



COUNCIL AND COMMUNITY PLAN GOALS AND RESULTS 2019–2020

GLEN EIRA CITY COUNCIL
ANNUAL REPORT
2019–2020

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 2019–2020 we:

- continued the work in our *Glen Eira City Plan — Activity Centre, Housing and Local Economy Strategy 2020*. The *City Plan* is a long-term city strategic framework that ensures growth and change occurs in the right location to continue to meet the community's needs — while ensuring our valued amenity and local character is maintained and respected. The following *Council and Community Plan* commitments on *Structure Plans*; *Hidden Gems Heritage Review*; *Eat Street*; and the *Brightening Bentleigh Project* are part of our efforts under the *City Plan*. The *City Plan* also intersects with our *Social and Affordable Housing Strategy*; *Integrated Transport Strategy* and *Open Space Strategy* to provide the strategic context to update the local planning framework in the *Glen Eira Planning Scheme* and inform the new *Municipal Planning Strategy*;
- endorsed our *Social and Affordable Housing Strategy 2019–23* in October 2019. The purpose of the *Strategy* is to assess the need for social and affordable housing in Glen Eira and to identify Council's role in developing solutions that will see an increase in the provision of social and affordable housing. Throughout Year One of the *Implementation Plan* we conducted a feasibility study into providing our own social housing and mapped potential sites for social housing in Glen Eira. We completed a planning framework for affordable housing contributions and worked with other councils to maximise social and affordable housing across the region; and
- commenced a detailed design of our new Bentleigh Library and Youth Hub. We are transforming the Bentleigh Library into a new community centre that integrates the adjacent youth centre and provides new multipurpose spaces that can be adapted to deliver a range of programs and events for young people, adults, and families through to senior citizens. A new entry point and civic plaza will be created to improve the visual connection of the community centre to Centre Road and the broader Bentleigh shopping precinct, as well as providing a new public open space. Construction is anticipated to commence in early 2021.

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
<p>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>	<p>The 2020 <i>Local Government Community Satisfaction Survey</i> indicates no change in satisfaction with our performance on planning and building permits with an index score of 52 achieved in 2019 and 2020.</p> <p>There has been a slight decrease in Glen Eira's Town Planning Policy score from 56 in 2019 to 55 in 2020. Council will continue with the implementation of the completed <i>Structure Plans</i> for Bentleigh, Carnegie and Elsternwick into the Glen Eira Planning Scheme. These <i>Plans</i>, developed with the community, will allow us to accommodate growth and new development, while creating vibrant and successful centres which enhance and protect the character of the local area.</p> <p>Council continues to engage with the community on important strategic planning priorities such as the draft <i>Glen Huntly Structure Plan</i>.</p>
<p>Our community will report increased satisfaction with Council's planning for population growth.</p>	<p>The 2020 <i>Local Government Community Satisfaction Survey</i> indicates an increase in satisfaction rating with an index score movement from 52 in 2019 to 53 in 2020.</p> <p>The state-wide average planning for population growth index score is 51.</p>

HOW WILL WE KNOW IF WE HAVE BEEN SUCCESSFUL?

STRATEGIC INDICATOR	RESULT
<p>A minimum 70 per cent of residents will report that their quality of life is good or very good.</p>	<p>The <i>2020 Local Government Community Satisfaction Survey</i> indicates that 94 per cent of residents rate their quality of life as either 'good' or 'very good', 63 per cent rated their quality of life as 'very good' with 31 per cent rating it as 'good'</p>
<p>There will be a reduction in commercial vacancy rates within Bentleigh, Carnegie and Elsternwick shopping centres.</p>	<p>There has been a decrease in commercial vacancy rates in the Bentleigh Activity Centre, from 6.8 per cent (20 of 292 shops) in 2019 to 6.2 per cent (18 of 292 shops) in 2020.</p> <p>There has been a decrease in commercial vacancy rates in the Carnegie Activity Centre, from 4.2 per cent (9 of 211 shops) in 2019 to 3.1 percent (6 of 211 shops) in 2020.</p> <p>There has been an increase in commercial vacancy rates in the Elsternwick Activity Centre, from 5.1 per cent (19 of 283 shops) in 2019 to 9.9 per cent (28 of 283 shops) in 2020.</p> <p>The <i>Local Economy and Place Making Action Plan</i> was endorsed by Council in February 2020 which outlines a number of actions including strategies to reduce commercial vacancy rates within our activity centres.</p>
<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>	<p>There has been a significant increase in planning decisions upheld at VCAT over the past 12 months from 72.4 per cent in 2018–2019 to 83.3 per cent in 2019–20. This is attributed to negotiating better outcomes and a more consistent approach to policy interpretation.</p>
<p>There will be an increase from 2017 figures on the level of diversity within available housing stock.</p>	<p>Glen Eira continues to see 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 =  Not achieved due to COVID-19 pandemic = 

2019–20 COMMITMENT	PERFORMANCE MEASURE	RESULT
<p>We will endorse and plan to implement Council’s <i>Social and Affordable Housing Strategy</i>.</p>	<p>Our <i>Social and Affordable Housing Strategy</i> will be endorsed by Council in 2019.</p> <p>This is also a major initiative of the 2019–20 Annual Budget.</p>	
<p>Comment: The <i>Social and Affordable Housing Strategy 2019–23</i> and <i>Implementation Plan</i> for Year One was endorsed by Council on 16 October 2019. You can find our <i>Social and Affordable Housing Strategy 2019–23</i> here.</p>		
	<p>We will complete 80 per cent of first-year commitments by June 2020.</p> <p>This is also a major initiative of the 2019–20 Annual Budget.</p>	
<p>Comment: Council has achieved eight out of 13 actions for year one with: completion of a planning framework for affordable housing contributions; a feasibility study on its own social housing; mapping of potential sites for social and affordable housing; identifying options for Council’s role in provision of social housing; and working with other councils in maximising the quantity of social and affordable housing across Glen Eira and the region. Some actions were not completed in 2019–2020 due to changing priorities in response to COVID-19 where face-to-face activities couldn’t proceed and other activities to support the community during the pandemic took precedence. Actions not completed have been incorporated into the <i>2020–2021 Implementation Plan</i>.</p>		
<p>We will progress the redevelopment of the Bentleigh Library and Youth Hub.</p>	<p>Complete detailed design for the new Bentleigh Library and Youth Hub.</p> <p>This is also a major initiative of the 2019–20 Annual Budget.</p>	
<p>Comment: Detailed design has now commenced with a completion date set for the end of August 2020. Construction is anticipated to commence in early 2021.</p>		
<p>We will invest a minimum of \$30 million through Council’s <i>Capital Works Program</i>.</p>	<p>More than \$30 million spent on <i>Capital Works Program</i> for 2019–20.</p>	
<p>Comment: We spent \$39.3 million on <i>Capital Works Program</i> for 2019–20. This comprised renewal 38.29 per cent (\$15.05 million); upgrade 34.46 per cent (\$13.54 million); expansion 6.86 per cent (\$2.7 million); and new expenditure 20.39 per cent (\$8.02 million). The major asset expenditure categories of capital works were: buildings \$9.39 million; plant and equipment \$5.48 million; roads \$6.02 million; footpaths \$2.27 million; drainage \$3.97 million; open space and recreation \$5.29 million; car parks \$883,000; streetscape works \$1.77 million; and projects carried forward from 2018–19 \$4.24 million.</p>		

2019–20 COMMITMENT	PERFORMANCE MEASURE	RESULT
<p>Improve the experience of new businesses seeking Council permits through implementation for the Better Approvals Program.</p>	<p>Ninety per cent of planning permit decisions for businesses will be made within 50 statutory days.</p>	
<p>Comment: Business based applications have been prioritised through a dedicated concierge service and 92 per cent of applications have been determined within 50 statutory days. The majority of business-based applications fall within the VicSmart category and 95 per cent of these applications have been determined within 10 days. This is well above the performance measure. For more complex applications, 85 per cent of applications have been determined within 50 days.</p>		
<p>We will work with the Victorian Planning Authority to manage growth in our municipality in a way that involves the community and stakeholders, and addresses development, open space, business and transport.</p>	<p>Adopt the structure plans for the Caulfield Station Precinct and Glen Huntly by 30 June 2020.</p>	
<p>Comment: Council officers have been working with the Victorian Planning Authority (VPA), which was preparing the structure plan for the Caulfield Station Precinct. The VPA has advised that, since COVID-19 their priorities have changed, and the project will be handed over to Council in July 2020, at which time Council officers will take over the preparation of the draft <i>Structure Plan</i>. Adoption of the <i>Structure Plan</i> is now planned by June 2021.</p> <p>Council is leading the Glen Huntly project. Officers have completed the draft Glen Huntly Structure Plan, and this <i>Plan</i> was endorsed for exhibition at the 9 June 2020 Council Meeting. The community consultation process is now underway, and the results will be reported back to Council in August 2020.</p>		
	<p>Implement the <i>Structure Plan</i> in the <i>Planning Scheme</i> for East Village by 30 June 2020.</p>	
<p>Comment: The report outlining the Planning Panel's recommendations of this Planning Scheme Amendment was received in January 2020. In the time since, Council officers have been working to make the changes necessary to reflect the Panel's recommendations. This has involved significant additional negotiations with the landowners to ensure that a good community outcome is still achieved. The Amendment will be considered at the Council meeting on 7 July 2020.</p>		

2019–20 COMMITMENT	PERFORMANCE MEASURE	RESULT
<p>We will continue the implementation of our structure plan for Elsternwick</p>	<p>We will seek authorisation to commence the planning scheme amendment process for <i>Elsternwick Structure Plan</i> planning controls by 30 June 2020.</p>	<p>✘</p>
<p>Comment: The implementation of the Elsternwick Structure Plan had been placed on hold pending the outcome of the planning scheme amendment for the implementation of the <i>Bentleigh</i> and <i>Carnegie Structure Plans</i>. The progress for the following two commitments provides background on the State Government procedural challenges Council faced.</p>		
<p>We will continue the statutory implementation of our structure plan for Bentleigh.</p>	<p>We will submit the Bentleigh planning scheme controls (including the quality design guidelines) to the Minister for Planning for approval by 1 April 2020.</p>	<p>✘</p>
<p>Comment: The original amendment package for Bentleigh was lodged for authorisation in January 2019, with written advice received 10 months later from the Minister for Planning that he would not issue authorisation without additional information and changes. The revised Amendment package was lodged in February 2020 and the Minister for Planning provided conditional authorisation for the revised Amendment package in late March 2020. In the last quarter of 2020 Council officers have been working through the requirements and have also been preparing the exhibition material for the Amendment.</p>		
<p>We will continue the statutory implementation of our structure plans for Carnegie.</p>	<p>We will submit the Carnegie planning scheme controls (including the quality design guidelines) to the Minister for Planning for approval by 1 April 2020.</p>	<p>✘</p>
<p>Comment: The original amendment package for Carnegie was lodged for authorisation in January 2019, with written advice received 10 months later from the Minister for Planning that he would not issue authorisation without additional information and changes. The revised Amendment package was lodged in February 2020 and the Minister for Planning provided conditional authorisation for the revised Amendment package in late March 2020. In the last quarter of 2020 Council officers have been working through the requirements and have also been preparing the exhibition material for the Amendment.</p>		
<p>We will progress the Elsternwick Community Hub concept.</p>	<p>To further develop feasibility and prepare concept design.</p>	<p>✘</p>
<p>Comment: Community consultation regarding the kinds of experiences and the types of services the community would like to see at the new Hub has been completed. Our timetable to prepare concept designs was ambitious for this large project involving the co-location of a community kindergarten and Council services including, a Library, Maternal and Child Health services, car parking and open space. The feedback received during engagement is now being be used to develop concept design options for the new Hub.</p>		

2019–20 COMMITMENT	PERFORMANCE MEASURE	RESULT
<p>We will develop, consult and implement policies and controls that protect heritage and the character of our residential areas.</p>	<p>Council will complete the Hidden Gems Heritage review and seek Minister authorisation to exhibit the planning controls by 1 April 2020.</p>	<p style="text-align: center;">✘</p>
<p>Comment: The draft <i>Post-war and Hidden Gems Heritage Review</i>, received many complex submissions in pre-amendment community consultation. The draft <i>Review</i> document was reworked to incorporate any relevant submissions and could not be completed by 1 April 2020. A Council report and associated proposed planning scheme amendment are now complete and are scheduled to be considered at the August 2020 Ordinary Council Meeting</p>		
<p>We will further progress the development of a community-focused multi-use recreation precinct for Lord Reserve, Carnegie Swim Centre and Koornang Park, Carnegie</p>	<p>We will complete detailed design on redevelopment of Carnegie Swim Centre.</p>	<p style="text-align: center;">✘</p>
<p>Comment: We completed initial community consultation on the redevelopment options of Carnegie Swim Centre over summer 2019–20. Council endorsed redevelopment option B (with the dive pool) to progress to concept design stage. A community reference group was formed to help inform future phases of the project due to the high levels of community interest. The reference group was consulted on five occasions during the concept design development process.</p> <p>On 30 June 2020 Council requested further phases of community consultation on the proposed concept design. While the extra consultation will lengthen this stage of the project, the gathered community feedback will be detailed and Council will consider it before adopting a concept design in September 2020. Detailed design will proceed after the concept design has been adopted.</p>		
	<p>We will complete detailed design on <i>Lord Reserve/ Koornang Park Master Plan</i>.</p>	<p style="text-align: center;">✘</p>
<p>Comment: A landscape architect has developed concept plans for the north-east corner through to the multi-purpose cricket nets at Koornang Park as well as the new cricket nets at Lord Reserve. This will be presented to the Lord Koornang community reference group and future community consultations. Future concept designs for the Moira Avenue multi-purpose space, perimeter car parks and the pool forecourt are pending the formal road discontinuance process and further works on the Carnegie Swim Centre.</p>		
<p>We will commence the construction of a new Eat Street in Bentleigh.</p>	<p>Construction commenced by June 2020.</p>	<p style="text-align: center;">✘</p>
<p>Comment: Detailed design is complete. A decision was made to delay the project until early 2021 in order to ensure local businesses are not impacted during the peak Christmas trading period. The Eat Street project will go to public tender for construction in late 2020 with construction and works to commence in early 2021.</p>		

2019–20 COMMITMENT	PERFORMANCE MEASURE	RESULT
<p>We will create a new community space on the site of the old furniture warehouse in Neerim Road, Carnegie.</p>	<p>Implementation and activation of new open space area by June 2020.</p>	<p>CX</p>
<p>Comment: In March 2020 when the COVID-19 Stage 3 lockdown occurred this project was in the final stages of preparation of the construction documentation. However, the project was then placed on hold as there was uncertainty around gatherings in public places. It was not considered safe to open a new community space when there were restrictions and social distancing guidelines in place. The project is now progressing and the tender is scheduled to be advertised in late August 2020 with construction commencing as soon as possible. The new plan is to complete the community space and open it to the public only when it is appropriate to do so.</p>		
<p>We will improve safety and walkability in Bentleigh laneways.</p>	<p>Implementation of Bentleigh vibrant laneway project by June 2020.</p>	<p>✓</p>
<p>Comment: The Brightening Bentleigh laneway project is now complete. Bin enclosures have been constructed to remove the unsightly and unsafe large skip bins from the laneway behind Centre Road, Bentleigh. In addition, lighting has been installed to provide a safe environment at night for pedestrians in the area. To increase the general amenity of the area, murals have been painted on the walls of adjoining businesses.</p>		



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 2019–2020 we:

- completed our community and stakeholder consultation for our safe cycling corridor project to link St Kilda Road with the Djerring Trail — a bike trail that runs under and alongside the Dandenong to City train line. Inkerman Road in Caulfield North has been selected as the safe cycling corridor. The corridor plan is being prepared, however the project design has been paused in response to the COVID-19 restrictions. We will be exploring various design options for the Inkerman Road corridor and will be consulting with the community before a final decision on the design is made in 2021;
- endorsed the *Glen Eira Parking Policy* in March. The *Policy* aims to provide a balanced response to the challenge of meeting the needs of car owners/drivers while striving to make sure our public spaces are people-friendly. Important aspects of the *Policy* include: group, carer, visiting tradesperson, community volunteer and unique circumstances permits; a public transport incentive scheme; neighbourhood parking plans which will invite feedback from residents in a local area; and eligibility for two residential parking permits per household in eligible areas; and
- updated and adopted a *Walking and Accessibility Action Plan 2019–2024* and the *Cycling Action Plan*. Our *Walking and Accessibility Action Plan* focuses on building an accessible and safe pedestrian network, to support walking as an attractive form of transport within Glen Eira. The *Plan* sets out actions for infrastructure, policy and enforcement, education and behaviour. Our *Cycling Action Plan* aims to improve opportunities for cycling around Glen Eira and identifies areas for improvement to help support cycling as a safe and viable transport option for the community. These include improvements to recognise the role that the cycling network plays in linking people to public transport and walking routes. The *Plan* includes actions on infrastructure, policy and enforcement and education/behaviour.

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
<p>We will increase bicycle usage by 10 per cent from 2017 figures.</p>	<p>There has been a 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 (new sites were excluded from this comparison) conducted on Tuesday 3 March 2020 for two hours from 7am to 9am. As this count is a single morning census it can be affected by weather.</p> <p>**Source: Super Tuesday Commuter Bike Count.</p> <p>***Movements — a bicycle moving through the survey area in the time period of the count.</p>
<p>A greater percentage of people (compared to 2017 numbers) will live within walking distance of a major transport node.</p>	<p>There has been a small increase in the number of people living close to a train station, to approximately 65.03 per cent up from 65 per cent the previous financial year. This is significantly higher than the 2017 base rate of 43 per cent. The most significant increase was in the area close to Elsternwick Station, which increased 32 per cent from the previous financial year.</p>
<p>We will construct five per cent of our missing link footpaths.</p>	<p>We constructed 1.1 kilometres of missing link footpaths in priority locations across the municipality. This is the third year of the program and a total of 11.6 per cent of the missing link footpaths have now been installed.</p>

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

STRATEGIC INDICATOR	RESULT
<p>We will achieve a five per cent improvement in the ‘Walk Score’ across the municipality.</p>	<p>The 2020 Walk Score for the Glen Eira municipality is 73*, which is unchanged from 2018 and 2019.</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 once Council’s <i>Integrated Transport Strategy</i> pilot projects are implemented which include the Pedestrian Safe Neighbourhood Pilot in Bentleigh East and Safe Cycling Corridor Pilot in Caulfield. Both projects are scheduled for design in 2020–21.</p> <p>*Source: www.walkscore.com</p>
<p>We will achieve a five per cent improvement rating of traffic management and parking facilities from the previous year’s Community Satisfaction Survey.</p>	<p>The 2020 <i>Local Government Community Satisfaction Survey</i> indicates that there has been an increase in Glen Eira’s parking facilities performance index score from 54 in 2019 to 59 in 2020.</p> <p>On 17 March 2020 Council adopted a new <i>Parking Policy</i> and <i>Residential Permit Parking System Policy</i> that will provide a balanced approach for managing parking across the municipality.</p>

Achieved =  Not achieved =  Not achieved due to COVID-19 pandemic = 

2019–20 COMMITMENT	PERFORMANCE MEASURE	RESULT
<p>We will construct a number of new footpaths throughout the municipality, creating connections where there are missing footpaths.</p>	<p>Construct one kilometre of new footpaths in prioritised locations across the municipality.</p> <p>This is also a major initiative of the 2019–20 Annual Budget.</p>	
<p>Comment: 1.1 kilometres of new footpaths across six streets successfully constructed. This is the third year of the program and a total of 11.6 per cent of the missing link footpaths have now been installed.</p>		
<p>We will complete and review the transport pilot projects in line with our new <i>Integrated Transport Strategy</i>, with a focus on creating safer and walkable neighbourhoods.</p>	<p>Commence implementation of the <i>Pedestrian Safe Neighbourhood Project Pilot</i> in Bentleigh East by 30 June 2020.</p>	
<p>Comment: Concept and traffic designs have been prepared. Speed reduction requests have been submitted to the Department of Transport seeking approval. The neighbourhood plan will be finalised with landscape design consultants; however, community consultation is temporarily on hold due to COVID-19 restrictions. Community and stakeholder consultation will recommence in the new financial year with implementation to follow.</p>		
<p>We will complete and review the transport pilot projects in line with our new <i>Integrated Transport Strategy</i>, with a focus on creating safer and walkable neighbourhoods. (continued)</p>	<p>Complete community and stakeholder consultation and a corridor plan for the Safe Cycling Corridor Project by 1 March 2020.</p> <p>This is also a major initiative of the 2019–20 Annual Budget.</p>	
<p>Comment: All scheduled activities including community and stakeholder consultation for the development of a cycling corridor plan have been postponed due to COVID-19 restrictions. All community and stakeholder consultation will recommence in the new financial year, with a commitment to complete all community and stakeholder consultation and present a report to Council by June 2021.</p>		

2019–20 COMMITMENT	PERFORMANCE MEASURE	RESULT
<p>We commence implementation of the action plans for walking and cycling based on the principles of the <i>Integrated Transport Strategy</i>.</p>	<p>Commence implementation of <i>Cycling Strategy Action Plan</i>.</p>	
<p>Comment: At the 17 December 2019 Ordinary Council Meeting, the Cycling Action Plan was adopted by Council. The implementation of this <i>Action Plan</i> has commenced including:</p> <ul style="list-style-type: none"> • Implementation of a safe cycling corridor pilot project. <p>We are investigating an appropriate route to establish a safe cycling street to link the St Kilda Road corridor and the Djerring trail. Inkerman Road has been selected as the safe cycling corridor. The corridor plan is in preparation; however the project design has been paused in response to the COVID-19 restrictions.</p> <ul style="list-style-type: none"> • Investigate the completion of missing sections of cycling routes in Glen Eira. <p>The Frankston Rail Trail from Glen Huntly to Caulfield is being investigated as part of <i>Caulfield Station Precinct Structure Plan</i> development and early Level Crossing Removal Authority investigations.</p>		
	<p>Commence implementation of the <i>Walking Strategy Action Plan</i>.</p>	
<p>Comment: At the 17 December 2019 Ordinary Council Meeting, the <i>Walking and Accessibility Action Plan</i> was adopted by Council. The implementation of this <i>Action Plan</i> has commenced including these actions:</p> <ul style="list-style-type: none"> • Continue Council’s program of assessing the <i>Disability Discrimination Act</i> compliance of our activity centres and prioritise actions. Elsterwick and Carnegie activity centre assessment recently completed and <i>Action Plans</i> adopted by Council. • Continue to educate the community in relation to walking by funding a series of initiatives and programs. In October and November 2019 Council joined VicHealth in its mission to get kids active by walking, riding and scooting to school as part of the Health Promotion Foundation’s annual <i>Walk to School</i> program. We partnered with 15 Glen Eira primary schools (7,552 students) in a <i>Walk to School</i> golden ticket program. The more students walked, rode or scooted to school, the more times they could enter the <i>Active Schools Competition</i>. In Glen Eira there were 4,946 tickets collected representing more than 49,000 trips. 		
<p>We will manage car parking guided by the new <i>Parking Policy</i>.</p>	<p>By 1 April 2020, commence implementation of a new residential parking permit framework, as adopted in the <i>Parking Policy</i> and Local Law.</p>	
<p>Comment: The Glen Eira Parking Policy was endorsed at the 17 March 2021 Council meeting and is available on Council’s website. Residents applying for permits as of 1 July 2020 will be governed by the new <i>Policy</i>. One hundred visitor permits, tradesperson permits and carers’ permits are available for new applicants. All residents will reapply for permits in 2022 as per the <i>Policy</i>.</p>		



THEME THREE **SAFE, HEALTHY AND INCLUSIVE**

GLEN EIRA CITY COUNCIL
ANNUAL REPORT
2019–2020

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 2019–2020 we:

- staged our largest annual *Glen Eira Youth Art Exhibition* and delivered our *Moving Up* program to more than 1,000 Year 6 students who will enter high school next year. We could only achieve 76 per cent of our first-year commitments (target 90 per cent) in our *Youth Strategy Action Plan 2019–2020* due to COVID-19 social distancing restrictions and school closures;
- built the Glen Eira Community Shed at Moorleigh Village in East Bentleigh. The key tenants of our new community facility include a men's shed, a community house a U3A and other groups that will engage, support and educate community members; and
- saw a decrease in construction activity and associated complaints from March to June 2020 due to the impact of COVID-19. Our compliance activity remained consistent and we achieved a 3.75 per cent decrease in complaints. Our target for 2019–20 year was 10 per cent.

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
<p>There will be an increase in the percentage of residents who agree this is a close-knit community.</p>	<p>The <i>2020 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 <i>2019 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>
<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.</p>	<p>The <i>2020 Local Government Community Satisfaction Survey</i> indicates residents’ satisfaction with family support services has remained stable at an index score of 70 in the period 2019 and 2020, following an increase from 67 in 2018. The 2020 state-wide average index score for family support performance is 66.</p>
<p>There will be an increase in the percentage of residents that report that they feel safe to walk alone at night time.</p>	<p>The <i>2020 Local Government Community Satisfaction Survey</i> indicates that 63 per cent of residents feel very safe walking in their local area alone after dark. This compares with 60 per cent in 2019.</p>
<p>There will be an increase in the percentage of residents who participate in volunteering.</p>	<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 <i>2016</i>.</p>

Achieved =  Not achieved =  Not achieved due to COVID-19 pandemic = 

2019–20 COMMITMENT	PERFORMANCE MEASURE	RESULT
<p>We will implement our Glen Eira Youth Strategy.</p>	<p>We will complete 90 per cent of first-year commitments by June 2020.</p> <p>This is also a major initiative of the 2019–20 Annual Budget.</p>	<p></p>
<p>Comment: A total of 28 actions (76%) of the <i>Glen Eira Youth Strategy Action Plan 2019–2020</i> were completed, nine actions (28%) were unable to be completed by 30 June 2020 due to COVID-19 restrictions and the closure of local primary and secondary schools throughout the pandemic.</p> <p>While restrictions on public gatherings during COVID-19 impacted some actions, there were still many highlights of the <i>Youth Strategy Action Plan</i> including: our largest <i>Youth Art Exhibition</i>; the delivery of the <i>Moving Up</i> program to more than 1,000 Year 6 students about to enter high school; and establishing the new Glen Eira Multicultural Youth Network.</p>		
<p>We will build a Community Shed at Moorleigh Village.</p>	<p>Community Shed completed by June 2020.</p> <p>This is also a major initiative of the 2019–20 Annual Budget.</p>	<p></p>
<p>Comment: The Glen Eira Community Shed is currently built and following some minor construction delays is now near completion. The contractor is carrying out final finishing tasks, ready for handover in mid-July 2020. Key tenants will then move into the new facility including: the Bentmoor Men’s Shed; Moongala Community House; Moorleigh U3A; MiCare; and East Bentleigh Village Garden that currently operates a community garden at Moorleigh Village. The aim of the shed is to encourage use by diverse groups, including; age, culture, gender and socioeconomic situation.</p>		
<p>We will support crime prevention in the municipality through the delivery of key activities under our Community Safety Plan 2018–2022.</p>	<p>We will support crime prevention in the municipality through the delivery of key activities under our <i>Community Safety Plan 2018–2022</i>.</p>	<p></p>
<p>Comment: The <i>Community Safety Action Plan 2018-2020</i> has completed 94 per cent of actions. A recent achievement of the Action Plan is the completion of the research into community views of safety. The research highlighted that lighting and having other people around had the biggest impact on making people feel safer in their neighbourhood and parks. Of those who reported being concerned about their home being burgled the most common action taken was to problem solve the issue with neighbours. Speeding cars and graffiti were most commonly identified as major issues.</p>		

2019–20 COMMITMENT	PERFORMANCE MEASURE	RESULT
<p>We will support crime prevention in the municipality through the delivery of key activities under our <i>Community Safety Plan 2018–2022</i>. (continued)</p>	<p>We will undertake research on community views of safety as part of a midway check-in on our <i>Community Safety Plan</i> to inform future directions.</p>	
<p>Comment: <i>Community Confidence and Feelings of Safety Survey</i> was completed with the Glen Eira Community Voice online panel. The survey findings were distributed to the community and three community focus groups were scheduled: one took place on 17 March at Town Hall and due to COVID-19 restrictions, the remaining sessions were conducted online via Council's <i>Have Your Say</i> page. The analysis of the data and responses will be presented to the Community Safety Committee in July 2020.</p> <p>Additionally, Glen Eira asked further tailored questions regarding community safety and social cohesion as part of the <i>2020 Local Government Community Satisfaction Survey</i>. Ninety-four per cent indicated they felt safe or very safe when walking in their local area alone during the day, and 64 per cent felt safe or very safe when walking in their local area alone after dark.</p>		
<p>We will develop role descriptions for all categories of Council volunteers and deliver training programs to build their capacity to support the community.</p>	<p>Role descriptions developed for all categories of volunteers.</p>	
<p>Comment: Role descriptions have been developed for all the categories of volunteers at Council. These role descriptions were approved by the Executive team in June 2020.</p>		
	<p>We will develop a <i>Volunteer Induction Program</i> and commence rollout by June 2020.</p>	
<p>Comment: A <i>Volunteer Induction Program</i> was developed in consultation with key stakeholders. The <i>Program</i> was approved by the Executive team. However, due to the impacts of COVID-19, many of Council's volunteers have temporarily ceased their engagement and the implementation of the induction program has not been able to be implemented. When our volunteers re-engage, following COVID-19 impacts, the <i>Induction Program</i> will be implemented.</p>		
<p>We will develop health and fitness programs in community venues to expand our reach.</p>	<p>We will engage 400 participants in our Active Parks programs.</p>	
<p>Comment: We ran another <i>Active Parks</i> program starting in February 2020 which ran for six weeks. The attendance for this program was 478 which was a great result. The program has been well received and we plan to continue it once COVID-19 restrictions are eased.</p>		

2019–20 COMMITMENT	PERFORMANCE MEASURE	RESULT
<p>We will develop health and fitness programs in community venues to expand our reach. (continued)</p>	<p>We will implement <i>Dive in and Learn to Swim</i> — an eight-week program for culturally and linguistically diverse communities.</p>	<p>CX</p>
<p>Comment: Four weeks of the Learn to Swim program was completed in February 2020. The program was then put on hold due to COVID-19 restrictions and will resume when the restrictions allow. The participants loved the program and were very thankful Council started such an initiative.</p>		
<p>We will implement our ‘innovate’ Reconciliation Action Plan.</p>	<p>We will complete 90 per cent of the 2019–20 actions.</p>	<p>✓</p>
<p>Comment: The <i>Reconciliation Action Plan 2019–20</i> has 50 actions: 96 per cent of those are complete or on target. There are two actions (four per cent) which cannot be completed due to dependencies on external organisations. Highlights in the final quarter of 2019–20 include: <i>National Reconciliation Week</i> activities which covered a ‘You can’t ask that’ panel for Council staff; an online community event with Welcome to Country and Smoking Ceremony from Boon Wurrung Foundation, a Bush Tukka workshop by Cassie Leatham and musical performance by <i>Pirrutu</i>; cultural awareness online staff training hosted by the Koorie Heritage Trust; an Indigenous history report by Dr Ian Clark provided in draft; and workshop planning commenced for our <i>Reconciliation Action Plan 2020–2022</i>.</p>		
<p>We will engage our community through a diverse program of events and activities.</p>	<p>We will deliver 50 programs to the community, including literacy-based and community interest programs in libraries, cultural and celebratory events at indoor venues and outdoor in Council’s parks and gardens to engage the community.</p>	<p>✓</p>
<p>Comment: Target exceeded with 128 programs delivered throughout 2019–20. Libraries and Arts and Culture presented the community with ways to create, learn, experience, and connect through diverse programs held in libraries, Council venues, parks and gardens. Since the COVID-19 pandemic, online programming now engages our usual audiences as well as new audiences across Glen Eira. Online events included <i>Artynoons</i> for children and families, <i>Living through History with COVID</i>, art lessons, <i>Library@Home StoryTimes</i> and workshops, and <i>Inconversations</i> with artists, international and local presenters and authors. Formats include pre-recorded, live and streaming to reach the widest audiences, creating an added benefit to those who normally could not attend programs in person because of busyness or mobility challenges.</p>		
<p>We will continue to implement all-abilities access in Council managed community facilities, aligned with Council’s Disability Action Plan 2017–2021.</p>	<p>Implement upgrades to ensure all-abilities access at Bentleigh Reserve Pavilion.</p>	<p>✓</p>
<p>Comment: The <i>Disability Action Plan</i> works at Bentleigh Reserve Pavilion are completed. We updated the accessible parking space to allow a clear space from other vehicles; adjusted four internal doors so that they could be easily opened; updated a backrest and the braille and tactile signage in the accessible toilet; and provided new recessed mats at the main entrance.</p>		

2019–20 COMMITMENT	PERFORMANCE MEASURE	RESULT
<p>We will continue to implement all-abilities access in Council managed community facilities, aligned with Council's <i>Disability Action Plan 2017–2021</i>. (continued)</p>	<p>Implement upgrades to ensure all-abilities access at Caulfield Park Pavilion.</p>	
<p>Comment: The <i>Disability Action Plan</i> works at Caulfield Park Pavilion are completed. We installed a new kerb ramp in the Pavilion car park; provided a compliant handrail in the lift lobby area; updated the facilities in the accessible toilet; adjusted the doors; and provided compliant braille signage.</p>		
	<p>Implement upgrades to ensure all-abilities access at McKinnon Reserve Pavilion.</p>	
<p>Comment: The <i>Disability Action Plan</i> works at McKinnon Reserve Pavilion are completed. We constructed two new accessible ramps to both change rooms, including new handrails and compliant entry doors; ensured there was 30 per cent luminance contrast to bike racks on the external pathway; provided a continuous accessible path of travel to the main entrance; and provided new braille and tactile signage in the accessible toilets.</p>		
	<p>Implement upgrades to ensure all-abilities access at Packer Park Pavilion.</p>	
<p>Comment: The <i>Disability Action Plan</i> works at Packer Park Pavilion are completed. We provided correct accessible parking signage in off street parking areas; installed new compliant handrail extensions to a main hall entry; and installed new compliant braille signage and updated the facilities in the accessible toilets.</p>		
<p>We will increase compliance activity around building sites in order to improve safety and amenity during major construction works.</p>	<p>Decrease in the number of complaints received from neighbours by 10 per cent.</p>	
<p>Comment: There was a notable decrease in construction activity and associated complaints over the last four months of the financial year due to the impacts of COVID-19. Despite this decrease Council's compliance activity remained consistent with the previous year. In 2018–19, 4,529 complaints were received, compared to 4,359 complaints received in 2019–20. This represents a 3.75 per cent decrease in complaints.</p>		
<p>We will increase park patrols with a focus on educating the importance of cleaning up after your dog.</p>	<p>Increase the number of park patrols in 'hot spot' locations by 10 per cent.</p>	
<p>Comment: There has been a 10.09 per cent increase in park patrols compared to the previous year. In 2018–19 were 2,338 park patrols, compared to 2,574 in 2019–20.</p>		
<p>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.</p>	<p>Two digital kiosk spaces implemented by June 2020</p>	
<p>Comment: The digital kiosks were ready to be installed in Bentleigh and Carnegie Libraries by the end of March 2020. However due to COVID-19 Stage 3 restrictions resulting in the closure of the libraries this was not achievable. When the libraries reopen in a greater capacity and we can meet safety, cleaning and social distancing requirements the kiosks will be installed.</p>		



THEME FOUR **CLEAN AND SUSTAINABLE**

GLEN EIRA CITY COUNCIL
ANNUAL REPORT
2019–2020

BENTLEIGH • BENTLEIGH EAST • BRIGHTON EAST • CARNEGIE • CAULFIELD • ELSTERNWICK
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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 2019–2020 we:

- continued to invest in solar energy generation and installed solar panels at 19 of our facilities across Glen Eira. The new solar panels allow us to generate clean energy onsite, cut our carbon footprint and protect against rising energy costs;
- completed the detailed design of a new park in Aileen Avenue, Caulfield South. The park will provide a range of recreation opportunities for the local community, including passive seating areas, open lawn and a play space focussing on nature play with a variety of natural materials. A range of landscape materials including rocks and logs and both native and exotic vegetation will be used in the design which will provide a focus for local residents to meet and to play; and
- conducted annual waste bin audits and sampled waste from all three kerbside streams of 250 homes across Glen Eira. The audit was completed in November 2019 and measured an 11 per cent increase of food waste recycled in Council's green bin, compared to the 2018 audit. We recycle 903 tonnes of food waste annually in Glen Eira which decreases emissions by 1,715 tonnes of CO₂ equivalent per year.

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>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>Our 2019–20 carbon footprint decreased by 10 per cent to 8,399 tonnes CO₂ equivalent (CO₂e) 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 tonnes CO₂e 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 tonnes CO₂e 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 Open Space Strategy 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>



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

STRATEGIC INDICATOR	RESULT
<p>The level of satisfaction with open space in the <i>Community Satisfaction Survey</i>, will be consistent with, or better than, industry benchmarks.</p>	<p>In the <i>2020 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 72. Residents rated their level of satisfaction with recreational facilities an index score of 80. Additionally, residents were asked: 'What is the one best things about Glen Eira City Council?' The top mention was parks and gardens — 22 per cent and recreational/sporting facilities — 13 per cent.</p>
<p>Traders' associations will report an increased level of satisfaction with the cleanliness and amenity of our activity centres.</p>	<p>Traders' associations reported a 33 per cent increase in satisfaction with the cleanliness of the activity centres with 33 per cent stating no change and 33 percent stating a decrease in cleanliness. One hundred per cent of respondents stated there was no change in the amenity of the centres.</p>
<p>New generation garbage disposal facilities will be well progressed toward opening.</p>	<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>
<p>New buildings and facilities will be recognised as leading examples of highly efficient and sustainable design.</p>	<p>All our major projects, including Murrumbeena Pavilion and Carnegie Swim Centre have five per cent of their budget allocated to sustainability initiatives. Concepts for future projects, such as the Carnegie food market, will be developed with a focus on sustainable design.</p>

Achieved =  Not achieved =  Not achieved due to COVID-19 pandemic = 

2019–20 COMMITMENT	PERFORMANCE MEASURE	RESULT
<p>We will invest in solar energy generation on Council buildings and support the community to implement initiatives that contribute to our sustainability objectives.</p>	<p>Additional solar generation to be installed at kindergartens. (four sites)</p> <p>This is also a major initiative of the 2019–20 Annual Budget.</p>	
<p>Comment: The solar installation works at five Kindergarten sites have been completed. These included the Glen Eira Kindergarten Association facilities at: McKinnon Road, McKinnon; Brady Road, Bentleigh East; Higgins Road, Bentleigh; Orrong Road, Elsternwick; and Patterson Road, Bentleigh.</p>		
	<p>Additional solar generation to be installed at Centenary Park Pavilion.</p> <p>This is also a major initiative of the 2019–20 Annual Budget.</p>	
<p>Comment: The solar installation works at Centenary Park Pavilion, Bentleigh have been completed. We also installed a solar system at East Caulfield Pavilion.</p>		
	<p>Additional solar generation to be installed at Council independent living units. (six units)</p> <p>This is also a major initiative of the 2019–20 Annual Budget.</p>	
<p>Comment: The solar installation works at 11 independent living units in Jasper Road, Bentleigh have been completed.</p>		
	<p>Additional solar generation to be installed at Godfrey Street Community House.</p> <p>This is also a major initiative of the 2019–20 Annual Budget.</p>	
<p>Comment: The solar installation works at Godfrey Street Community House, Bentleigh have been completed.</p>		
<p>We will implement our updated <i>Open Space Strategy 2019–2031</i> priority actions, including design and construction of open space projects.</p>	<p>Complete detailed design of a new park in Aileen Avenue, Caulfield South.</p> <p>This is also a major initiative of the 2019–20 Annual Budget.</p>	
<p>Comment: Detailed design of the new park is now complete. The tendering process and construction of the new park and associated drainage works will begin in August 2020.</p>		

2019–20 COMMITMENT	PERFORMANCE MEASURE	RESULT
<p>We will implement our updated <i>Open Space Strategy 2019–2031</i> priority actions, including design and construction of open space projects. (continued)</p>	<p>Invest \$900,000 in improvements under the <i>Outer Circle Railway Management Plan</i>.</p>	<p>X</p>
<p>Comment: \$805,000 has been spent on improvements under the <i>Outer Circle Railway Management Plan</i>. Melbourne Water handed the land back to Council for reinstatement and development in March 2020 causing a three-month delay. Final landscaping work will be completed in August 2020.</p>		
<p>We will commence the implementation of actions from the <i>Tennis Strategy</i>.</p>	<p>Install Tennis Australia’s Book a Court system in four locations across the municipality.</p>	<p>CX</p>
<p>Comment: Expressions of interest were sought from all tennis clubs that wished to be considered for installation of the Book a Court system to allow casual access to tennis courts. Pre-installation electrical works have been undertaken at five tennis facilities. Completion of this project is awaiting installation of the hardware and activation of software by Tennis Victoria which was delayed due to COVID-19. This project is now due for completion in August 2020.</p>		
<p>Five per cent of the capital budget for all new and large refurbishment building projects will be allocated sustainability measures, over and above the minimum required standards.</p>	<p>Five per cent of Carnegie Swim Centre redevelopment budget allocated to sustainable initiatives and separately reflected in cost plan.</p>	<p>✓</p>
<p>Comment: The project team ensured this requirement was incorporated into the design and the current cost plan.</p>		
	<p>Five per cent of Murrumbeena Pavilion budget allocated to sustainable initiatives and separately reflected in cost plan.</p>	<p>✓</p>
<p>Comment: The project team ensured this requirement was incorporated into the design and the current cost plan.</p>		
<p>We will update and refresh a minimum of two key Council community infrastructure strategies relating to recreation, open space and facilities.</p>	<p>Council endorsement of a <i>Playground Strategy</i>.</p>	<p>CX</p>
<p>Comment: The <i>Playground Strategy</i> was deferred to allow for the community consultation phase to be undertaken when COVID-19 social distancing restrictions are lifted. This will allow for valuable community input to inform the <i>Strategy</i> and to ensure it reflects community needs.</p>		

2019–20 COMMITMENT	PERFORMANCE MEASURE	RESULT
<p>We will update and refresh a minimum of two key Council community infrastructure strategies relating to recreation, open space and facilities. (continued)</p>	<p>Dog off-leash areas reviewed and community consultation undertaken.</p>	
<p>Comment: A review of the dog off-leash areas was undertaken and the report endorsed by Council on 5 May 2020. The report included the data and information collected during the community consultation period throughout 2019. Further to this, Council also endorsed an amended Order of the <i>Domestic Animals Act</i> to commence implementation of the new off-leash areas.</p>		
<p>We will see an increase in food waste recycling in the municipality.</p>	<p>Ten per cent increase in food waste recycling measured through annual waste bin audit.</p>	
<p>Comment: The annual waste bin audit completed in November 2019 measured an 11 per cent increase in food waste recycled in Council's green bin, compared to an audit completed during a similar period in 2018.</p>		



THEME FIVE **INFORMED AND ENGAGED**

GLEN EIRA CITY COUNCIL
ANNUAL REPORT
2019–2020

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 2019–2020 we:

- began developing a Community Vision for Glen Eira and sought the views of our community on what they wanted Glen Eira to look like in 2040. The feedback was given to a Deliberative Citizens' Panel to form the Vision. COVID-19 restrictions placed the deliberation on hold and we were unable to prepare a draft of the Vision. This will be re-initiated in early 2020–21;
- in November 2019 we endorsed the new Glen Eira City Council Community Local Law. Local laws help us to maintain a safe, enjoyable, peaceful and healthy environment for the community and provide for the administration of Council's powers and functions; and
- launched our new website, enabling the community to do more business with us online. We have seen a 46 per cent increase in click-throughs to pages where transactions and bookings can be made.

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 2019–20 the average rates per assessment was \$1,404. 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>2020 Local Government Community Satisfaction Survey</i> Council remained consistent in its advocacy (lobbying on behalf of community) with an index score of 55 in 2020. The state-wide average advocacy index score is 53.
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>2020 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 <i>Community Engagement Strategy 2018–2021</i> endorsed by Council on 22 May 2018 requires all major projects to have an engagement plan. In 2019–20 we consulted on 53 projects receiving 8,403 responses.
The community will receive regular reporting on our performance.	<p>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.</p> <p><i>Quarterly Service Performance Reports</i> were tabled at the following Ordinary Meetings of Council:</p> <ul style="list-style-type: none"> 13 August 2019 — quarter year ending June 2019 26 November 2019 — quarter year ending September 2019 25 February 2020 — quarter year ending December 2019 19 May 2020 — quarter year ending March 2020


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.	In the <i>2020 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 60. The state-wide average community consultation and engagement index score is 55.
Staff engagement levels will be consistent with, or better than, industry benchmarks.	The <i>Employee Engagement Survey</i> is conducted every two years. Last year’s result indicated that staff engagement at Glen Eira City Council is 34 per cent above relevant industry benchmarks with 63 per cent overall engagement. Across Australia, the Local Government staff engagement average is 29 per cent. We will begin the process of preparing the next survey for distribution in 2021.

Achieved =  Not achieved =  Not achieved due to COVID-19 pandemic = 

2019–20 COMMITMENT	PERFORMANCE MEASURE	RESULT
<p>We will develop a Community Vision that represents the aspirations and priorities of our community.</p>	<p>We will have a draft Community Vision for Council endorsement by the end of June 2020. The Vision will involve engaging with the community, including co-design of the process and reaching out to capture views from diverse communities.</p> <p>This is also a major initiative of the 2019–20 Annual Budget.</p>	<p></p>
<p>Comment: Community engagement to develop the Community Vision has been completed. A Deliberative Citizens' Panel has been put in place to develop the Vision considering the more than 3,000 responses we had to our community engagement on the Vision. The 42-member panel is unable to proceed with face to face sessions due to the COVID-19 pandemic. Currently officers are looking at potential options to resume the work of the Panel with an online approach or face-to-face (if permissible) using different timelines. Council will review options presented by officers and inform the preferred approach in July 2020.</p>		
<p>We will complete the review of our Local Law in consultation with the community.</p>	<p>Local Laws endorsed by Council by November 2019.</p> <p>This is also a major initiative of the 2019–20 Annual Budget.</p>	<p></p>
<p>Comment: Council endorsed new Local Laws in November 2019. Local Laws help us maintain a safe, enjoyable, peaceful and healthy environment for the community and provide for the administration of Council's powers and functions.</p>		
<p>We will demonstrate our commitment to transparency by increasing the amount of information that is available to the public via various communication modes</p>	<p>Increased social media presence by posting a minimum of 20 messages per month that inform the community on a range of Council services and events via Glen Eira City Council's Facebook and Instagram pages and an increase in the use of video.</p>	<p></p>
<p>Comment: We increased our social media presence by posting on average 57 messages per month throughout 2019–20. A total of 641 posts have been placed on Facebook and Instagram showcasing and informing the community of Council's services and events as well as relevant State Government initiatives. Fifty three videos were streamed across Facebook and Instagram in 2019–20 compared to 23 in 2019–20.</p>		
	<p>Improvement in the Community Satisfaction Rating (index score) with how Council has performed in making decisions in the interest of the community.</p>	<p></p>
<p>Comment: Council's performance on this measure in the <i>2020 Local Government Community Satisfaction Survey</i> was an index score of 58 as compared to 61 in 2019 but was significantly higher than the state-wide average of 53.</p>		

2019–20 COMMITMENT	PERFORMANCE MEASURE	RESULT
<p>Council will improve the ability of the community to complete transactions online outside of core business hours.</p>	<p>Five per cent increase in transaction volume outside of core business hours through Council's website.</p>	<p style="text-align: center;"></p>
<p>Comment: The total transaction volume at the end of the final quarter shows that 20 per cent of online transactions have been performed outside of Council's business hours. This is a two per cent increase from the previous end-of-year results. Overall online transactions have increased by 11 per cent from the previous year. Previous quarters this year showed increases in after-hours transactions, with a drop seen in quarter four. It is expected that the downturn in the last quarter is partly due to the impact of COVID-19 restrictions, meaning people who are working at home are more easily able to transact during business hours and are less likely to wait until after hours to complete online transactions.</p> <p>After hours has been defined as weekends, public holidays and any time outside of regular 9am–5pm business hours during the week. A transaction is defined as a form submitted through our website, and any application or request.</p>		
	<p>Increase of activity on Council's homepage to reflect a five per cent increase in click-throughs.</p>	<p style="text-align: center;"></p>
<p>Comment: We are seeing much higher engagement with Council's new website, compared with the old one. Where comparable services existed on the previous homepage, there has been a 46 per cent increase in click-through for those transactions. This combined with a lower site bounce rate, tells us that people are navigating through the site with more ease and are finding what they want quicker than before.</p>		
<p>We will continue to implement our <i>Community Engagement Strategy 2018–2021</i>.</p>	<p>We will consult with Glen Eira Community Voice on at least six occasions.</p>	<p style="text-align: center;"></p>
<p>Comment: We exceeded our commitment with seven Community Voice activities. Five surveys and two quick polls have been undertaken with an average of 515 community members. An average of 215 (41%) Community Voice members responded to the polls and surveys.</p> <p>The most recent activities asking our Community Voice members how they are coping during the COVID-19 pandemic. Nearly three-quarters (69%) of the 200 participants indicated they were very knowledgeable about how to prevent the spread of COVID-19. Eighty two per cent of participants agreed with the statement that they were aware of mental health services and support should they require it. Eighty two per cent of respondents indicated their level of online communication had increased compared with before COVID-19, and later indicated it was due to a mix of work and social reasons. Eighty six per cent of respondents agreed that they would get a vaccine if it became available and was recommended for them.</p> <p>This information will help to inform Council's decisions and priorities for 2020–22.</p>		

2019–20 COMMITMENT	PERFORMANCE MEASURE	RESULT
<p>We will report quarterly to the community on our progress against all of our promises outlined in this <i>Council and Community Plan</i>.</p>	<p>Quarterly reporting to be considered by Council in August, November, February and May annually.</p>	
<p>Comment: The <i>Council and Community Plan</i> progress was considered by Council on the 13 August 2019, 26 November 2019, 25 February 2020, and 19 May 2020. The results are published on our community dashboard.</p>		