



COMMUNITY PLAN GOALS 2013–2017

GLEN EIRA CITY COUNCIL
ANNUAL REPORT
2016–2017

BENTLEIGH • BENTLEIGH EAST • BRIGHTON EAST • CARNEGIE • CAULFIELD • ELSTERNWICK
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GLEN EIRA
CITY COUNCIL



SERVICES TO SUPPORT THE COMMUNITY

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GLEN EIRA
CITY COUNCIL

STRATEGIC OBJECTIVE

To maintain high quality service standards and deliver universal services that support the community, particularly the needs of families, youth, senior citizens and people with a disability.

MATERNAL AND CHILD HEALTH SERVICE SUPPORTS VULNERABLE FAMILIES

The enhanced Maternal and Child Health Service provides in-home support to families who are experiencing vulnerability due to mental health issues, family violence, social isolation, financial hardship and drug and alcohol misuse.

The Department of Education and Training have set a minimum target of 500 hours for the enhanced service. This was exceeded in 2016–17 by 417 hours due to the high demand on the service.

MUNICIPAL EARLY YEARS PLAN

The *Municipal Early Years Plan 2013–2017* is a local area *Plan* designed to provide strategic direction for the development and co-ordination of early years programs, activities and other local community development processes that are about ensuring positive outcomes for children zero–6 years in the municipality.

Over 2016–17, the *Municipal Early Years Plan* directed the following activities:

- a new *Family Calendar*;
- a range of parenting information sessions, including *Positive parenting*, *National Disability Insurance Scheme*, *Paediatric first aid*, *Rubbish free lunch box session* and *Talking to children about safety*;
- *Pop-up playgroups*;
- *Dads' Playgroups*; and
- continuation of the 2+ connect playgroup.

A new *Municipal Early Years Plan* will be developed in 2018.

POSITIVE AGEING STRATEGY

The *Glen Eira Positive Ageing Strategy* is focussed on building a positive view of ageing. It works to keep Glen Eira's ageing residents healthy, connected and engaged so they can age well.

Throughout 2016–2017, we achieved the following actions contained in the *Strategy*:

- 17,976 hours of free facility hire for senior citizen clubs throughout Glen Eira;
- five health promotion events were run, including sessions on legal matters, nutrition, incontinence and diabetes;
- a *Seniors festival* that was attended by more than 1,000 people; and
- health promotion and service information circulated in 10 different languages.

The next *Glen Eira Positive Ageing Strategy* will be developed in 2021.

LIBRARY PROGRAMS ENCOURAGE FAMILY AND COMMUNITY INVOLVEMENT

Six hundred and forty one library programs were delivered in 2016–2017 in addition to our *StoryTime* and *BabyTime* offering. Programs included book club, computer classes, a weekly language café and presentations on cooking, gardening, nutrition and art. For a full list of program offerings, visit <http://library.gleneira.vic.gov.au/Home>

RESPONSIVE COMMUNITY SERVICES

STRATEGY	ACTION	MEASURE	RESULT
Continue to provide a comprehensive range of community services that are responsive to the needs of the community.	Provide community services which minimise social isolation and build community identification.	Deliver social outings and exercise classes to at least 200 socially isolated residents each year.	✓
Comment: Two hundred and eight socially isolated residents enrolled in exercise and social outings as at June 2017.			
		Deliver Home Library Service to at least 200 socially isolated clients.	✓
Comment: Two hundred and thirty eight Home Library Service clients as at end of June 2017.			
		Provide 23,433 hours of social support.	✗
Comment: Council provided 22,397 hours of social support as at end of June 2017. We are currently meeting all requests for service in social support.			
		Provide 500 hours of Maternal and Child Health services specifically targeted at vulnerable clients.	✓
Comment: Council's Maternal and Child Health Department delivered 917 hours of services to vulnerable families.			
	Implement the <i>Municipal Public Health and Wellbeing Plan</i> .	Ninety per cent of 2016–17 actions complete.	✓
Comment: Council's <i>Municipal Public Health and Wellbeing Plan</i> targets six key health and wellbeing priorities: healthy eating and physical activity; community wellbeing and connectedness; mental health; reduction of harm from tobacco, alcohol and drugs; public health protection; and delivery of initiatives in public health leadership. Ninety nine per cent of actions were completed in 2016–17.			
	Inspect registered food businesses to assess compliance with National Food Safety Standards.	Conduct 850 food safety assessments.	✓
Comment: Council's Public Health Department conducted 932 inspections of registered food businesses throughout 2016–17 to ensure compliance with National Food Safety Standards.			

ASSISTING RESIDENTS

STRATEGY	ACTION	MEASURE	RESULT
Encourage residents to raise issues through letters, emails and calls to the Service Centre and provide timely and informative responses.	Service Centre to resolve calls at first point of contact.	Eighty two per cent of calls resolved at first point of contact.	✓
Comment: Eighty two per cent of calls resolved at first point of contact as at 30 June 2017.			
	Ensure telephone calls are answered promptly.	Average call waiting time of 18 seconds or less achieved for all calls.	✗
Comment: Average call waiting time is 34 seconds. From December 2016 to April 2017, average queue wait times increased considerably due to: severe storm activities in late December 2016 and February 2017; a substantial increase in the volume of requests taken; and staff shortages including secondments, leave and training.			

SERVICES FOR CHILDREN

STRATEGY	ACTION	MEASURE	RESULT
Deliver children's services that provide support, education and improve health and wellbeing outcomes for young children and their families.	Deliver Maternal and Child Health services that meet State Government targets.	Deliver 15,000 Key Ages and Stages visits.	✓
Comment: Delivered 16,476 Key Ages and Stages visits as at June 2017.			
	Implement the <i>Municipal Early Years Plan (MEYP)</i> .	Ninety per cent of 2016–17 actions complete.	✓
Comment: Completed 98 per cent of actions completed as at June 2017.			
	Provide vaccinations to infants and school children in accordance with the <i>National Immunisation Program Schedule</i> .	Eight thousand vaccinations provided to infants and school children.	✓
Comment: Provided 11,575 vaccinations to infants and school children as at June 2017.			

MAINTAINING HEALTHY, ACTIVE AND INDEPENDENT LIFESTYLES

STRATEGY	ACTION	MEASURE	RESULT
Assist older people and people with a disability to maintain healthy, active and independent lifestyles in their own home and within the community.	Provide a range of services that support frail older people and people with disabilities to live independently at home.	Deliver all funded hours of Home Care, Personal Care and Respite Care to eligible residents currently set by the Department of Health and Human Services at 95,000 hours.	✗
Comment: A total of 92,222 hours have been delivered. We are currently meeting all requests for service in Home Care, Personal Care and Respite Care.			
		Meet all service requests from eligible residents for Home Maintenance Services.	✓
Comment: All requests met with 4,335 hours of home maintenance delivered as at June 2017.			
	Support senior citizens clubs to enhance social inclusion of older persons.	Council to provide 14,000 hours per annum of free facility use to local senior citizens clubs.	✓
Comment: Provided 17,977 hours of free facility use to senior citizens clubs as at 30 June 2017.			
	Provide quality accredited residential aged care services that achieve a high level of resident satisfaction.	Achieve 90 per cent resident satisfaction as measured by the <i>Annual Quality Performance Systems Survey</i> .	✓
Comment: Received over 90 per cent resident satisfaction as measured by <i>Annual Quality Performance Systems Survey</i> . Warrawee Community achieved 95 per cent satisfaction, Spurway Community achieved 92 per cent satisfaction, and Rosstown Community achieved 94 per cent satisfaction.			
	Implement actions contained in the <i>Glen Eira Ageing Strategy</i> .	Ninety per cent of 2016–17 actions complete.	✓
Comment: Completed 98 per cent of actions as at 30 June 2017.			
Deliver a range of disability services that promote community inclusiveness and access for all-abilities.	Implement actions in the <i>Disability Action Plan</i> .	Ninety per cent of 2016–17 actions complete.	✓
Comment: Completed 99 per cent of actions as at end of June 2017.			

IMPROVING OUR LIBRARIES

STRATEGY	ACTION	MEASURE	RESULT
Ensure Council libraries provide a broad range of books, e-books, learning materials, access to technology, activities and programs that entertain, enrich and develop the community.	Offer a range of library services and programs which encourage family and community involvement.	Six hundred thousand visits to Council libraries annually.	✓
Comment: Visits totalled 702,747 to Council libraries at end of June 2017.			
		Provide <i>StoryTime</i> and <i>BabyTime</i> sessions for 50,000 attendees at libraries in Bentleigh, Carnegie, Caulfield and Elsternwick.	✓
Comment: <i>StoryTime</i> and <i>BabyTime</i> sessions were attended by 61,869 visitors at as at 30 June 2017.			
	Offer a range of library programs for adults that promote reading and encourage social connectedness.	Deliver at least 250 library programs aimed at information technology, community connections or enjoyment of reading.	✓
Comment: Delivered 641 library programs as at 30 June 2017.			

YOUNG PEOPLE IN THE COMMUNITY

STRATEGY	ACTION	MEASURE	RESULT
Implement a range of centre and school-based programs to engage young people aged 10 to 25 years and encourage active participation.	Offer a range of centre and school-based programs.	Provide more than 250 programs.	✓
Comment: Delivered 279 centre and school based programs as at 30 June 2017.			
Provide youth work support to young people and families to assist in positive development.	Assist and deliver support advocacy and referral to young people who are disadvantaged, isolated or at risk.	Seven thousand young people and their families supported through school and centre-based programs, information and referral, service collaboration and special events.	✓
Comment: Youth Services supported 9,586 young people and their families for the year ended 30 June 2017.			



TRAFFIC, PARKING AND TRANSPORT

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CITY COUNCIL

STRATEGIC OBJECTIVE

To promote the safe movement of pedestrian, bicycle and vehicle traffic in a way that minimises the impact of traffic and parking on the local amenity and physical environment.

ROAD SAFETY AUDITS AROUND SCHOOLS

Three road safety audits have been completed around the following schools: Bentleigh West Primary School, Bentleigh; Tucker Road Primary School, Bentleigh East; and Bentleigh East Primary School, Bentleigh East.

The audits identified areas where pedestrian safety could be improved, such as the need to install traffic islands, removal of redundant crossings, installation of pram crossings and improved access to and across footpaths.

Business cases have also been prepared for funding to implement the recommendations in 2017–18.

ROAD SAFETY AUDITS AROUND SHOPPING CENTRES

Two road safety audits were completed around Centre Road, Bentleigh; Mackie Roads Shops, Bentleigh East; and Gardenvale Road Shops near the intersection of Nepean Highway and Elster Avenue, Gardenvale. Business cases have also been prepared for funding to implement audit recommendations in 2017–2018.

The audits identified the need for additional disabled parking bays; *Disability Discrimination Act 1992 (Cth)* compliance for intersection crossings; and improved pedestrian access.

PEDESTRIANS, BICYCLES AND PUBLIC TRANSPORT			
STRATEGY	ACTION	MEASURE	RESULT
Improve safety and movement of road users and provide a fair and equitable balance of parking.	Investigate community requests about traffic and parking.	Ninety five per cent of reactive investigations responded to within five days, 50 community consultations undertaken and the placing of the <i>Not So Fast</i> speed trailer at problem locations.	✗
Comment: Ninety two per cent of reactive investigations were responded to within five days. There has been a significant increase in community requests and workloads around traffic and parking. Seventy eight community consultations were undertaken and the <i>Not So Fast</i> speed trailer was placed at 15 problem locations.			
Continue to promote walking, cycling and public transport options in Glen Eira as alternatives to motor vehicle use.	Implement actions outlined in the <i>Walking Strategy Action Plan</i> .	Complete at least 90 per cent of budgeted actions.	✗
Comment: Seventy eight per cent of the budgeted actions were implemented. Two actions were not completed: (1) Patterson Road, Bentleigh pedestrian crossings not completed due to delays receiving Vic Track approval for public lighting under the Patterson Road rail bridge, Bentleigh. (2) Tucker Road, Bentleigh pedestrian crossing facility was deferred due to the unavailability of a suitable contractor to undertake the works.			
	Review the <i>Bicycle Strategy Action Plan</i> .	Complete the review the <i>Bicycle Strategy Action Plan</i> .	✗
Comment: Officers are currently preparing an <i>Integrated Transport Strategy</i> . As part of this work a new bicycle strategy will be developed.			
Inform the community about local active transport options such as pedestrian, bicycle and public transport options including those arising from consultations.	Articles in <i>Glen Eira News</i> and on Council's website.	Six active transport related articles in <i>Glen Eira News</i> and on Council's website.	✓
Comment: Council published seven transport related articles in its monthly newspaper, <i>Glen Eira News</i> , to inform the community about transport options within the City of Glen Eira.			

MAKING STREETS AND ROADS SAFER

STRATEGY	ACTION	MEASURE	RESULT
Improve safety around shopping centres, and schools by maintaining safe school crossings and installing traffic management treatments to protect vulnerable road users such as children and older residents.	Audit two schools and identify improvements to safety and the movement of people.	Three audits completed and business cases prepared for supported recommendations.	✓
Comment: Three road safety audits have been completed, Tucker Road Bentleigh Primary School; Bentleigh West Primary School; and Bentleigh East Primary School. Business cases have also been prepared for funding to implement audit recommendations in 2017–18.			
	Audit shopping centres and identify improvements to safety and the movement of people.	Two audits completed and business cases prepared for supported recommendations.	✓
Comment: Centre and Mackie Roads Shops, Bentleigh East and Gardenvale Road Shops, Gardenvale audits completed. Business cases have also been prepared for funding to implement audit recommendations in 2017–2018.			
Improve road safety and manage congestion on the local road network.	Implement capital works program including traffic calming measures in local streets informed by the <i>Transport Strategy</i> , <i>Road Safety Strategy</i> and the <i>Local Area Traffic Management Priority System</i> .	All traffic capital works projects (identified in the <i>Budget</i>) completed.	✗
Comment: Sixty per cent of capital works projects identified in the <i>Budget</i> were completed. There have been delays receiving Vic Track approval for pedestrian lights at the Patterson Road, Bentleigh rail bridge. The speed humps in Seymour Road, Elsternwick have been deferred due to redesign as a result of flood overlay and the Tucker Road, Bentleigh pedestrian crossing has been deferred due to unavailability of a suitable contractor.			
	Undertake traffic counts within the City and add to Council's <i>Local Area Traffic Management Priority System</i> to inform future capital works projects.	At least 105 traffic counts completed.	✓
Comment: Completed 129 traffic counts for the year ended 30 June 2017.			



TOWN PLANNING AND DEVELOPMENT

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STRATEGIC OBJECTIVE

To manage the rate and extent of change to the built environment consistent with State and local planning policies to achieve a diversity of housing as sympathetic as possible to neighbourhood character.

BUILDING INSPECTIONS

Five hundred and twenty two proactive inspections were undertaken and responded to. There were 423 reactive planning enforcement matters with 95 per cent of these matters being responded to within five days.

Inspections are carried out to ensure that the approved development being constructed, complies with the planning permit endorsed plans and permit conditions. Matters that are typically raised include: construction management plan requirements; new buildings overlooking existing properties; height; building setbacks from footpath; car parking; and landscaping.

PLANNING FOR THE MUNICIPALITY			
STRATEGY	ACTION	MEASURE	RESULT
Plan for a mixture of housing types that allows residents to meet their housing needs in different stages of their life cycle within the City.	Actively plan for a mix of dwelling types underpinned by the three residential zones (Neighbourhood Residential Zone, General Residential Zone and Residential Growth Zone).	At least 50 per cent of new dwellings to be located within the General Residential, Residential Growth and Commercial Zones.	✓
Comment: Seventy five per cent of new dwellings located within the General Residential, Residential Growth and Commercial Zones.			
Enforce the provisions of the <i>Glen Eira Planning Scheme</i> and building control requirements across the City as well as compliance with any planning permits.	Conduct proactive and reactive site inspections for compliance with planning permit conditions and Local Law requirements.	Three hundred proactive inspections completed and respond to 95 per cent of reactive planning enforcement matters within five days.	✓
Comment: Completed 522 proactive inspections and responded to 95 per cent of reactive planning enforcement matters within five days.			
	Enforce building control requirements and investigate building enforcement matters.	Investigate 200 building enforcement matters and respond to 95 per cent of reactive building enforcement matters within five days.	✓
Comment: Investigated 382 building enforcement matters and responded to 95 per cent of reactive building enforcement matters within five days.			
Ensure new multi-dwelling residential development is sympathetic to the existing neighbourhood character in Glen Eira's Neighbourhood Residential Zone.	Make decisions in accordance with Council's Neighbourhood Residential Zone with an emphasis on neighbourhood character.	Refuse, under manager delegation, all applications which do not satisfy the purpose of Council's Neighbourhood Residential Zone.	✓
Comment: All 56 applications that did not satisfy the purpose of Council's Neighbourhood Residential Zone were refused under manager delegation as at 30 June 2017.			
Encourage and support community involvement in the planning permit application process.	Promote Council's suite of <i>Fast Track</i> permit application processes.	Report to Council, year-on-year; the percentage of applications using the <i>Fast Track</i> process.	✓
Comment: As at 30 June 2017, we have not had any <i>Fast Track</i> applications lodged in 2016–17. Only Three per cent of applications were lodged using the <i>Fast Track</i> process during 2015–16.			

PARTICIPATING IN PLANNING

STRATEGY	ACTION	MEASURE	RESULT
Provide an opportunity for all residents to be informed and to participate in town planning applications where they (and others) object.	Maintain both the non-statutory planning conference (Council decision by resolution) and Delegated Planning Committee (DPC) as forums for resident involvement in the town planning process.	Except for a managerial refusal of an application, ensure all objectors are provided with an opportunity to participate in a consultation meeting, delegated planning committee meeting or planning conference.	✓
Comment: Council held 299 delegated planning meetings and 43 planning conferences to the year ended 30 June 2017.			
Provide a fair, transparent and inclusive town planning decision-making process.	Improve the Delegated Planning Committee (DPC) efficiency by reducing the number of planning applications needing to be referred for a decision by undertaking mediation.	Undertake 10 mediation meetings.	✗
<p>Comment: Nine mediation meetings undertaken as at 30 June 2017. Engagement with stakeholders occurs in a range of ways depending on the complexity of the application and the nature of the matters in dispute between applicants and objectors.</p> <p>During 2016–17, nine mediation meetings, 43 planning conferences and 299 delegated planning forums were held. Mediation meetings were offered and accepted by stakeholders in a limited number of instances due to: the complex nature of most applications; the respective positions by applicants; and objections typically being irreconcilable.</p>			
Undertake community consultation and engagement to ensure the <i>Glen Eira Municipal Strategic Statement</i> , <i>Glen Eira Planning Scheme</i> and town planning process meets the needs of local residents and ratepayers.	Survey participants in the Delegated Planning Committee (DPC) process to ascertain satisfaction rates.	Eighty per cent satisfaction rating of participants in the Delegated Planning Committee (DPC) process.	✓
Comment: Ninety two per cent of participants were happy with the Delegated Planning Committee (DPC) process as at 30 June 2017.			



GOVERNANCE

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STRATEGIC OBJECTIVE

To deliver strong local leadership and governance in an open and responsible manner in the best interests of the community.

RESPONSIBLE GOVERNANCE			
STRATEGY	ACTION	MEASURE	RESULT
Inform the community about Council's roles and activities through a broad range of media.	Ensure all Council endorsed strategies, plans and policies are available on Council's website.	All Council endorsed strategies, plans and policies published on Council's website.	✓
Comment: All Council endorsed strategies, plans and policies have been published on Council's website.			
Maximise capital investment while continuing to keep operating costs and rates below the average of neighbouring councils.	Continue to keep operating costs and rates per assessment low.	Average operating cost to be five per cent below the average of our seven benchmark councils.	✓
Comment: Glen Eira's operating cost per property is approximately five per cent below the average of our seven benchmark Councils.			
Ensure that Council complies with financial and performance reporting requirements.	The preparation and completion of Council's 2015–2016 annual accounts.	Completion of <i>2015–16 Financial Report and Performance Statement</i> by 30 September 2015 with an unqualified audit opinion.	✓
Comment: The <i>2015–16 Financial Report and Performance Statement</i> was completed by 30 September 2016 with unqualified audit opinions.			
	Delivery of the <i>2016–2017 Annual Budget</i> in line with approved budget timelines.	Completion of the <i>2016–2017 Annual Budget</i> — to be adopted by Council and submitted to the Minister before 30 June 2016.	✓
Comment: The <i>2016–2017 Annual Budget</i> was adopted by Council on 28 June 2016 and submitted to the Minister by 30 June 2016.			
Ensure that Council adheres to the <i>Charter of Human Rights</i> .	Ensure all staff receive information about the <i>Charter of Human Rights</i> and comply with the <i>Charter</i> .	No breaches of the <i>Charter</i> .	✓
Comment: There were no breaches of the <i>Charter of Human Rights</i> in 2016–17. All staff members receive information on the <i>Charter of Human Rights</i> during induction. Staff are also required to undertake a mandatory e-learning module on the <i>Charter</i> .			
Establish an effective monitoring and review process for the <i>Glen Eira Community Plan 2013–2017</i> to check and report progress towards community needs.	Regular reporting on progress against action items in the <i>Glen Eira Community Plan 2013–2017</i> .	Report progress to Council quarterly.	✓
Comment: Progress against action items in the <i>Glen Eira Community Plan 2013–2017</i> reported to Council quarterly for the year ended 30 June 2017.			
	All agendas and minutes of Council Meetings are posted on Council's website and are easy to locate and search.	Agendas and minutes on website.	✓
Comment: All agendas and minutes of Council Meetings were placed on Council's website and are easy to locate and search.			

MANAGING RISK AND SAFETY

STRATEGY	ACTION	MEASURE	RESULT
Implement Council's <i>Risk Management Strategy</i> to ensure that risk is effectively managed throughout the organisation.	Implement Council's <i>Risk Management Strategy</i> .	Rolling program of business unit risks to Audit Committee meetings.	✓
Comment: The rolling program covering business unit operational risks continues to be reported to the Audit Committee on a quarterly basis.			
Continue to implement occupational health and safety strategies to provide a safe workplace and protect staff from injuries.	Ensure compliance with Council's externally audited safety accreditation system (<i>SafetyMAP</i>).	Council complies with <i>SafetyMAP</i> criteria and maintains accreditation status.	✓
Comment: The <i>SafetyMAP</i> audit occurred between 13–14 of February 2017 and focused on the following work areas: Major Projects; Purchasing and Fleet; and the Service Centre. Overall, <i>SafetyMAP</i> certification was maintained following the audit. The next audit is scheduled for November 2017.			



RECREATION AND OPEN SPACE

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STRATEGIC OBJECTIVE

To enhance recreation facilities and open space to meet current and future needs of the local community.

DUNCAN MACKINNON RESERVE ATHLETICS TRACK UPGRADE

A grant application was submitted to Sport and Recreation Victoria 2017–18 Community Sports Infrastructure Fund, to upgrade the Duncan Mackinnon Reserve athletics track in Murrumbena. The application successfully progressed through two stages to receive \$250,000 in funding.

Council committed an additional \$750,000 in the 2017–18 Budget to undertake a full track reconstruction that will improve safety, meet International Association Athletics Federation Standards and maximise usage. Works are expected to commence in November 2017.

SPORTSGROUND ALLOCATIONS

Two hundred and one teams representing soccer, cricket, baseball and softball were allocated in the 2016–17 summer season.

All team requests were accommodated across the municipality. Club and association allocations were also approved for cycling, athletics netball.

Three hundred and forty two teams representing AFL, soccer, softball, Gaelic football and lacrosse were allocated in the 2017 winter season. Increased funding allocated to sportsground maintenance allowed an additional 25 teams, including 21 female teams, to be accommodated compared to the 2016 season. Club and association allocations were also approved for cycling, athletics and netball.

OUR SPORTING AND RECREATIONAL FACILITIES

STRATEGY	ACTION	MEASURE	RESULT
Upgrade or renew Council sporting pavilions in line with Council's <i>Priorities for Pavilion Upgrades Report</i> to provide clubs and groups with access to relevant and appropriate facilities and amenities.	Commence design of the new Lord Reserve Pavilion, Carnegie, to replace two existing pavilions.	Design completed, incorporating energy and water efficiency features.	x
Comment: The design of the Lord Reserve Pavilion, Carnegie is on hold pending the development of a masterplan for the Lord Reserve/Carnegie Swim Centre/Koomang Park precinct, Carnegie.			

AN OPEN SPACE STRATEGY

STRATEGY	ACTION	MEASURE	RESULT
Implement an annual capital works program in relation to the open space and sporting facility upgrade.	Upgrade outer walking track at Duncan Mackinnon Reserve, Murrumbena.	Complete upgrade.	x
Comment: The project scope has changed to include stages one and two of the landscape enhancement works. Landscape enhancement works include new internal pathways; lighting; a new staircase; perimeter path improvements; rubber under surfacing on fitness pods; and shelters for viewing sport and casual use. This body of work is currently being prepared by a landscape architect for tender by Council.			
	Advocate for funding for Duncan Mackinnon Reserve athletics track upgrade.	Advocacy complete.	✓
Comment: Funding approved by Sport and Recreation Victoria. Project funded as part of 2017–18 Budget.			
	Redevelop EE Gunn No 2 sportsground following grade separation soil stock piling.	Complete redevelopment of the sportsground.	✓
Comment: Redevelopment of EE Gunn No 2 sportsground, Ormond completed.			
	Redevelop Bailey Reserve, Bentleigh East No 2 sportsground.	Complete the sportsground redevelopment.	✓
Comment: Redevelopment of Bailey Reserve No 2 sportsground in Bentleigh East completed.			
	Upgrade the irrigation system to the main oval at McKinnon Reserve, McKinnon, to improve reliability and minimise maintenance.	Complete upgrade.	✓
Comment: Upgrade to irrigation system to the main oval at McKinnon Reserve, McKinnon completed.			

AN OPEN SPACE STRATEGY (CONTINUED)

STRATEGY	ACTION	MEASURE	RESULT
	Upgrade the rubber play surface at Carnegie Library and Community Centre in the interactive play area.	Upgrade completed.	✓
Comment: Upgrade to the rubber play surface at Carnegie Library and Community Centre interactive play area completed.			
	Complete construction of Booran Reserve, Glen Huntly.	Park open for public use.	✓
Comment: Practical completion reached and park officially open to public in April 2017.			
	Upgrade sportsground lighting at Bailey Reserve, Bentleigh East.	Sportsground lighting upgrade at Bailey Reserve Oval 2.	✓
Comment: Upgrade to sportsground lighting at Bailey Reserve, Bentleigh East completed.			
	Hopetoun Gardens, Elsternwick, landscape enhancement works.	Complete Hopetoun Gardens, Elsternwick, landscape works.	✓
Comment: Completed Hopetoun Gardens, Elsternwick landscape works.			
	Upgrade multipurpose courts at East Caulfield Reserve, Caulfield East and Koornang Park, Carnegie.	Upgrade of multipurpose courts completed.	✗
<p>Comment: The multipurpose courts at East Caulfield Reserve are completed with the courts being well-utilised.</p> <p>The upgrade of the multipurpose courts at Koornang Park, Carnegie, has been deferred until the masterplan has been developed for the Lord Reserve/Carnegie Swim Centre/Koornang Park precinct. This masterplan will be developed in 2017–18.</p>			

ACCESS FOR COMMUNITY ACTIVITIES, SPORT AND LEISURE

STRATEGY	ACTION	MEASURE	RESULT
Provide access to Council facilities (including sportsgrounds and pavilions) for community activities and sport.	Accommodate at least 400 sporting teams on sporting fields in the municipality.	Teams allocated to grounds.	✓
Comment: Two hundred and one teams were allocated in the 2016–17 summer season and 342 teams were allocated in 2017 winter season.			
	Provide local community rooms and encourage community use.	Provide use of Town Hall and Carnegie Community Centre for Council, community organisations and members of the community. Achieve more than 2,000 bookings.	✓
Comment: Community bookings increased by six per cent to 1,339 on the previous year. Total room bookings for the year (including Council staff) 2,448.			
	Install shade sails in Council parks and reserves.	Works completed at: Elsternwick Plaza, Elsternwick; North Avenue Park, Bentleigh; and Memorial Park, Caulfield North.	✓
Comment: Shade sails installed at Elsternwick Plaza, Elsternwick; North Avenue Park, Bentleigh; and Memorial Park, Caulfield North.			
Ensure the availability of a diverse range of passive recreational opportunities in local parks that meet the needs of the community.	Continue stage two landscape upgrade works at Marara Road Reserve, Caulfield South.	Complete upgrade.	✗
Comment: The project scope for the Marara Road Reserve, Caulfield South, will now include plinth barrier treatment being installed where the edge of the Reserve and the footpath meet, in addition to landscape enhancement works. These works are currently in progress and will be completed by 31 August 2017.			

LEISURE AND AQUATIC PROGRAMS

STRATEGY	ACTION	MEASURE	RESULT
Provide a range of leisure and aquatic programs at Glen Eira Sports and Aquatic Centre (GESAC) that meet the needs of the community.	Provide a range of programs and events for the community at Glen Eira Sports and Aquatic Centre (GESAC).	Maintain membership at not less than 14,000.	✓
Comment: Membership is 15,581 as at 30 June 2017.			
Provide a range of leisure and aquatic programs at Carnegie Swim Centre that meet the needs of the community.	Provide a range of programs and events for the community at Carnegie Swim Centre.	Six community events and programs held over the season.	✓
Comment: Carnegie Swim Centre held six community events and programs as at 30 June 2017.			

OUR PARKS

STRATEGY	ACTION	MEASURE	RESULT
Work with key stakeholders to reduce water and energy consumption required to maintain parks and sporting facilities.	Progressively reduce energy use from lighting in parks, including by moving to newer lighting technology.	Complete lighting installation at: Caulfield Park, Caulfield North; Gardenvale Park, Gardenvale; Bentleigh/Hodgson Reserve, Bentleigh; Joyce Park, Ormond; and Princes Park, Caulfield South.	✗
Comment: Lighting installation works completed at Caulfield Park, Caulfield North; Gardenvale Park, Gardenvale; Joyce Park, Ormond; and Princes Park, Caulfield South. Works at Bentleigh/Hodgson Reserve, Bentleigh, have been transferred to 2017–18 works program.			
Continue a program of upgrading or redeveloping playgrounds to ensure that a diverse array of play opportunities for children of all-abilities is provided.	Implement Council's budgeted program to upgrade playgrounds.	Council program implemented.	✓
Comment: Council's program to upgrade playgrounds implemented. New playgrounds installed at Clee Street Reserve, Ormond; North Avenue, Bentleigh; and Clapperton Street Reserve, Bentleigh. New play elements installed at McKinnon Reserve, McKinnon.			
Continue to provide a balance of both on and off-leash areas for dogs across the City and educate pet owners on responsible pet ownership.	Complete 1,500 patrols of parks to educate the community about responsible pet ownership.	Conduct 1,500 park patrols to encourage responsible pet ownership.	✓
Comment: Conducted 1,886 park patrols to encourage responsible pet ownership as at 30 June 2017.			
Continue to maintain and improve facilities in parks.	Install new automated public toilet at King George VI Memorial Reserve, Bentleigh East.	Complete installation of new automated public toilet.	✗
Comment: Automated public toilet procured with contractor appointed. Unit to be installed at King George VI Memorial Reserve, Bentleigh East, in August 2017.			
	Install outdoor fitness pod at Marara Road Reserve, Caulfield South.	Complete installation of fitness pod.	✗
Comment: Fitness pod is installed, however cannot be used until rubber under-surfacing works have been completed and new pathways surrounding the pod are installed. These works will be completed by 31 August 2017.			
	Continue the rolling program to replace aged, unsafe and damaged park furniture infrastructure.	Expend at least 90 per cent of the 2016–17 budget for replacing aged, unsafe and damaged park furniture.	✓
Comment: Completed.			
Continue to plant and maintain trees and other vegetation in our parks.	Undertake park tree pruning to uplift and shape trees associated with sightlines and pedestrian hazards.	Two thousand five hundred trees to be pruned.	✓
Comment: Pruned 4,232 trees in parks as at 30 June 2017.			



WASTE, GRAFFITI AND CLEANLINESS

GLEN EIRA CITY COUNCIL
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GLEN EIRA
CITY COUNCIL

STRATEGIC OBJECTIVE

To maintain a safe, clean and attractive City.

WASTE AND RECYCLING			
STRATEGY	ACTION	MEASURE	RESULT
Provide a comprehensive waste management program to ensure the safe and responsible removal and treatment of local waste.	Continue to deliver kerbside waste collection, street sweeping, litter bin collection and hard rubbish collection services across the municipality.	Services delivered.	✓
Comment: Services delivered generally at a good standard.			
Develop and implement programs to reduce waste and increase rates of recycling within the community.	Introduce food waste collection as part of organics recycling services for the community.	Preparation and introduction complete.	✗
Comment: Food waste facility not available until January 2018. A detailed communications plan for this project has been developed.			

GRAFFITI REMOVAL			
STRATEGY	ACTION	MEASURE	
Deliver graffiti services that rapidly remove graffiti from Council owned assets and assist local residents and businesses to remove and prevent graffiti.	Prompt removal of graffiti from Council owned assets.	Ninety per cent of graffiti reported removed within five working days.	✓
Comment: All reported graffiti removed within agreed response times.			
	Assist with the removal of graffiti from private property where resources allow.	Ninety per cent of requests responded to within 10 working days.	✓
Comment: All reported graffiti removed within agreed response times.			



SUSTAINABLE COMMUNITY ASSETS AND INFRASTRUCTURE

GLEN EIRA CITY COUNCIL
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GLEN EIRA
CITY COUNCIL

STRATEGIC OBJECTIVE

To enhance and develop sustainable community assets and infrastructure to meet the needs of current and future generations.

DRAINAGE IMPROVEMENT AND FLOOD MITIGATION

Glen Eira City Council continued its commitment to renewing and upgrading its drainage networks by installing new conveyance as well as significant detention systems to reduce flood risk in the municipality.

Council spent \$3.86 million on its *Drainage Improvement and Flood Mitigation Sub Programs*. Works on stage two of the Lancaster catchment project to upgrade the Deakin Street and Hopetoun Court, Bentleigh East detention systems, were brought forward to 2016–17.

SUSTAINING OUR ASSETS			
STRATEGY	ACTION	MEASURE	RESULT
Deliver a strategic and informed program to renew, upgrade and build community assets to meet the current and future needs of the community.	Implement <i>Council's Road Reconstruction Sub-program</i> in accordance with Council's <i>Asset Management Strategy</i> .	Expend 90 per cent of the budgeted capital works program for road reconstruction.	✓
Comment: Expended more than 95 per cent of the budgeted capital works program for road reconstruction.			
	Deliver capital works program to renew, upgrade or build Council assets, community facilities and infrastructure.	Twenty five million dollars spent on capital works projects.	✓
Comment: Thirty five million dollars total spent on capital works projects.			
	Implement the <i>Public Toilet Strategy</i> including upgrading the Morton Avenue, Carnegie toilet.	Expend \$150,000 implementing the <i>Public Toilet Strategy</i> .	✓
Comment: The Morton Avenue, Carnegie, toilet will be rebuilt by the Level Crossing Removal Authority as part of the level crossing removal works and will open in 2018. The budget for implementing the <i>Public Toilet Strategy</i> was used to upgrade essential components to make them more reliable and extend their lives. Total expenditure on public toilet works was \$168,000.			
	Implement \$1.7 million to footpath upgrade capital program at various locations around the City in accordance with Council's <i>Road Management Plan</i> .	Expend 90 per cent of the budgeted capital works program for footpath installation.	✓
Comment: Completed with \$1.77 million expended.			
Maintain, renew and upgrade Council's drainage system to reduce the risk of flood damage.	Implement Council's <i>Drainage Improvement and Flood Mitigation Sub-programs</i> .	Expend 90 per cent of budget on Council's <i>Drainage Improvement and Flood Mitigation Sub-programs</i> .	✓
Comment: More than 90 per cent expended with some of the next years works brought forward.			
	Inspect Council drainage pits.	Ten thousand pits inspected.	✗
Comment: We inspected 4,705 Council drainage pits. Due to heavy floods, pit sucker vehicle and all drainage, staff have focussed on reactive work only. Pro-active works are to recommence when customer requests are dealt with.			
Improve the quality and cleanliness of Glen Eira's major activity and retail precincts to meet the needs of business, visitors and the community.	Progressively renew and revitalise shopping strip streetscapes.	Expend \$400,000 on revitalisation of shopping strip streetscapes.	✓
Comment: Expended \$417,368 on revitalisation of shopping strip streetscapes. Clarence Street, Bentleigh East upgrade is 95 per cent complete. The project seeks to revitalise the local shops and make the street safe for local school movements. A new strategic approach is being undertaken for upcoming years, to align with the new <i>Activity Centre, Housing and Local Economy Strategy</i> .			

REPLACING AND PLANTING STREET TREES

STRATEGY	ACTION	MEASURE	RESULT
Continue to promote and support strategies to increase environmental biodiversity.	As part of the implementation of the <i>Street Tree Strategy</i> , plant additional street trees until vacant nature strip sites are filled.	Plant an additional 1,000 trees into vacant sites.	✓
Comment: Planted 1,039 trees into vacant sites as at 30 June 2017.			

CONSERVING OUR NATURAL RESOURCES

Implement strategies to reduce the use of potable water, energy and natural resources of Council assets and operations.	Continue to support Council's commitment to purchasing green products.	Purchasing of green products in 2016–17 to meet or better Council's green expenditure in 2015–16.	✓
Comment: Purchasing of green products in 2016–17 exceeded Council's 2015–16 green expenditure.			
	Reduce energy consumption from existing buildings and lighting and increase use of renewable energy.	Invest \$800,000 in energy efficiency and renewable energy for existing Council buildings and lighting.	✓
Comment: Invested \$829,014 on energy efficiency and renewable energy for Council buildings and lighting. Works exceeded the anticipated amount as extra work was committed. All works completed before 30 June 2017.			
	Investigate feasibility of future energy efficiency and sustainability options.	Complete investigations into next best energy efficiency and renewable energy opportunities for Council-managed infrastructure. Subject to approval from the electricity distribution companies, replace HPNa street lights with a more energy efficient alternative.	✓
Comment: Investigations into next best energy efficiency and renewable energy opportunities for Council managed infrastructure is in progress. A project has been included in Council's capital works program to replace HPNa street lights with more energy efficient alternatives over the next three years.			

PROMOTING SUSTAINABLE LIVING

STRATEGY	ACTION	MEASURE	RESULT
Support community members to reduce their impact on the environment.	Run regular, ongoing recycling education activities targeted to address key barriers. These are to include regular articles and promotional ads, community presentations, direct mail and promotion in languages other than English.	A total of 10 articles in <i>Glen Eira News</i> and <i>Leader Newspaper</i> ; three activities at community events, and promotions in languages other than English.	✓
Comment: Sixteen articles in <i>Glen Eira News</i> and 37 articles in <i>Leader</i> newspapers, three activities at community events and one article was presented in a language other than English. The <i>Recycling In Glen Eira</i> brochure was translated into five languages and distributed to culturally and linguistically diverse community groups and was made available on Council's website.			
	Facilitate sustainability education activities related to sustainable energy use, water conservation and biodiversity with community networks.	Facilitate 10 activities for the community, 10 for schools and children, 20 articles to be published.	✓
Comment: Facilitated 13 community activities, 10 activities for schools and children. A sustainability themed art project with 21 schools has been completed and was displayed in January and February 2017. There were 28 articles in the <i>Leader</i> newspapers and 56 articles in <i>Glen Eira News</i> .			
	Deliver the <i>Neighbourhood Sustainable Gardening Program</i> and the <i>Glen Eira Energy Saving Program</i> to support community in practical ways.	Ten per cent increase in the number of participants in the <i>Neighbourhood Sustainable Gardening Program</i> . Increase participation in the <i>Energy Saving Program</i> by 150.	✗
Comment: There was a 16 per cent increase in the number of <i>Neighbourhood Sustainable Gardening Program</i> participants — 134 new participants. Only 51 new participants engaged with Council's <i>Energy Saving Program</i> . Despite additional promotion and introduction of new products to the <i>Glen Eira Energy Saving Program</i> , community demand dropped significantly. This is thought to be because commercial providers in the marketplace have reduced their costs to access their programs. The program has been discontinued.			



COMMUNITY BUILDING AND ENGAGEMENT

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GLEN EIRA
CITY COUNCIL

STRATEGIC OBJECTIVE

To build a strong connected community that actively participates and engages with Council to improve outcomes for the community.

CAPACITY BUILDING WORKSHOPS FOR COMMUNITY GROUPS

These sessions are held to build capacity and provide an opportunity for community groups to network and develop mutually beneficial working relationships that supports a range of community initiatives.

The first capacity building session, *Standing out in a crowd — marketing* was held in August 2016. The session was designed to help community groups think about how they market themselves and make themselves more visible in the community. Sixty seven people attended with 100 per cent satisfaction.

The second capacity building session — *Succession planning* — developing leadership for the future, was held in November 2016. This session focussed on community groups planning to ensure organisational sustainability. Thirty four people attended with 100 per cent satisfaction.

The third capacity building session — *Volunteers — recruiting, retaining and recognising*, was held in May 2017. This session was designed to assist groups to recruit and engage volunteers. Ideas for supporting and managing the volunteer efforts of community groups were explored. Fifty two people attended with 60 per cent satisfaction. The lower satisfaction rate compared to the previous workshops was attributed to the topic focusing more on volunteers for community organisations and not for volunteers for sporting groups.

All workshops were both capacity building and educational for community organisations and included networking opportunities.

COMMUNITY EVENTS			
STRATEGY	ACTION	MEASURE	RESULT
Provide a range of events, festivals and community celebrations to build social connectedness and promote community inclusion.	Provide at least 10 community celebrations, exhibitions and arts events including three <i>Party in the Park</i> celebrations, exhibitions of local artists' work, a <i>Storytelling Festival</i> , a series of musical events, three food and live entertainment events, and at least two group or thematic exhibitions and one feature exhibition in Glen Eira City Council's Gallery.	Ten community celebrations, exhibitions and events delivered with 75 per cent of participants satisfied based on exit surveys.	✓
Comment: Council delivered a series of <i>Springtime Music</i> events; three food and live entertainment events (<i>Groove and Graze</i>); three <i>Party in the Park</i> events; the <i>My Brother Jack Awards</i> (literary awards); <i>National Reconciliation Week</i> and the <i>Glen Eira Storytelling Festival</i> program. In addition to this, three curated exhibitions have been presented. All achieved in excess of an 85 per cent satisfaction rate with community members.			
	Foster business, employment and marketing opportunities to enhance the social and economic wellbeing of residents and traders.	Provide a minimum of seven Glen Eira women's business networking events and encourage business leadership through the <i>Small Business 2016</i> educational program and facilitate support for business to access mentors and students.	✗
Comment: Six Glen Eira Women's Business networking events were held in 2016–17.			
Council changed its approach to supporting the economic development of our City in 2016–17. It focused on providing forums and programs that facilitated the connection of local businesses and professionals to network, offer and receive support, share learning and collaborate.			
This shift in focus has meant that the current <i>Glen Eira Community Plan 2013–2017</i> measure for Women's Business networking events and <i>Small Business 2016</i> no longer apply.			
The <i>Mentor Partners Program</i> and <i>BusEd Program</i> , continue to operate with 20 local businesses being matched with mentors and Glen Eira businesses participating in 126 student projects involving over 650 students in 2016–17.			

COMMUNITY GROUPS

STRATEGY	ACTION	MEASURE	RESULT
Provide a range of initiatives and programs to build strong and connected community groups.	Provide four newsletters to community groups to provide information about local community connectedness initiatives and grant opportunities.	Four newsletters produced and circulated to community groups.	✓
Comment: Four <i>Connect Newsletters</i> distributed, in August and November 2016, February 2017 and May 2017.			
	Deliver three capacity building sessions for community groups annually to promote effective and resilient community organisations.	Three capacity building sessions delivered to community groups.	✓
Comment: The first community building session was held on 10 August with 67 attendees with a 95 per cent satisfaction rate. The second was held on 2 November 2016 with 34 attendees with a 100 per cent satisfaction rate. The third was held on 17 May 2017 with 52 attendees and a 60 per cent satisfaction rate.			
	Implement the <i>Arts and Culture Strategy</i> .	Ninety per cent of 2016–17 actions complete.	✓
Comment: All <i>Arts and Culture Strategy</i> action items have been fully implemented. There are no <i>Arts and Culture Strategy</i> action items for 2016–17. A new strategy will be developed from 2017–18 onwards.			
	Fund Community Information Glen Eira (CIGE) to provide community information and referral services to support the community.	One hundred and thirty nine thousand dollars delivered to Community Information Glen Eira (CIGE) for community information and referral services.	✓
Comment: Provided \$148,873 to Community Information Glen Eira. A report will be presented to Council in July 2017 to consider funding options for Community Information Glen Eira.			
Support local community groups through the provision of community grants to assist groups to meet identified community needs.	Continue to implement Council's <i>Community Grants Program</i> with a funding priority encouraging community strengthening and inclusion.	Deliver at least \$350,000 in community grants to community groups to encourage community strengthening and inclusion activities.	✓
Comment: Delivered \$435,143 in Community Grants to community groups.			

ENCOURAGING VOLUNTEERISM

STRATEGY	ACTION	MEASURE	RESULT
Actively encourage and promote volunteering opportunities within the local community and recognise the achievements of local volunteers.	Conduct <i>Volunteer Recognition Ceremony</i> .	<i>Volunteer Recognition Ceremony</i> conducted.	✓
Comment: Two Volunteer Recognition Ceremonies were held on 10 and 11 May 2017. Council presented 241 certificates received from 54 community organisations.			
	Provide funding for Community Information Glen Eira for the operation of Glen Eira Volunteer Resource Centre.	Twenty four thousand eight hundred and thirty nine dollars in funding provided to Community Information Glen Eira.	✗
Comment: Community Information Glen Eira received \$13,335 in March 2017. A report will be submitted to Council in July 2017 to consider future funding options for Community Information Glen Eira.			

ENGAGING THE COMMUNITY

STRATEGY	ACTION	MEASURE	RESULT
Deliver a comprehensive range of community consultation processes that provide all members of the community with the opportunity to participate.	Deliver a range of consultation processes to maximise community participation.	Use e-newsletters, <i>Bang The Table</i> , questionnaires, surveys, public meetings and focus groups as part of consultation processes and ensure consultations comply with Council's <i>Community Engagement Strategy</i> .	✓
Comment: A range of consultations conducted, including the development of the <i>Glen Eira Council and Community Plan 2017–2021</i> , involving six public meetings, <i>Have Your Say</i> online engagement, promotion through newspapers, newsletters and social media.			
	Council e-newsletters distributed to provide information about community consultations and outcomes.	Four e-newsletters distributed annually and a 10 per cent increase in the number of subscribers.	✓
Comment: Six e-newsletters delivered to date: July, October, November, 2016 and January, April, May 2017. There are 378 subscribers as of 30 June 2017 bringing the annual increase of new subscribers to 14.1 per cent.			
	Update community signage to provide information about community consultations and outcomes.	Community signage updated at least four times each year.	✓
Comment: Council provides community signage at 12 locations across the municipality (in each ward — Camden, Rosstown and Tucker) publicising information about local events and issues. Community signage was updated in August and November 2016, March and May 2017.			
Communicate and engage with the local community by providing accurate and up-to-date information about local issues and how they will be addressed by Council.	Distribute <i>Glen Eira News</i> to all households in Glen Eira.	Eleven editions of <i>Glen Eira News</i> published annually.	✓
Comment: Eleven editions of <i>Glen Eira News</i> published.			
	Publish corporate advertisements providing information on local issues and activities.	Twenty two Council corporate advertisements published annually.	✓
Comment: Twenty four Council corporate advertisements published.			