <i>Glen Eira Community Awards</i> event was held in May 2021 to recognise our many volunteers and community groups. Awards were presented for <i>Citizen of the Year</i>, <i>Young Citizen of the Year</i> and <i>Community Group of the Year</i>. 		

2020–21 COMMITMENT	PERFORMANCE MEASURE	RESULT
<p>We will enhance health and wellbeing outcomes in our community by implementing Council's <i>Municipal Public Health and Wellbeing Plan (MPHWP)</i>.</p> <p>Continued.</p>	<p>We will engage with the community in preparation for the <i>Municipal Public Health and Wellbeing Plan 2021–25</i>.</p>	
<p>Comment: During April to June 2021 we delivered a variety of engagement activities using online, written and face-to-face methods. These incorporated surveys, pop-up engagements in local shopping centres and libraries, workshops and focus groups with a broad range of population groups and people in our community from diverse backgrounds and identities. This helped shape the draft plan, which will go through a further period of community consultation in August and September 2021.</p>		
<p>We will enhance outcomes for people with disabilities in our municipality by implementing Council's <i>Disability Action Plan 2017–2021</i>.</p>	<p>We will upgrade a minimum of four Council facilities to improve their functionality for people with disabilities and ensure that they meet appropriate compliance standards.</p>	
<p>Comment: Council has implemented accessibility upgrades at Mackie Road Reserve, Bentleigh East Pavilion; Victory Park Pavilion, Bentleigh; Princes Park Multipurpose Pavilion and DC Bricker Function Room, Caulfield South. These works have enhanced the physical access and improved their functionality for people with disabilities.</p>		
	<p>We will implement 70 per cent of quick wins from the accessibility reports for Bentleigh, Elsternwick and Carnegie shopping precincts to make accessibility improvements which will help people with disabilities to be active in the community.</p>	
<p>Comment: Council has implemented 89 per cent of quick wins from the accessibility reports for Bentleigh, Elsternwick and Carnegie shopping precincts. This includes improving parking accessibility options around shops and services for people with disabilities and engaging local businesses to be more aware of access and inclusion.</p>		
<p>We will invest in increased compliance activity on building sites in order to improve safety and amenity during major construction works.</p>	<p>We will aim to decrease the number of complaints received by 10 per cent.</p>	
<p>Comment: Complaints relating to building sites decreased by 22.5 per cent but enforcement action increased during this period.</p> <p>These figures show a trend of Council taking a zero-tolerance approach to the impact construction is having on community safety and amenity to ensure compliance. Officers have been proactive in monitoring building sites and creating a presence, which has resulted in a decreased need to be reactive.</p>		

2020–21 COMMITMENT	PERFORMANCE MEASURE	RESULT
We will investigate Council's provision of active recreation facilities identified in the <i>GET ACTIVE — Future of Sport and Active Recreation Report</i>.	We will prepare and consult on an <i>Active Recreation Action Plan</i> , focused on future provision of active recreation facilities, including multipurpose courts, skate facilities and outdoor fitness equipment in our parks.	
<p>Comment: Extensive consultation has been undertaken including in-park observations at nine sites, including: Caulfield Park, Caulfield North; Princes Park, Caulfield South; Booran Reserve, Glen Huntly; Packer Park, Carnegie; Joyce Park, Ormond; Duncan Mackinnon Reserve, Murrumbeena; Hodgson Reserve, Bentleigh; King George Reserve, Bentleigh East; and McKinnon Reserve, McKinnon. We also conducted online surveys and engaged with internal Council departments and a range of external community organisations, including Sport and Recreation Victoria and Maccabi Victoria.</p> <p>Analysis of the engagement outcomes, as well as assessments of individual suburbs, examining their open space provision (as reflected by the <i>Open Space Strategy</i>), active recreation facility provision and gaps, demographics and analysis of opportunity were undertaken and have been used to inform the development of the <i>Active Recreation Action Plan</i>.</p> <p>The <i>Active Recreation Action Plan</i> focuses on future provision of active recreation facilities, including multipurpose courts, skate facilities and outdoor fitness equipment in our parks, and opportunities to activate the community through physical activity programs.</p> <p>The <i>Active Recreation Action Plan</i> is scheduled to be considered for endorsement at the 20 July Ordinary Council Meeting.</p>		
We will provide high quality leisure facilities to improve the health and wellbeing of all Glen Eira residents by engaging them in visits to our health clubs, pools and stadium.	We will increase our online presence and engagement of Glen Eira Leisure activities by 20 per cent.	
<p>Comment: Our online programming has increased by over 20 per cent in response to higher demand during the COVID-19 lockdown period.</p> <p>The <i>GEL Anywhere</i> program proved to be very popular in 2020–21 with a variety of programs being presented including nutrition, mental health, fitness, children's and older adult programs. Programs for people with disabilities were also provided free for the community. The minutes viewed of <i>GEL Anywhere</i> online classes saw an increase of 375 per cent, from 320,900 in the previous year to 1.2 million in 2020–21 and net followers of our Facebook page increased by 1.9 million compared to a modest increase of 800,000 the previous year.</p>		
We will provide visible and active community leadership throughout the COVID-19 pandemic, ensuring that our community is informed, essential services are maintained, and best practice public health principles are upheld.	We will comply with all Department of Health and Human Services COVID-19 guidance, notes and directions.	
<p>Comment: 2020–21 has continued to be a challenging time for our community. We have continued to adhere to the guidance and directions of the Department Health and Human Services; communicating changes and advice as they come to hand via social media, our website and other channels, pivoting our operations online and continuing to deliver our core services to the community. We are committed to ensuring we can support the community by providing leadership, partnership and advice as we move into a new financial year.</p>		

2020–21 COMMITMENT	PERFORMANCE MEASURE	RESULT
We will update our planning controls to better protect areas that are prone to overland flooding.	Once the Melbourne Water flooding analysis has been completed, we will seek authorisation from the Minister for Planning to commence a Special Building Overlay Planning Scheme Amendment.	
Comment: Finalised flood mapping data was received late in Q4 and is now under final review. Council is expecting a formal request from Melbourne Water as the proponent for its component of the Amendment in November 2021. Following this, officers will brief Council and seek authorisation for the Amendment.		
We will work with community, businesses and other stakeholders to develop and deploy a comprehensive COVID-19 Recovery Strategy.	Implement all high priority actions from <i>COVID-19 Response and Recovery Plan</i> .	
Comment: Currently there are 32 actions contained within the <i>COVID-19 Recovery Strategy 2021</i> . These actions relate to ongoing activities within business units with a strong focus on community recovery from the social and economic impacts of the pandemic. The actions related to the social impacts of COVID-19 have been initiated and continue to run on an ongoing basis through the recovery phase. Council's Pandemic Response and Recovery team have actioned relief services as directed under the Emergency Management arrangements, managed referrals from State Government under the <i>Community Activation and Social Isolation Initiative</i> , coordinated the local Pandemic Response and Recovery Committee and provided COVID safe information to Council business units and to the public. The actions addressing the economic impacts includes, initiating and continuing to work with neighbouring Councils and peak bodies to create opportunities for local businesses, discuss innovation for business rejuvenation, consult and engage with local traders association and local key business contacts during the length of the COVID-19 crisis, and promote COVID safe behaviour for business operations during the COVID-19 crisis. This is also a major initiative of the 2020–21 Annual Budget.		
We will work with local Elders and the Boon Wurrung Foundation to build a unified community that acknowledges Aboriginal and Torres Strait Islander Peoples through meaningful reconciliation.	We will continue to implement our <i>Reconciliation Action Plan 2018–20 — Innovate</i> and achieve 90 per cent of commitments.	
Comment: We were successful in completing all of our actions within the <i>Reconciliation Action Plan 2018–20 — Innovate Plan</i> . We were delighted to be announced winner of <i>Reconciliation Victoria and Victorian Local Government Association's respected HART (Helping Achieve Reconciliation Together) Award</i> in the Local Government category for 2021.		

2020–21 COMMITMENT	PERFORMANCE MEASURE	RESULT
We will work with local Elders and the Boon Wurrung Foundation to build a unified community that acknowledges Aboriginal and Torres Strait Islander Peoples through meaningful reconciliation. Continued.	We will renew Council's memorandum of agreement with the Boonwurrung Traditional Owners.	
Comment: The memorandum of agreement documents were signed by both parties on 8 February 2021, continuing our strong partnership for the future.		
	We will seek endorsement of the next iteration of our <i>Reconciliation Action Plan — Innovate</i> from Reconciliation Australia.	
Comment: Conditional endorsement was received from Reconciliation Australia. The new <i>Reconciliation Action Plan</i> is now being prepared for launch in August 2021.		
	We will renew Aboriginal markers and storyboards at Mallanbool Reserve.	
Comment: The updated text has been approved by the Boon Wurrung Foundation and Council's Aboriginal and Torres Strait Islander civic and cultural officer. Signage style and design type have been confirmed and a manufacturer engaged. Final updates to images and text alignment is being completed. We were waiting on COVID-19 restrictions to lift for signage to be confirmed onsite. Installation of the signage is now expected in September 2021.		
	We will commence a process to engage with the community on design of a learning stone and gathering place site at Mallanbool Reserve, Murrumbeena.	
Comment: A site visit with Traditional Owners and <i>Reconciliation Action Plan</i> Advisory Group members took place and discussion with the Elders confirmed similar design ideas. We have engaged with a learning stone representative and Council's Parks team to progress the design. An engagement plan has been developed containing clearly defined goals for the project.		

COMMITMENTS 2019–20 (CARRIED OVER)

2019–20 COMMITMENT	PERFORMANCE MEASURE	RESULT
Council will provide digital kiosks in two activity centres. These spaces will allow customers to complete transactions, find information about Council, its services, events and amenities.	Two digital kiosk spaces implemented by June 2020.	✓
Comment: A digital kiosk was installed in the Carnegie Library in February 2021. A second digital kiosk was installed in the Elsternwick Library instead of Bentleigh Library, given that Bentleigh is currently closed for redevelopment.		
We will develop role descriptions for all categories of Council volunteers and deliver training programs to build their capacity to support the community	We will develop a volunteer induction program and commence rollout by June 2020.	✓
Comment: A <i>Volunteer Induction Program</i> was developed in consultation with key stakeholders. The <i>Program</i> was endorsed by the Executive Team; however implementation was delayed due to the impacts of COVID-19. Implementation recommenced in early 2021 once COVID-19 restrictions on volunteers lifted.		



THEME FOUR **CLEAN AND SUSTAINABLE**

GLEN EIRA CITY COUNCIL
ANNUAL REPORT
2020–2021

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



GLEN EIRA
CITY COUNCIL

THEME FOUR

CLEAN AND SUSTAINABLE

Long-term community goal:

An attractive and sustainable environment for future generations.

We are committed to providing a City that will be attractive and environmentally sustainable. We will protect the diversity of plants and animals, and provide for a healthy environment that supports our community to live healthy and happy lives.

In 2020–2021 we:

- endorsed *Our Climate Emergency Response Strategy 2021–2025* on 29 June 2021. Extensive community and stakeholder consultation was undertaken to inform the final *Strategy*, which sets out how we will achieve our new emission reduction targets of zero net emissions for Council operations by 2025 and for the community by 2030;
- assessed the outcomes of our weekly green bin trial held in McKinnon and Ormond throughout October 2019. The outcomes from the weekly green bin trial were presented to Council on 21 July 2020 where Council resolved to further rollout the weekly green bin, fortnightly red bin collection to the wider community. On 8 September 2020, Council endorsed a plan to rollout the weekly green bin service to the Glen Eira community from July 2021; and
- enhanced the protection of significant trees across the municipality, which included consultation with the community on a Classified Tree Local Law. On 1 September 2020, following public consultation and after consideration of community submissions, Council resolved to adopt the Classified Tree Local Law.

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

1. KEEP OUR CITY CLEAN AND ATTRACTIVE.

WE WILL:

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

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

WE WILL:

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

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

WE WILL:

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

ON BEHALF OF THE COMMUNITY, COUNCIL WILL ADVOCATE FOR:

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

HOW WILL WE KNOW IF WE HAVE BEEN SUCCESSFUL?

STRATEGIC INDICATOR	RESULT
<p>We will see a five per cent increase in the recycling rate at Council buildings.</p>	<p>Waste audits of Council buildings were not completed in 2020 and 2021 due to the outbreak of COVID-19.</p> <p>An audit of the garbage stream was undertaken in November 2019 which showed a 4.73 per cent improvement in the recovery of recycled material at Town Hall, but a 16.23 per cent decrease in recovery at the Glen Eira Sports and Aquatic Centre.</p> <p>An audit of the garbage stream was undertaken in 2017 and 2018, which showed a 15 per cent improvement in the recovery of recycled material at Town Hall and a three per cent improvement at Glen Eira Sports and Aquatic Centre.</p>
<p>Greenhouse gas emissions will be a further 25 per cent lower from Council buildings, waste and outdoor lighting by 2021.</p>	<p>We have seen a 40 per cent reduction of green house gas emissions from Council buildings, waste and outdoor lighting since our baseline year of 2014–15.</p> <p>The <i>Environmental Sustainability Strategy 2016–2021</i> set a target for Council greenhouse gas emissions to be 25 per cent lower from Council buildings, waste and outdoor lighting by 2021. With collaboration across Council, we delivered multiple renewable energy, energy efficiency and Environmentally Sustainable Design (ESD) projects since then, and we have exceeded this target, delivering a 40 per cent reduction since our baseline year of 2014–15.</p> <p>Our 2020–21 carbon footprint decreased by 18 per cent to 6,888 tonnes Greenhouse gas emissions (t CO₂-e) compared to 8,399 tonnes in the previous financial year. The COVID-19 pandemic would have significantly contributed to this decrease in emissions with many buildings unoccupied during lockdown periods. There were also a number of renewable energy and energy efficiency projects that helped bring our emissions down, with another 78.27kWh of solar power systems installed on eight community buildings, bringing the total amount of rooftop solar capacity to 1109kW.</p> <p>Council has now started to measure emissions from our supply chain, like postage services, paper consumption, water use, road asphalt, waste generation, waste collection and street cleaning. This year we have accounted for an additional 2,851 t CO₂-e and will now incorporate these carbon sources into our emissions inventory every year. By capturing these new sources of emissions, we are responsible for generating, we will be able to identify opportunities to work with our supply chain to further reduce emissions across our operations.</p> <p>Continues on next page.</p>

HOW WILL WE KNOW IF WE HAVE BEEN SUCCESSFUL? (continued)

STRATEGIC INDICATOR	RESULT
<p>Greenhouse gas emissions will be a further 25 per cent lower from Council buildings, waste and outdoor lighting by 2021. Continued.</p>	<p>Our 2019–20 carbon footprint decreased by 10 per cent to 8,399 t CO₂-e compared to 9,287 tonnes in the previous financial year. This decrease was the result of upgrading 1,315 street lights to energy-efficient LEDs and the installation of new solar photovoltaic systems at 19 Council facilities. We've reduced our emissions by 27 per cent since our baseline year of 2014–15.</p> <p>Our 2018–19 carbon footprint decreased by 6.8 per cent to 9,287 t CO₂-e compared to 9,961 tonnes on 2017–18. This decrease was due primarily to an 18 per cent increase in solar power generation, energy efficiency and lighting upgrades at a range of Council sites. Electricity use at our smaller buildings decreased by 25 per cent and by 37 per cent at our Works Depot. In July 2019 we completed an upgrade of street lights on major Council roads with energy efficient lighting, it is expected that this will lead to a 20 per cent decrease in emissions from street lights in 2019–20.</p> <p>Our 2017–18 carbon footprint decreased by eight per cent to 9,961 t CO₂-e compared to 10,837 tonnes in 2016–17. The biggest decreases in electricity use were achieved at Glen Eira Sports and Aquatic Centre (nine per cent), Glen Eira Town Hall (six per cent) and Council's nursing home — Spurway Community (three per cent). The decrease in electricity use is due to solar panel installations, energy efficiency upgrades and lighting upgrades at a range of Council sites.</p>
<p>There will be an increase in open space in areas of the City identified in our <i>Open Space Strategy</i> as lacking green space.</p>	<p>Further opportunities to expand and connect the open space network are identified in the <i>Open Space Strategy</i> which was refreshed in 2020. Key projects over the 2020 year included: finalising a road closure to create a new park in Aileen Avenue, Caulfield South; identifying potential new open spaces adjacent to the Caulfield to Dandenong rail corridor; and advocacy with the Caulfield Reserve Racecourse Trust for improved access and recreational activity on Crown Land within the reserve.</p> <p>The <i>Open Space Strategy</i> refresh incorporated the updated <i>Census</i> data showing the population growth trends across Glen Eira. Given the previous <i>Open Space Strategy</i> was developed with previous population data it is difficult to compare the open space per capita shift, however the refreshed <i>Strategy</i> positions Council well to report positive shifts in the future.</p>

HOW WILL WE KNOW IF WE HAVE BEEN SUCCESSFUL? (continued)

STRATEGIC INDICATOR	RESULT
The level of satisfaction with open space in the <i>Community Satisfaction Survey</i> , will be consistent with, or better than, industry benchmarks.	<p>In the 2021 <i>Local Government Community Satisfaction Survey</i>, Glen Eira residents rated their level of satisfaction with the appearance of public areas an index score of 78. The state-wide average is 73. Residents rated their level of satisfaction with recreational facilities an index score of 78 compared to the state-wide average of 71</p>
Traders' associations will report an increased level of satisfaction with the cleanliness and amenity of our activity centres.	<p>Carnegie and Bentleigh Traders Association have advised of some issues with the cleanliness/amenity in each centre. Dumped rubbish remains a problem but is actioned upon requests being received. Graffiti is a major problem across all three centres.</p> <p>Elsternwick Traders Association has reported the level of cleanliness is consistent with the previous year but have concerns with graffiti, public toilets and the lack of greenery.</p> <p>Council's schedule of footpath cleaning, high pressure cleaning and bin emptying and cleaning has been conducted at the required frequency.</p> <p>Each trader association manages graffiti above two metres in height from funding from the special rate. Below two metres is a Council responsibility and is removed once reported.</p> <p>In the coming year, Council will work more closely with the trader associations to obtain more detailed reporting on this matter as well as actions from each Associations business plans.</p>
New generation garbage disposal facilities will be well progressed toward opening.	<p>Council partnered with 16 councils in the south east region of Melbourne and the Metropolitan Waste and Resource Recovery Group (MWRRG) to tender for an advanced waste processing alternative to landfill. On 29 June 2020 MWRRG announced three shortlisted tenderers for the new waste management infrastructure. Contracts are to be awarded in 2022 with construction expected to begin in 2023.</p>
New buildings and facilities will be recognised as leading examples of highly efficient and sustainable design.	<p>All our major projects, have five percent allocated to the budget for Environmentally Sustainable Design (ESD). For the new Murrumbeena Community Hub and Carnegie Memorial Swimming Pool Centre, we plan to exceed the target, spending more on ESD. The new Murrumbeena Community Hub and Lord Reserve Pavilion will have all electric systems, with no fossil fuel in the building. Carnegie Memorial Swimming Pool Centre will be one of the first 6-Star Green Star aquatic centres in Australia.</p>

Achieved =  Not achieved =  Deferred by Council 

Not achieved due to COVID-19 pandemic = 

Not achieved due to factors outside of Council's control = 

2020–21 COMMITMENT	PERFORMANCE MEASURE	RESULT
We will enhance community perceptions of cleanliness and safety of our public spaces by taking a proactive approach to the removal and prevention of graffiti on Council and State assets.	Continue to work with Inner South East Mayors Forum members to progress a graffiti removal trial on State assets.	
Comment: Work has continued with the Inner South East Mayors Forum members in preparation for the start of a two-year trial to manage graffiti on State assets. The program is set to begin 1 July 2021.		
We will enhance the protection of significant trees across the municipality through the development of a <i>Classified Tree Register</i> .	Council will consult with the community on a Classified Tree Local Law and thereafter determine and implement the Classified Tree Local Law and <i>Classified Tree Register</i> .	
Comment: On 1 September 2020, following public consultation and after consideration of community submissions, Council resolved to adopt the Classified Tree Local Law. The nomination process and <i>Classified Tree Register</i> has been moved to business as usual. This is also a major initiative of the 2020–21 Annual Budget.		
We will increase the quality, availability and accessibility of public open space across the municipality by implementing priority actions from our <i>Open Space Strategy 2019–2031</i> .	Implement the high priority action from the <i>Lord Reserve Koornang Park Master Plan</i> to commence construction of the new Lord Reserve Pavilion.	
Comment: Project works commenced in April 2021 and are progressing well on site at Lord Reserve Pavilion, Carnegie with the construction phase site set up complete. Temporary facilities are in place for the community sports clubs use during the construction phase. The demolition and site preparation works are now complete, with footings installation and slab construction currently underway. The project is expected to reach practical completion by March 2022. This will be weather dependent. The construction timelines will be continually reviewed as we progress further.		

2020–21 COMMITMENT	PERFORMANCE MEASURE	RESULT
<p>We will increase the quality, availability and accessibility of public open space across the municipality by implementing priority actions from our <i>Open Space Strategy 2019–2031</i>.</p> <p>Continued.</p>	<p>We will commence the preparation of a planning scheme amendment process to implement a change to the open space contribution levy to 8.3 per cent for all developments in excess of a two lot subdivision.</p>	
<p>Comment: Planning Scheme Amendment C218 (revised open space contribution) was referred to the Department of Environment, Land, Water and Planning (DELWP) in December 2020, seeking authorisation. DELWP is yet to respond but a response is considered imminent and we will proceed to exhibition once authorised.</p>		
	<p>We will commence the construction of a new open space in Aileen Avenue, Caulfield South.</p>	
<p>Comment: Construction of new open space commenced with demolition and site preparation works in June 2021. Park construction will be completed in the 2021–22 financial year.</p>		
	<p>Implement the high priority action from the <i>Lord Reserve Koornang Park Master Plan</i> for new cricket nets at Lord Reserve.</p>	
<p>Comment: The construction of the new cricket nets at Lord Reserve was completed in February 2021.</p>		
<p>We will invest in Council initiatives and support our community through programs that contribute to our environmental sustainability objectives.</p>	<p>We will develop a new <i>Environmental Sustainability Strategy</i> with action plans to achieve corporate and community carbon emission reduction targets.</p>	
<p>Comment: Our <i>Climate Emergency Response Strategy 2021–2025</i> was endorsed by Council on 29 June 2021. Extensive community and stakeholder consultation was undertaken to inform the final <i>Strategy</i>, which sets out how we will achieve our new emission reduction targets of zero net emissions for Council operations by 2025 and for the community by 2030.</p>		
	<p>We will install additional solar generation facilities on Council sites including: early learning centres (at least three sites) and pavilions (at least three sites).</p>	
<p>Comment: Council implemented solar works at four pavilions and four early learning sites. The sites include: Victory Park Pavilion, Bentleigh; Bailey Reserve Pavilion, Bentleigh East; Mackie Road Reserve Pavilion, Bentleigh East; Moorleigh Reserve Pavilion, Bentleigh East; Bentleigh East Kindergarten, Bentleigh East; Centre Road Kindergarten, Bentleigh East; Caulfield South Kindergarten, Caulfield South; and East Bentleigh Child Care Centre, Bentleigh East. These works have enhanced the building and improved their energy usage.</p>		

2020–21 COMMITMENT	PERFORMANCE MEASURE	RESULT
We will invest in Council initiatives and support our community through programs that contribute to our environmental sustainability objectives. Continued.	We will install an electric car and vehicle charging station at Town Hall for community use and to facilitate the introduction of electric options to our fleet as opportunities arise.	✓
Comment: Two electric car vehicle charging stations have been placed at Town Hall for community use and for recharging our new electric cars that are now part of our fleet.		
We will invest in sustainability initiatives for our large building projects, over and above the minimum required standards, to contribute to our environmental sustainability objectives.	Five per cent of the capital budget for Carnegie Swim Centre, Murrumbeena Pavilion and Elsternwick Community Hub will be allocated to sustainability measures, over and above the minimum required standards.	✓
Comment: Five per cent of the capital budget has been incorporated into the plans for Carnegie Memorial Swimming Pool and Murrumbeena Community Hub. Council has gone over and above the minimum required sustainability standards with Council adopting a six star, green star approach for Carnegie Memorial Swimming Pool. Murrumbeena Community Hub has allocated 6.7 per cent of the total budget for sustainability measures.		
We will reduce the amount of waste going to landfill by increasing our rate of food waste recycling across the municipality.	Assess the outcomes of the trial and determine a future approach across the municipality.	✓
Comment: The outcomes from the weekly green bin trial were presented to Council on 21 July 2020. Council resolved to further roll out the weekly green bin and fortnightly red bin collection to the wider community. On 8 September 2020, Council endorsed a plan to roll out the weekly green bin service to the wider municipality from 1 July 2021.		
This is also a major initiative of the 2020–21 Annual Budget.		
	Our annual waste bin audit will show a minimum 10 per cent improvement in the rate of food waste recycling from 2019–20.	✗
Comment: We have not achieved this commitment. The annual waste bin audit was completed in March 2021, delayed from October/November 2020 due to COVID-19 restrictions. The waste audit showed no improvement in the rate of food waste recycling but remained steady compared to the audit completed in November 2019. The lack of improvement could be due to a variety of factors, such as the outbreak of COVID-19 and less enthusiasm for food waste recycling. However, there could be other factors influencing the result, such as the different season the audit was completed. There was a noticeable reduction to organic tonnes recycled in February and March 2021 compared to the preceding months, although we have continued to supply kitchen caddies and new green bins to residents. In July 2021, the green bin will be collected weekly instead of fortnightly. We expect the rate of food waste recycling to increase alongside the increased collection frequency of the green bin.		
This is also a major initiative of the 2020–21 Annual Budget.		

2020–21 COMMITMENT	PERFORMANCE MEASURE	RESULT
We will update and refresh a minimum of two key Council community strategies relating to recreation, open space, infrastructure or facilities.	We will refresh our <i>Asset Management Plans</i> for roads, footpaths and drainage.	✗
<p>As part of reassessing our priorities post COVID-19 we commenced the process to update and refresh our <i>Asset Management Plans</i> for roads, footpaths and drainage in January 2021. These will be completed in-line with the new <i>Local Government Act 2020</i> requirements by the end of June 2022.</p> <p>Council's <i>Road Management Plan (RMP)</i> review has been completed. The <i>RMP</i> will be issued for community consultation process prior to Council endorsement in 2021–22.</p>		

COMMITMENT 2019–20 (CARRIED OVER)

2019–20 COMMITMENT	PERFORMANCE MEASURE	RESULT
We will update and refresh a minimum of two key Council community infrastructure strategies relating to recreation, open space and facilities.	Council endorsement of the <i>Playground Strategy</i> .	D
<p>The <i>Playground Strategy</i> was deferred in 2020 to allow for the community consultation phase to be undertaken when social distancing restrictions due to COVID-19 were eased. Background work on the <i>Strategy</i> and the community consultation process has been completed. Officers are in the process of reviewing consultation feedback and preparing the final <i>Strategy</i> for Council endorsement.</p>		



THEME FIVE **INFORMED AND ENGAGED**

GLEN EIRA CITY COUNCIL
ANNUAL REPORT
2020–2021

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



GLEN EIRA
CITY COUNCIL

THEME FIVE

INFORMED AND ENGAGED

Long-term community goal:

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

We are committed to retaining our reputation for good governance and ensuring the community feels informed and engaged. We will provide access to timely and relevant information about issues which affect them and establish a range of opportunities for them to share their views, comment on our performance and actively participate in decision-making.

In 2020–2021 we:

- worked closely with the community to develop the *Glen Eira 2040 Community Vision* which was endorsed by Council on 19 May 2021. This important achievement has been promoted widely and shared across our community groups and organisations through newsletters, correspondence and presentations, acknowledging that the community's vision will be important for all of our future planning for Glen Eira;
- increased our online transactions by 13.2 per cent, with 45 per cent of all transactions received through digital channels. As more people are turning online for services, we will continue looking for improvements to our digital channels to make it easier for our community members to transact with Council through their channel of choice; and
- continued our advocacy efforts and secured \$16.53 million in grant funding from peak bodies, State and Federal Governments in the 2020–21 financial year. We have also been advocating to State and Federal Governments on a wide variety of social and local issues including; regulation of rooming houses; Caulfield to Rowville light rail; planning reform; indigenous representation; JobSeeker payments; availability of COVID-19 vaccinations; funding for Carnegie Memorial Swimming Pool redevelopment; funding for urban forest initiatives; and funding for electric vehicle infrastructure.

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

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

WE WILL:

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

2. ACHIEVE A REPUTATION FOR ORGANISATIONAL AND SERVICE EXCELLENCE.

WE WILL:

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

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

WE WILL:

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

ON BEHALF OF THE COMMUNITY, COUNCIL WILL ADVOCATE FOR:

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

HOW WILL WE KNOW IF WE HAVE BEEN SUCCESSFUL?

STRATEGIC INDICATOR	RESULT
Rates per assessment will remain at the second lowest level of all metropolitan municipalities.	In 2020–21 the average rates per assessment was \$1,427. We anticipate that we will continue to be the second lowest of 21 inner metropolitan Councils.
The level of satisfaction with the ‘advocacy’ score in the <i>Community Satisfaction Survey</i>, will be consistent with, or better than, industry benchmarks.	In the <i>2021 Local Government Community Satisfaction Survey</i> Council remained consistent in its advocacy (lobbying on behalf of community) with an index score of 56. The state-wide average advocacy index score is 55.
The level of satisfaction with the ‘customer service’ score in the <i>Community Satisfaction Survey</i>, will be consistent with, or better than, industry benchmarks.	In the <i>2021 Local Government Community Satisfaction Survey</i> Glen Eira residents continue to rate customer service levels higher than the state average with an index score of 77. The state-wide average customer service score is 70.
Every major project will have a comprehensive community engagement process.	The Community Engagement Strategy 2018–2021 endorsed by Council on 22 May 2018 requires all major projects to have an engagement plan. In 2020–21, we consulted on 31 projects receiving 9,458 responses from the community.
The community will receive regular reporting on our performance.	Council reports to the community quarterly via the <i>Quarterly Service Performance Report</i> (endorsed by Council and published on Council’s website quarterly). <i>Quarterly Service Performance Reports</i> have been introduced to provide ongoing accountability and transparency to the community on our progress against the <i>Council and Community Plan</i> . <i>Quarterly Service Performance Reports</i> were tabled at the following Ordinary Meetings of Council: 11 August 2020 — quarter year ending June 2020 24 November 2020 — quarter year ending September 2020 23 February 2021 — quarter year ending December 2020 19 May 2021 — quarter year ending March 2021


HOW WILL WE KNOW IF WE HAVE BEEN SUCCESSFUL? (continued)

STRATEGIC INDICATOR	RESULT
The level of satisfaction with the 'community engagement' score in the <i>Community Satisfaction Survey</i> , will be consistent with, or better than, industry benchmarks.	<p>In the 2021 <i>Local Government Community Satisfaction Survey</i> Glen Eira residents continue to rate customer engagement levels higher than the state-wide average with an index score of 58. The state-wide average community consultation and engagement index score is 56.</p>
Staff engagement levels will be consistent with, or better than, industry benchmarks.	<p>The <i>Employee Engagement Survey</i> is conducted every two years. The most recent survey was conducted in May 2021 by a new provider, Insync.</p> <p>The survey measured two factors that drive performance. These are:</p> <ul style="list-style-type: none"> — Alignment, which measures whether employees, teams, systems, processes and customer strategy are aligned to the organisation's long term goals; and — Engagement, which measures whether employees are committed to and emotionally engaged with the organisation and its goals, and they promote and act in its best interests <p>In June, the organisation was notified of its results which were extremely positive after a difficult 12 months due to the COVID-19 pandemic.</p> <p>The results indicated that Glen Eira City Council employees are highly aligned (62 per cent) and engaged (68 per cent). The results places Glen Eira in the top 25th percentile for engagement and in the top 10th percentile for alignment (both within the high-performance category) when compared to Insync's benchmark database which consists of 72 local government studies in Australia and 27,975 responses.</p>

Achieved =  Not achieved =  Deferred by Council 


Not achieved due to COVID-19 pandemic = 

Not achieved due to factors outside of Council's control = 

2020–21 COMMITMENT	PERFORMANCE MEASURE	RESULT
We will continue to advocate on behalf of the community in-line with the priorities identified in our <i>Advocacy Strategy</i> .	We will report annually to Council on the success of our advocacy efforts including the success rate of grant applications and other policy based advocacy to peak bodies, Federal and State Governments.	
Comment: As reported here and in regular financial reporting, Council secured \$16.53 million in grant funding (over and above Grants Commission funding) in the 2020–21 financial year. Council also progressed advocacy in relation to a wide variety of social and local issues, including but not limited to: regulation of rooming houses; Caulfield to Rowville light rail; planning reform; Indigenous representation; JobSeeker payments; availability of COVID-19 vaccinations; funding for Carnegie Memorial Swim Pool Centre; funding for urban forest initiatives; and funding for electric vehicle infrastructure.		
We will ensure that Council's governance processes and frameworks remain consistent with contemporary practice and <i>Local Government Act</i> requirements.	All requirements of the new <i>Local Government Act 2020</i> will be complied with in accordance with implementation timelines set by the Minister for Local Government.	
Comment: The <i>Local Government Act 2020</i> provides for phased implementation of reforms commencing in July 2020 and extending to December 2021. Council has complied with all requirements within required timeframes. Significant requirements met include the adoption of a <i>Community Engagement Policy</i> , a <i>Public Transparency Policy</i> , new Governance Rules, a new <i>Councillor Code of Conduct</i> and <i>Financial Plan</i> . Completion of future requirements is well advanced including finalisation of the <i>Community Vision</i> and <i>Council Plan</i> . This is also a major initiative of the 2020–21 Annual Budget.		
We will ensure that the community has the opportunity to influence and shape Council initiatives and programs through implementing our <i>Community Engagement Strategy 2018–2021</i> .	We will consult with the Glen Eira Community Voice on at least six occasions between July 2020 and June 2021.	
Comment: We consulted Community Voice on 17 topics including: social impacts of COVID-19; urban planning services; patronage of Glen Eira parks and paths; the <i>Reconciliation Action Plan</i> ; our plan for an environmentally sustainable Glen Eira (2021–2025); and an integrated engagement for the <i>Council Plan 2021–2025</i> and <i>Public Health and Wellbeing Plan 2021–2025</i> . Surveys were conducted in August, November, February, March and June while a quick poll was carried out in October.		

2020–21 COMMITMENT	PERFORMANCE MEASURE	RESULT
We will ensure that the community has the opportunity to influence and shape Council initiatives and programs through implementing our <i>Community Engagement Strategy 2018–2021</i> . Continued.	We will maintain or improve the community satisfaction rating with how Council has performed in making decisions in the interest of the community.	✓
Comment: The 2021 <i>Local Government Community Satisfaction Survey</i> reported a performance score of 59 with how Council has performed in making decisions in the interest of the community, which is up from 58 in 2020, and above the state-wide average of 56.		
	We will ensure that every major Council project and each major engagement activity has an engagement plan.	✓
Comment: Ten major engagement projects started and all had engagement plans. These projects included: the Carnegie Memorial Swim Centre Redevelopment; <i>Environmental Sustainability Strategy</i> ; proposed Classified Tree Local Law; <i>Urban Forest Strategy</i> ; <i>Glen Eira 2040 Community Vision</i> a Healthy, Connected and Thriving Glen Eira; and <i>Glen Eira Active Recreation Action Plan</i> .		
We will make it easier to transact with Council and demonstrate our commitment to transparency by enhancing our communication channels and increasing the amount of information that is publicly available.	We will implement chat functionality on our website to make it easier for the community to find information and transact with us online.	✓
Comment: Council's and Glen Eira Libraries' websites have an automated chatbot available 24/7 and live chat available during business hours. This functionality assists the community, making it easier to find information and transact with Council online.		
	We will establish a baseline measure for community satisfaction with our website and aim for minimum 10 per cent improvement across the year.	✓
Comment: The 2021 <i>Local Government Community Satisfaction Survey</i> received last quarter showed perceptions of customer service performance are highest among residents contacting Council via the website. Ratings increased significantly over the past 12 months (index score of 86 per cent, an increase of 14 per cent). Overall, feedback shows customers can generally find the information they are looking for more easily. These results will inform the next roadmap of improvements for our digital channels.		

2020–21 COMMITMENT	PERFORMANCE MEASURE	RESULT
We will make it easier to transact with Council and demonstrate our commitment to transparency by enhancing our communication channels and increasing the amount of information that is publicly available. Continued.	We will increase our social media presence by posting a minimum of 20 messages per month on a variety of platforms, informing the community on a range of Council services and events.	✓
Comment: Throughout 2020–21 we provided information and news to the community through: GECC Facebook: 226 posts total, including eight videos; GECC Instagram: 142 posts total, including three IGTV videos and 40 stories; and GECC LinkedIn: five posts. We increased the frequency and type of posts to the community across the year to ensure they are informed on the current COVID-19 situation and activities, events and information about Council operations.		
	We will achieve and sustain a minimum five per cent increase in transaction volume through Council's website from pre-COVID-19 levels.	✓
Comment: Online customer transaction volumes increased by 13.2 per cent, with 45 per cent of all transactions received through digital channels. As more people turn online for services, we will continue looking for improvements to our digital channels into the future to make it easier for our community members to transact with Council through their channel of choice.		
We will proactively involve the community in building a vision for the future of Glen Eira and in determining future Council priorities.	We will endorse a <i>Glen Eira 2040 Community Vision</i> and work with community organisations to build understanding and commitment to the vision.	✓
Comment: The <i>Glen Eira 2040 Community Vision</i> was endorsed by Council 19 May 2021. This important achievement has been promoted widely and shared across our community groups and organisations through newsletters, correspondence and presentations, acknowledging the community's vision will be important for all of our future planning for Glen Eira. The <i>Community Vision</i> will help guide Council's activities across the new four-year <i>Council Plan</i> . This is also a major initiative of the 2020–21 Annual Budget.		
	We will develop a <i>Glen Eira City Council Plan 2021–2025</i> for endorsement by June 2021.	✗
Comment: The new <i>Local Government Act 2020</i> has new provisions for the development of the <i>Council Plan</i> with a due date set at 31 October 2021. This date had not been set by the State Government when the target was set by Council in June 2020. Progression towards completion is well underway with community consultation completed on 25 June 2021. We are currently collating the engagement information with a plan to draft the report to go back to the Councillors and subsequently the community for feedback in August 2021. We plan to have the new <i>Council Plan 2021–2025</i> adopted in October 2021 in-line with the <i>Local Government Act 2020</i> requirement. This is also a major initiative of the 2020–21 Annual Budget.		

2020–21 COMMITMENT	PERFORMANCE MEASURE	RESULT
We will report regularly to the community on our performance and on our progress in delivering our promises outlined in this <i>Council and Community Plan</i> .	A <i>Quarterly Performance Report</i> will be considered by Council in August, November, February and May annually.	
Comment: The <i>Quarterly Performance Report</i> has been adopted by Council and provided to the community each quarter of 2020–21 to demonstrate the progress against our <i>Council and Community Plan</i> commitments and associated performance measures.		