



COUNCIL AND COMMUNITY PLAN GOALS AND RESULTS 2017–2018

GLEN EIRA CITY COUNCIL
ANNUAL REPORT
2017–2018

BENTLEIGH • BENTLEIGH EAST • BRIGHTON EAST • CARNEGIE • CAULFIELD • ELSTERNWICK
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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. We will provide for social activities, employment and a range of residential opportunities.

Our town planning decision-making process will be fair, transparent, timely and inclusive. We will give residents the opportunity to contribute towards policies that affect their quality of life and their neighbourhood. Our approach will prioritise the uniqueness of each place and be informed by the views and perspectives of our diverse communities.

Our community infrastructure is essential to supporting liveability and we will design and manage our roads, buildings and community spaces to ensure Glen Eira remains a great place to live.

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>Council's Urban Planning and City Futures Departments have received positive feedback about communication with the planning process and their opportunity to participate in planning decisions and policy formation.</p> <p>The <i>Local Government Community Satisfaction Survey</i> indicates an increase in satisfaction with our performance on planning and building permits from an index score of 46 in 2017 to 48 in 2018. The state-wide average performance on planning and building permits is an index score of 54.</p> <p>While Council recognises that there is still work to be done in this area, we are committed to delivering transparent and customer-focused processes.</p>
Our community will report increased satisfaction with Council's planning for population growth.	<p>Council has an index score of 48 for planning for population growth. This index score remained the same in the 2017 and 2018 <i>Local Government Community Satisfaction Survey</i> results.</p> <p>The state-wide average planning for population growth index score is 50.</p>
A minimum 70 per cent of residents will report that their quality of life is good or very good.	A community survey question will capture this information in 2019.

HOW WILL WE KNOW IF WE HAVE BEEN SUCCESSFUL?

STRATEGIC INDICATOR	RESULT
There will be a reduction in commercial vacancy rates within Bentleigh, Carnegie and Elsternwick shopping centres.	<p>There has been a reduction in commercial vacancy rates in Elsternwick shopping centre. The vacancy rate has dropped from seven per cent (18 of 257 shops) in 2016 to 5.1 per cent (13 of 254 shops) in 2018.</p> <p>There has been an increase in commercial vacancy rates in Bentleigh shopping centre. The vacancy rate has risen from 3.1 per cent (nine of 292 shops) in 2016 to 6.2 per cent (18 of 292 shops) in 2018.</p> <p>There has been an increase in commercial vacancy rates in Carnegie shopping centre. The vacancy rate has risen from 2.1 per cent (four of 193 shops) in 2016 to 4.7 per cent (nine of 193 shops) in 2018.</p> <p>Council is currently developing a <i>Housing and Local Economy Plan</i> which will further inform strategies to reduce commercial vacancy rates within our major shopping centres. This, together with the implementation of <i>Structure Plan</i> projects will likely see a reduction in vacancy rates.</p>
We will see an increase in planning decisions upheld at VCAT following the implementation of new policies in our <i>Planning Scheme</i> .	There has been an increase in planning decisions upheld at VCAT over the past 12 months from 41.8 per cent in 2016–17 to 57.3 per cent in 2017–18. This is attributed to negotiating better outcomes and a more consistent approach to policy interpretation.
There will be an increase from 2017 figures on the level of diversity within available housing stock.	<p>There has been an increase in the number of dwellings available in Glen Eira from 2016–2017 (60,257) to 2017–2018 (61,632).</p> <p>The level of diversity within the housing stock sees increases in apartments, townhouses, and attached single dwellings. There has been a marginal decrease in the number of detached single dwellings.</p>
In 2017, we will adopt <i>Structure Plans</i> for Carnegie, Bentleigh and Elsternwick.	In February 2018, Council adopted <i>Structure Plans</i> for Bentleigh, Carnegie and Elsternwick.

2017–18 COMMITMENT	PERFORMANCE MEASURE	RESULT
We will deliver detailed <i>Structure Plans</i> for Bentleigh, Carnegie and Elsternwick, which address development, open space, business and transport, and an <i>Activity Centre, Housing and Local Economy Strategy</i> for all our centres.	Adopt <i>Structure Plans</i> for Bentleigh, Carnegie and Elsternwick.	✓
Comment: <i>Structure Plans</i> which address development, open space, business and transport for Bentleigh, Carnegie and Elsternwick were adopted by Council on 27 February 2018.		
	Adopt <i>Activity Centre, Housing and Local Economy Strategy</i> for all our centres.	✓
Comment: The revised <i>Activity Centre, Housing and Local Economy Strategy</i> was adopted by Council on 25 July 2017.		
We will commence community consultation and a feasibility study to develop a new vibrant community hub in Elsternwick.	Commence community consultation for the Elsternwick community hub.	✓
Comment: Initial consultation was undertaken as part of the Elsternwick <i>Structure Plan</i> community engagement and was completed in February 2018. The next stage of detailed consultation will be undertaken in 2018–19.		
	Undertake feasibility study for the Elsternwick community hub.	✗
Comment: Following adoption of the Elsternwick <i>Structure Plan</i> , staging of different projects has been reviewed and delivery timeframes revised. The brief for the scope of works for the feasibility was completed in 2017–18. The feasibility study is planned to be undertaken in 2018–19 as captured in the <i>Council and Community Plan 2018–19</i> commitments.		
We will update and refresh a minimum of three key Council community infrastructure strategies relating to recreation, open space and facilities.	<i>Open Space Strategy</i> refreshed.	✗
Comment: Preliminary analysis work is well underway for the refresh of the <i>Open Space Strategy</i> but was delayed pending receipt of the 2016 Census data and updated id forecasts of population per dwelling.		
	Council endorses <i>Tennis Strategy</i> .	✗
Comment: Initial consultation and draft <i>Tennis Strategy</i> were completed. The <i>Strategy</i> is currently undergoing a final consultation phase with affected clubs before proceeding to Council for endorsement.		
	Council endorses <i>Pavilion Strategy</i> .	✓
Comment: Council endorsed a new <i>Pavilion Strategy</i> on 25 July 2017.		

2017–18 COMMITMENT	PERFORMANCE MEASURE	RESULT
We will develop and implement policies and controls that protect heritage, and the character of our residential areas.	Adopt Heritage Policy.	✓
Comment: Heritage Policy adopted by Council on 10 April following a minor heritage review. A major heritage review will be undertaken in the second half of 2018.		
We will invest a minimum of \$30M annually through Council's capital works program.	\$30M spent on capital works program for 2017–18.	✓
Comment: Actual spend as at 30 June 2018 is \$35.23 million.		
We will develop concepts for Lord Reserve; Carnegie Swim Centre; and Koornang Park to create a community focused, multi-use recreation precinct.	Concept plan developed for Carnegie Swim Centre.	✓
Comment: Preliminary concepts were prepared based on initial community consultation. Further information was provided to Council in June 2018. Council has requested additional work in relation to Carnegie Swim Centre and Glen Eira Sports and Aquatic Centre, prior to the next phase of community consultation in 2018–19.		
	Masterplan developed for Lord Reserve and Koornang Park.	✗
Comment: Masterplan concept options for Lord Reserve and Koornang Park were considered by Councillors on 27 March and 26 June 2018.		
We will develop a statement of commitment on housing affordability and work with neighbouring councils to develop a regional perspective.	Development of policy statement (of commitment) endorsed by Council.	✗
Comment: Council's Housing Affordability Statement is under development and will be considered by Council in September 2018. We are currently working with Bayside, Boroondara and Stonnington councils on a vision statement and a <i>Land Use Framework Plan</i> that will consider the facilitation of affordable housing across the region.		



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.

We will encourage various modes of transport, including walking. Our aspiration is to create neighbourhoods where people can access the goods and services they need, within 20 minutes of where they live, travelling by foot, bicycle or public transport.

Our transport network will be safe for pedestrians, cyclists and motorists. It will address the demands of today and cater for Glen Eira's future.

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>Bicycle usage has decreased marginally by one per cent compared to 2016*. The collected data indicates that there were 2,025 movements** in 2018 compared to 2,051 movements in 2016.</p> <p>Council's <i>Integrated Transport Strategy</i> identifies ways to reduce car use by transitioning 980 private vehicle commuters onto other modes every year for the next 15 years. A plan to implement a pilot cycle corridor to encourage an increase in cycling will take place in 2019–20.</p> <p>* Source: 2018 Super Tuesday Commuter Bike Count. ** Movements — a bicycle moving through the survey area in the time period of the count.</p>
A greater percentage of people (compared to 2017 numbers) will live within walking distance of a major transport node.	<p>The total percentage of people living within walkable distance of a major transport node (ie. a train station) has increased by 0.4 per cent from 42.6 per cent in 2016–17 to 43 per cent in 2017–18. Data shows that approximately 75 per cent of new dwellings completed in 2017–18 are located close to train stations.</p>
We will construct five per cent of our missing link footpaths.	<p>We constructed 3.7 per cent (1km) of new footpaths in 2017–18. This is the first year of a four year program to install missing link footpaths.</p>
We will achieve a five per cent improvement in the 'Walk Score' across the municipality.	<p>The 2018 Walk Score for the Glen Eira municipality is 73*, which is unchanged from 2017. 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 various projects incorporated in Council's <i>Integrated Transport Strategy</i> are implemented. * Source: www.walkscore.com</p>
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>Glen Eira's traffic management index score continues to be higher than the state-wide average of 57 with an index score of 60 in 2018 and 59 in 2017.</p> <p>Glen Eira's parking facilities also score higher than the state-wide average of 71 with an index score of 73 in 2018 and 74 in 2017.</p>

2017–18 COMMITMENT	PERFORMANCE MEASURE	RESULT
We will develop a new <i>Integrated Transport Strategy</i> , which identifies and sets the City's goals for various transport modes, with a focus on creating safer and walkable neighbourhoods.	Council endorses <i>Integrated Transport Strategy</i> .	✓
Comment: The <i>Integrated Transport Strategy 2018–2023</i> was adopted by Council on 12 June 2018.		
We will complete a municipal-wide <i>Car Parking Strategy</i> .	Develop and adopt <i>Car Parking Strategy</i> .	✗
Comment: The <i>Car Parking Strategy</i> could not be completed until the <i>Integrated Transport Strategy 2018–2023</i> was adopted. This is now expected to be finalised in November 2018.		
We will update our <i>Walking Strategy</i> with particular focus on improving pedestrian safety around schools, and creating incentives for our community to use sustainable forms of transport.	Update and endorse <i>Walking Strategy</i> .	✓
Comment: The <i>Walking Strategy</i> was incorporated within the <i>Integrated Transport Strategy 2018–2023</i> which was adopted by Council on 12 June 2018.		
We will revise our approach to implementing or amending parking restrictions to ensure that affected residents are consulted in all circumstances in advance of any changes being implemented.	A Car Parking Policy to be developed as part of Council's <i>Integrated Transport Strategy</i> .	✗
Comment: Development of the Car Parking Policy could not be completed until the <i>Integrated Transport Strategy 2018–2023</i> was adopted. This Policy is expected to be finalised in November 2018.		
We will enhance our footpath renewal and upgrade programs to deliver more small area footpath improvement projects and also construct a number of missing link footpaths throughout the municipality.	Construct five per cent of our missing link footpaths.	✓
Comment: The construction of approximately 1 km of missing footpaths has been successfully completed in 11 streets and one park in 2017–18 at the following locations: Hood Crescent, Caulfield North; Aroona Road, Caulfield North; Khartoum Street, Caulfield North; Lawrance Street, Murrumbena; Lyons Street, Carnegie; Toolambool Road, Carnegie; Forster Court, Bentleigh East; Faulkner Street, Bentleigh; Lockwood Street, Bentleigh; Marion Street, Bentleigh; Crozier Court, McKinnon; and Koornang Park, Carnegie.		



THEME THREE **SAFE, HEALTHY AND INCLUSIVE**

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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.

Our residents will have access to the services, activities and infrastructure that make it easy for them to stay healthy and get involved in community life. We will encourage and provide opportunities for our residents to lead active and healthy lives. We will support local community groups, organisations and networks that play an important role in providing opportunities and settings for people to connect.

Our libraries, pavilions, and community centres will be vibrant hubs that bring people together for recreation, learning and social interaction. Our events, festivals and cultural activities will promote community inclusion and celebrate our rich diversity.

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 life style.
- 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.	The 2015 <i>VicHealth Indicator Survey</i> indicated that 59.8 per cent of Glen Eira residents agree that this is a close-knit community. A further survey will be conducted in 2019.
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.	Glen Eira residents' satisfaction with family support services increased from an index score of 65 in 2017 to 67 in 2018. The 2018 state-wide average index score for family support performance is 66.
There will be an increase in the percentage of residents that report that they feel safe to walk alone at night time.	The 2015 <i>VicHealth Indicator Survey</i> indicated that 62.1 per cent of Glen Eira residents feel safe to walk alone at night. A further survey will be conducted in 2019.
There will be an increase in the percentage of residents who participate in volunteering.	In 2011, 18.7 per cent* of Glen Eira residents 15 years or over participated as a volunteer. This number increased by 2.6 per cent in 2016 with 21.3 per cent* of residents 15 years or over participating as volunteers. * Source: Australian Bureau of Statistics <i>Census 2011</i> and <i>2016</i> .

2017–18 COMMITMENT	PERFORMANCE MEASURE	RESULT
We will establish a Community Safety Committee with representation from Victoria Police, key stakeholder organisations, and community members.	Establish a Community Safety Committee with key stakeholders.	✓
Comment: Terms of Reference for the Community Safety Committee were endorsed in November 2017. Meetings of the Community Safety Committee were held in December 2017 and January 2018.		
We will develop a comprehensive Community Safety Plan in collaboration with the community that includes a range of crime prevention strategies.	Develop a comprehensive Community Safety Plan and have it endorsed by Council.	✓
Comment: The Community Safety Plan was endorsed by Council on 12 June 2018.		
We will develop a transparent and prioritised program towards all-abilities access in all Council managed community facilities, aligned with Council's Disability Access Plan.	Develop a prioritised program towards all-abilities access in Council facilities.	✗
Comment: All-abilities access improvement works have commenced at six Council pavilions. Consultants have been appointed to prepare a five year all-abilities access program.		
We will incorporate the needs and feedback from our community consultation into the feasibility study for a vibrant, multi-functional hub in Elsternwick.	Community consultation feedback incorporated into feasibility study.	✗
Comment: The feasibility study is planned to be undertaken in 2018–19 as captured in the Council and Community Plan 2018–19 commitments. Initial consultation was undertaken as part of the Elsternwick Structure Plan community engagement. Following adoption of the Structure Plan, staging of different projects has been reviewed and delivery timeframes revised. The brief for the scope of works for the feasibility study was completed in 2017–18.		



THEME FOUR **CLEAN AND SUSTAINABLE**

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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.

Our City 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. We will improve our own environmental sustainability and partner with our community to reduce our ecological footprint.

We will be a leader in providing access to high quality parks, open space and active recreation facilities, which are vibrant, and accessible. Our streets and built environment will be clean and inviting and we will continue to demonstrate leadership in our contemporary approaches to sustainability, waste management and recycling.

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
We will see a five per cent increase in the recycling rate at Council buildings.	Improvements in recycling have been made at all Council buildings, including the provision of recycling bins at all sporting facilities, early learning centres, libraries and leisure facilities. A recycling audit will be undertaken in October 2018 at Council's two largest buildings — Town Hall and Glen Eira Sports and Aquatic Centre.
Greenhouse gas emissions will be a further 25 per cent lower from Council buildings, waste and outdoor lighting by 2021.	Council's 2017–18 carbon footprint decreased by eight per cent to 9,961 tonnes CO ² equivalent 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 installations, energy efficiency upgrades and lighting upgrades at a range of Council sites. A project to replace street lights on major Council roads with energy efficient lighting will begin in 2018–19.
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.	Opportunities for the provision of new open space have been pursued, including the protection of Woorayl Street Reserve in Carnegie. Open space requirements formed part of the <i>Structure Plans</i> development for Council's major activity centres in Carnegie, Bentleigh and Elsternwick. The <i>Open Space Strategy</i> refresh has commenced.
The level of satisfaction with open space in the <i>Community Satisfaction Survey</i> , will be consistent with, or better than, industry benchmarks.	In the 2018 <i>Local Government Community Satisfaction Survey</i> , Glen Eira residents identified the best aspects about Council as: parks and gardens — 28 per cent; and recreational/sporting facilities — 16 per cent. In 2017, the best aspects were also: parks and gardens — 25 per cent; and recreational/sporting facilities — 16 per cent. These are the top two responses to the question 'what is the one best thing about Glen Eira City Council?'
Traders' associations will report an increased level of satisfaction with the cleanliness and amenity of our activity centres.	Council receives positive updates on the cleanliness and amenity of activity centres from traders' associations through regular consultation with Council's City Futures; Recycling and Waste; and Works Depot officers.
New generation garbage disposal facilities will be well progressed toward opening.	In 2017–18 Council participated with a number of metropolitan councils to commence the development of a business case and procurement strategy for a proposed alternative waste resource recovery facility. This is a long term collaborative project. The development of the business case is led and managed by the Metropolitan Waste and Resource Recovery Group with the assistance of the participating councils.
New buildings and facilities will be recognised as leading examples of highly efficient and sustainable design.	Five per cent of the project capital works budgets is allocated to sustainability measures for significant projects.

2017–18 COMMITMENT	PERFORMANCE MEASURE	RESULT
We will continue to implement our <i>Open Space Strategy</i> priority actions, including improvements to Spring Road Reserve in Caulfield South; a new sensory garden at Rosanna Street Reserve in Carnegie; and commencing the implementation of the EE Gunn Reserve Masterplan in Ormond.	Delivery of improvements to Spring Road Reserve in Caulfield South	
Comment: Community consultation, detailed design and documentation were completed. The construction program has been put on hold to enable a neighbourhood underground drain upgrade in close proximity to this Reserve.		
	Delivery of new sensory garden at Rosanna Street Reserve in Carnegie.	
Comment: Community consultation, detailed design and documentation for delivery were been completed. The contract for construction was awarded in May, however due to contractor availability construction will not commence until July 2018.		
	Commencement of the implementation of the EE Gunn Reserve Masterplan in Ormond.	
Comment: As part of the endorsed Masterplan for EE Gunn Reserve, detailed design was completed and tender awarded for the construction of a new cricket and baseball practise training net facility.		
We will increase the amount of community open space in Joyce Park.	Construction of new open space area in Joyce Park.	
Comment: Community consultation has been completed. This project is currently in the detailed design stage, with construction planned in early 2018–19.		
Five per cent of the capital budget for all new and large refurbishment building projects, will be allocated to sustainability measures, over and above the minimum required standards.	Five per cent allocation of capital works budgets to sustainability measures for new and large refurbishment building projects.	
Comment: This has been incorporated into major projects design and has been included as a separate cost item for tracking and monitoring.		
We will develop masterplans for Caulfield Park and the Lord Reserve; Carnegie Swim Centre; and Koornang Park precinct.	Masterplan developed for Caulfield Park and the Lord Reserve; Carnegie Swim Centre; and Koornang Park precinct.	
Comment: Draft Masterplan options have been developed for Caulfield Park and will be presented to Councillors in July 2018. Concept Masterplan options were presented to Councillors on 27 March and 12 June 2018 for Lord Reserve/Koornang Park Masterplan in conjunction with Carnegie Swim Centre redevelopment options.		



THEME FIVE **INFORMED AND ENGAGED**

GLEN EIRA CITY COUNCIL
ANNUAL REPORT
2017–2018

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.

Our community will be well 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.

We will remain contemporary and connected to our residents. Decisions made will be evidence-based, transparent and in the best interests of the whole community. We will work to build a community that is well-informed and actively participates in Council decision-making.

We will retain our reputation for good governance, ensure that Council continues to comply with the principles of sound financial management and provide full, accurate and timely disclosure of financial information relating to Council.

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 2017 the average rates per assessment was \$1,361. Glen Eira City Council remains 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.	Council increased its advocacy (lobbying on behalf of community) index score from 52 in 2017 to 54 in 2018. The state-wide average advocacy index score is 54.
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. Commencing 2018–19 all major projects will have a comprehensive engagement plan.
The community will receive regular reporting on our performance.	<p>Council reports to the community quarterly via the Quarterly Service Performance Report (endorsed by Council and published on Council's website quarterly). Quarterly Service Performance Reports have been introduced to provide ongoing accountability and transparency to the community on our progress.</p> <p>Quarterly Service Performance Reports were tabled at the following Ordinary Meetings of Council:</p> <p>5 September 2017 — period year ending June 2017</p> <p>28 November 2017 — period July to September 2017</p> <p>27 February 2018 — October to December 2017</p> <p>22 May 2018 — January 2018 to March 2018</p>
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.	Council's performance in community consultation and engagement increased one point from 54 in 2017 to 55 in 2018. The state-wide average community consultation index score is 55.

HOW WILL WE KNOW IF WE HAVE BEEN SUCCESSFUL?

STRATEGIC INDICATOR	RESULT
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.	Glen Eira residents continue to rate customer service levels higher than the state average with an index score of 73 in 2017 and 73 in 2018. The state-wide average customer service index score is 70.
Staff engagement levels will be consistent with, or better than, industry benchmarks.	An independent staff engagement survey conducted in 2017 indicated that staff engagement at Glen Eira City Council is 31 per cent above relevant industry benchmarks with 60 per cent overall engagement. Across Australia, the Local Government staff engagement average is 29 per cent.

2017-18 COMMITMENT	PERFORMANCE MEASURE	RESULT
We will review and enhance our <i>Community Engagement Strategy</i> and develop a new <i>Youth Consultation Strategy</i> .	Complete/update <i>Community Engagement Strategy</i> .	✓
Comment: A Draft <i>Community Engagement Strategy</i> was released for public exhibition on 6 March 2018 and endorsed by Council on 22 May 2018.		
	Complete/update <i>Youth Consultation Strategy</i> .	✓
Comment: The <i>Connecting with Young People Strategy</i> was endorsed by Council on 12 June 2018.		
We will establish an online consultation group of approximately 400 residents who are willing to be involved and provide opinions and feedback on Council's programs and strategies.	Create a community panel of approximately 400 residents.	✓
Comment: A Community Voice online panel of 400 registered residents has now been established and is providing feedback on key Council initiatives.		
We will provide greater online options for residents by ensuring that half of our requests and payment services are available via Council's website.	Implement ePlanning online lodgement and payment module.	✓
Comment: The majority of planning applications, requests and payment options are available to be lodged online. Council is actively promoting this service.		

2017–18 COMMITMENT	PERFORMANCE MEASURE	RESULT
	Fifty per cent of requests and payment services to be available via Council's website.	✓
<p>Comment: More than fifty per cent of requests and payment services are now available online for the community to access. Council currently receives 60 per cent of payments and about 60 per cent of applications online. Council's digital team is regularly adding more transactions onto Council's website.</p>		
We will receive an unqualified audit opinion in relation to the completed 2016–17 <i>Financial Report</i> and Performance Statement and year on year thereafter.	Completion on 2016–17 annual accounts with unqualified audit opinion.	✓
<p>Comment: The 2016–17 <i>Financial Report</i> and Performance Statement was completed by 30 September 2017 with an unqualified audit opinion.</p>		
We will develop an <i>Advocacy Strategy</i> which informs the community of our advocacy program and outlines our advocacy goals.	Develop and endorse an <i>Advocacy Strategy</i> .	✓
<p>Comment: An <i>Advocacy Strategy 2018–2020</i> has been developed and endorsed by Council 19 December 2017.</p>		
We will demonstrate our commitment to transparency by increasing the amount of information that is available to the public via our website.	Quarterly service performance report for the community; online Council Meetings (webcast).	✓
<p>Comment: Webcasting was implemented on 19 December 2017 and quarterly performance reports are now posted on Council's website for the community to access.</p>		
We will report quarterly to the community on our progress against all of our promises outlined in this <i>Plan</i> .	Quarterly reporting to Council on progress against <i>Glen Eira Council and Community Plan</i> commitments 2017–18.	✓
<p>Comment: Quarterly <i>Council and Community Plan 2017–2021</i> progress reports provided to Council in November, February and May 2018. The year-end report will be tabled at the August 2018 Council Meeting.</p>		