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DRAFT INTEGRATED TRANSPORT STRATEGY 2018–31 (2024 REFRESH)



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ACKNOWLEDGEMENT OF TRADITIONAL OWNERS

Glen Eira City Council acknowledges the Boonwurrung/ Bunurong and Wurundjeri Woi Wurrung peoples of the Kulin Nation as Traditional Owners and Custodians, and pays respect to their Elders past, present and emerging. We acknowledge and uphold their continuing relationship to land and waterways. Council extends its respect to all Aboriginal and Torres Strait Islander peoples.

Council honours the rich histories and cultures of First Nations peoples and recognises and values the important contribution of Aboriginal and Torres Strait Islander peoples in enriching our community.

We support the Uluru Statement from the Heart and are committed to a *Reconciliation Action Plan* which is underpinned by the principles of self-determination. We work towards improved outcomes and long-term generational change, and to consolidate Glen Eira as a culturally safe place for Aboriginal and Torres Strait Islander peoples. We are committed to achieving equality for Aboriginal and Torres Strait Islander people to live healthy and prosperous lives and to improve life outcomes for current and future generations.

Glen Eira resides on country that always was, and always will be, Aboriginal land.

Executive Summary

The City of Glen Eira is an inner south-eastern municipality of Melbourne, with approximately 158,000 residents today. As Melbourne grows, we too will grow. By 2036, it is possible that we will have approximately 30,000 additional people joining our community, contributing to its development, vibrance, and diversity. While growth can be exciting, it comes with challenges too.

For transport, relying on the car leads to growing congestion, which stifles economic activity and worsens our quality of living. More traffic brings more risks for accidents and greater threats to the environment. Building more roads and car parks is not the answer, especially given the demands for a variety of land-uses, such as more open spaces and community facilities. Therefore, the overall transport challenge we face is how best to support all our people's travel needs, enhance our city's liveability, ensure everyone is safe and feels safe, and most importantly, doing all these in a way that is considerate of the environment and responds to the climate emergency that we face. Simultaneously addressing all these issues is not easy.

Recognising the challenges, in 2018, we launched our *Integrated Transport Strategy (ITS) 2018-31*. It provided the medium-term direction for a series of actions. Since then, working with the Victorian Government and stakeholders, we have delivered a range of projects including new active travel trails, enhanced railway station environments, and encouraging active travel to schools through programs such as Active Paths. Since we launched the ITS, we have been through the COVID-19 pandemic and seen changes to where people work and when they commute. We are seeing more people adopting electric vehicles, recognising the lower running costs and benefits from reduced emissions. At Council, we have been transitioning our fossil-fuelled vehicles to electric. Meanwhile, safety remains a concern especially when there has been a broader trend for increased accidents in Victoria and nationally. These events and changes, along with population forecasts, provide the context behind our refresh of the ITS.

The 2024 refresh of the ITS continues with the vision for a city of child-friendly neighbourhoods that are connected to a network of vibrant and well-designed walkable activity centres. It continues to recognise that the community wants a range of travel options to service their daily needs. Our goal of lower car mode share remains. At the same time, we recognise that our community is diverse, and people face different challenges and circumstances; it is not a single issue around mode share and one size will not fit all. We know this through our experience developing projects with the community and listening to your voices through our engagements including community-represented committees, surveys, and consultations. Reflecting these, we bring a refreshed ITS that focuses on delivering:

- Efficient transport movement and improved connectivity to a range of opportunities across our City and beyond, offering choices to the community;
- Vibrant and well-designed places for all residents and businesses, supporting their quality of life and livelihoods;
- A transport network where everyone is safe and feels safe, especially the most vulnerable; and
- More sustainable transport, minimising adverse impacts on the environment and embedding climate change action in everything we do.

To better deliver the priorities above, we will strengthen our capability by working with stakeholders and the community, whilst building stronger data evidence and embedding best practice in design and inclusivity.

[placeholder for graphics summary of the whole refreshed strategy]

Document control information

Adopted by	
Date first adopted	
Dates amended	
Review due by	
Responsible Manager	

Introduction

Background

Our City and community

The City of Glen Eira is an inner south-eastern municipality of Melbourne, approximately 10 kilometres from Melbourne's central business district. Our City has approximately 158,000 residents,¹ with some two thirds of the employed residents working in professional, clerical and managerial occupations.² We are a diverse city with 12.3% of the population living with a disability,³ and with just over 40% of our residents born overseas.⁴

Our City is served by three train lines, five tram and 10 bus routes⁵ and two major highways. Together with 465 kilometres of roads and 868 kilometres of pathways, the transport network in our city supports five major activity centres, 11 neighbourhood centres and 36 local centres, as well as 37 schools and a range of community and public services facilities.⁶

Our future

Our City is growing as part of the overall growth story of Melbourne. As Melbourne grows towards nine million people by 2056, we will have our share of new community members. By 2036, it is possible that we will have 188,000 residents living in our City, an increase of 30,000 or nearly 19%.⁷ Accommodating growth means not only providing more places for people to live, but also more capacity for people to travel.

Our challenge

Our new and existing residents, businesses, workers and visitors will need to travel within our City and beyond. Delivering more transport capacity is not easy when land is limited, and we need the same land for housing, leisure and recreation. Building more roads for cars is not sustainable in terms of physical space, quality of place and the environment. However, not delivering improvements will result in growing congestion that will stifle the economy and worsen our quality of life. Therefore, we need an effective and efficient approach that maximises the advantages of different modes and options, with transport and land-use development working together, and ultimately delivers:

- Efficient transport **movement** and improved connectivity to a range of opportunities across our City and beyond, offering choices to the community;
- Vibrant and well-design **places** for all residents and businesses, supporting their quality of life and livelihoods;
- A transport network where everyone is **safe** and feels safe, especially the most vulnerable; and
- More **sustainable** outcomes, minimising adverse impacts on the environment and embedding climate change action in everything we do.

¹ Australian Bureau of Statistics, 2020 estimated population, including in *Glen Eira Housing Strategy*, November 2022

² Australian Bureau of Statistics, occupation estimate for 2021

³ Australian Bureau of Statistics, 2018 estimate

⁴ Australian Bureau of Statistics, 2021 estimate

⁵ Tram routes 3, 15, 16, 64 and 67. Bus routes 605, 623, 624, 627, 701, 703, 767, 822 and 220

⁶ *Glen Eira Housing Strategy*, November 2022

⁷ *Glen Eira Housing Strategy*, November 2022. Victoria in Future (VIF) 2023 suggests 174,888 residents in Glen Eira by 2036, or 16 per cent more than its figure for 2021. Therefore, there is a range of potential outputs. Regardless, the point remains that we will need to accommodate more residents and travel demands in the future.

The Integrated Transport Strategy 2018-31 and its refresh in 2024

Context on Council's role

Transport is provided by a range of organisations. Council owns and manages most of the street network within the municipality, except for arterial roads that are owned and maintained by the Victorian Government. On the network owned and managed by the Council, issues such as road space allocation, local public car parking and footpaths are Council's responsibility. On these streets, the Council works with the Victorian Government on issues such as speed limits and traffic signal phasing. Council does not have direct controls over train, tram and bus services, but advocates for their improvement.

Within our respective roles and remits, we work with the Victorian Government and stakeholders to improve the network and services, recognising that our community wants seamless and quality transport, irrespective of who owns and manages which part of the network and modes. Council consults the community on major changes, and works with neighbouring councils, the State and Federal Government as required including to secure funding.

The 2018 Strategy

Working within Council's remit, in 2018 we published the *Integrated Transport Strategy (ITS) 2018-31*. It is part of our *Integrated Planning and Reporting Framework (IPRF)* which ensures that our strategies and plans are aligned, our efforts are directed to achieve the outcomes that our community most needs and wants. The ITS takes direction from the Community Vision and Council Plan, and provides directions to delivery plans where more detailed projects are defined and developed (see table below).

ITS in context of Council's planning process

Level	Explanation
Community Vision	Captures what community members most value and sets out the aspirations.
Council Plan	Outlines the outcomes we seek to achieve, how we will plan for the future, deliver services and infrastructure, and work collaboratively with and for the community.
Integrated Transport Strategy	Sets out specific vision and goal for transport, aligned to the broader Community Vision and Council Plan. Sets out the priorities for delivery.
Annual Action Plans	Based on the priorities from the ITS, establishes individual projects with detailed action plans. These will be reviewed each year and adapted to reflect learnings from development and implementation,

The 2018 ITS document brought together previous modal strategies and provided direction for actions. It engaged with the community through forum discussions, surveys, and community meetings. Council received and incorporated the comments from the community. The result was a document that:

- Set out the vision for a City of child-friendly neighbourhoods that are connected to a network of vibrant and well-designed walkable activity centres, a city where the community will have a range of travel options to service their daily needs;
- Put forward a goal for reducing car mode share towards 50 per cent of all trips; and

- Guided the development of policies, pilots, projects and advocacy actions.

Developments since 2018

Since the 2018 ITS was published:

- A range of major external events have taken place, affecting people’s travel needs and perceptions. The COVID-19 pandemic has led to a series of changes, including many office-based workers continuing to work at home part of the week, which lessens the pressures on Melbourne CBD-bound transport on some days of the week. Unlike 2018, we now also face a cost-of-living crisis and higher uncertainties with the economic outlook which has implications on jobs and livelihoods of our residents, businesses, workers and visitors. Although over the coming years some of these trends might change further or return to more stable times, currently they are issues for us to take onboard when developing priorities for the short and medium term. We will need to review the situation and refine our plans and actions;
- The transport sector has been changing. There are more Electric vehicles (EVs) with lower emissions but still causing congestion. Commercially-operated e-bikes and e-scooters bring travel convenience and opportunities but also safety concerns. The Victorian Government has been delivering major road projects including the completion of St Kilda Road bike lanes, removing level crossings, delivering the Metro Tunnel that will enable more train services on our railways, and introducing new tram and train fleet as well as Zero Emission Buses (ZEBs);
- We have been delivering a range of improvements including the completed Thomas Street crossing, working with local schools to encourage safe walking and cycling schools through Active Paths and Open Streets programs, and the ongoing works to improve Rosstown Rail Trail. Importantly, we have delivered the Street Design Guidelines (2023) which brings together a range of considerations on transport movements and placemaking, reflects all transport modes and user needs and enables quality improvements across our network. Furthermore, Council declared a climate emergency in 2020, joining the growing movement calling for urgent action to address climate change; and
- We have learnt from the Inkerman Road Safe Cycling Corridor project proposals on the need to better balance a range of road user needs, community sentiments and funding constraints.

Going forward, while we cannot be certain on many external factors such as the macroeconomy, we can adapt from past work, leverage opportunities from broader transport developments, and focus on what we can do as a Council and work with our stakeholders and State and Federal Governments. Under this context, we now refresh the *Integrated Transport Strategy 2018-31*.

The 2024 Refresh

To refresh the ITS, we have reviewed our achievements, taken onboard learnings, surveyed the community on their travel needs and aspirations,⁸ and developed ideas including with community members.⁹ The Refresh maintains the spirit of the vision and goal from the original 2018 ITS and focuses on developing the priority areas for the next five-year period (see table on the next page).

⁸ The survey was conducted between September and November 2023. We received 480 responses from across our city, with more than half of the respondents being women and 54 respondents with a disability or limited mobility.

⁹ We worked with our Strategic Transport Advisory Committee with representatives from our community.

Our ITS, 2024 refresh

Structure	Explanation	
Vision	Overall statement of our aim	Glen Eira will be a City of child-friendly neighbourhoods that are connected to a network of vibrant and well-designed walkable activity centres. The community will have a range of travel options to service their daily needs.
Goal	More specific issues to work towards	This ITS aims to reduce car use towards 50 per cent of all trips.
Principles	The defining conditions and boundaries to work within	<p>Nine principles from the 2018 ITS continues to be relevant today. Together these principles explain that both transport movement and place quality are important, and that we need to balance a range of interests.</p> <p>A new safety principle: <i>Everyone should be safe and feel safe. We work towards zero deaths and serious injuries.</i></p> <p>Recognise our climate emergency declaration and embed climate change actions in everything we do.</p>
Framework	A set of approaches for developing priorities	Continue to apply the framework from the 2018 ITS on efficient driving routes, express public transport routes, safe cycling streets, great walking and shopping streets, child-friendly neighbourhoods, safe school zones, and walkable activity centres. In addition, recognising that the Street Design Guidelines (2023) brings together the concepts for movement, place and different user needs into a single set of coherent directions for street improvements.
Priority areas	A set of themes for detailed annual action plans and project development	<p>Efficient transport movement</p> <p>Vibrant and well-design places</p> <p>Everyone is safe and feels safe</p> <p>More sustainable outcomes</p>
Implementation, monitor and review	How the ITS will be delivered and the process for ensuring continuous improvement	<p>Strengthen capability, with more effective collaboration and delivery.</p> <p>Continuous improvement processes at both strategy and project level through the continuous improvement plan-do-check-act process.</p>

Alignment with Council and broader Government objectives

Our ITS supports our community vision and the objectives of the State and Federal Government (see the table below which summarises the key documents and requirements for the ITS).

Alignment with Council and broader Government objectives

For the <i>Integrated Transport Strategy</i> to align to / support		The ITS needs to...
Glen Eira 2040 Community Vision	<i>Our Glen Eira: A thriving and empowered community working together for an inclusive and sustainable future</i>	Engage effectively and incorporate a range of views from our diverse community
Glen Eira Council Plan	01 Well informed and transparent decisions and highly valued services	Community Engagement Strategy, Asset Plan, Long Term Financial Plan, Smart City Roadmap, Priority Advocacy Projects
	02 Access to well designed and maintained open spaces and places	Better Streets, Better Places (streetscape) Plan, Urban Forest Strategy, Placemaking Strategy, Guide to Creating Quality Playgrounds, Active Recreation Action Plan, Open Space Masterplans
	03 A liveable and well-planned City	Housing Strategy and Activity Centre Structure Plans
	04 A green and sustainable community	Our Climate Emergency Response Strategy, Circular Economy Plan
	05 A healthy, inclusive and resilient community	Community Safety Plan, Community Wellbeing Plan, Gender Equality Action Plan, Reconciliation Action Plan
Victorian Government	Plan Melbourne (Plan Victoria), Victoria’s Housing Statement, Department of Transport and Planning Strategic Plan, <i>Transport Integration Act</i> , Victoria’s Bus Plan, Big Build, Transport Accident Commission Victorian Road Safety Strategy and Towards Zero Road Safety Strategy	Support our residents, businesses, workers and visitors with their access and connectivity needs within the City and beyond, recognising a range of preferences, aspirations and interests Supports the placemaking function of our transport network, contributing to the quality and sustainable growth of our City
Federal Government	Federal Transport Strategy and policy suite, National Road Safety Strategy	Improve safety for all our people, recognising their differences and perceptions. Work towards zero death and serious injuries while recognising the need to reduce risks and minimise impacts Encourage travel behaviours and mode choices that will help to reduce emissions and other adverse impacts on our health, wellbeing, and the climate Work within budget and considerate of whole-life costs

Vision, goal and principles

Vision and goal

Vision

Our transport vision provides the overarching statement to guide the development of our ITS. It aligns with our overall *Glen Eira 2040 Community Vision* with its focus on a thriving community, inclusivity and sustainable future. For the 2024 refresh of the ITS, our vision remains:

Glen Eira will be a city of child-friendly neighbourhoods that are connected to a network of vibrant and well-designed walkable activity centres. The community will have a range of travel options to service their daily needs.

Goal

Following our vision, we continue with the goal of reducing car mode share:

This strategy aims to reduce car use towards 50 per cent of all trips.

While mode share¹⁰ continues to provide a focus for our ITS, we also recognise that transport is not only about whether someone uses the car; transport touches on people's daily lives, including going to school, visiting friends, shopping for groceries, delivering goods to customers, or exercising a distance away. Preferences and choices in transport often depend on who you are and where you live, as well as what options are available to you and whether they are any good given your perceptions and personal circumstances. A range of options becomes important, so are awareness, attitudes and behaviours. The table below summarises the key concepts / imaginaries associated with the key words from our vision and goal statements, implicating on the type of priorities we should focus on when refreshing the ITS.

Key words and their imagery

Key words from vision and goal statements	Imagery
Child-friendly	Playful, exciting, social, looking after the vulnerable, family and friends
Neighbourhoods	Friendly, community-spirited, kind, safe
Connected	Access, easy and convenient, staying in touch, fast, direct
A network of centres	Across our city and beyond, a range of services and opportunities, variety
Vibrant	Successful businesses, active, a buzz, appealing
Well-designed	high quality, suits people's needs, stands out
Walkable	Easy to get to, active, pleasant environment, healthy, fun, safe
Travel options	Recognising differences and interests, positive choices not forced behaviours
Reduce car use	Fewer car trips, less emission and congestion, more active and public transport

¹⁰ The 2018 ITS document quoted a car mode share of 61.1 per cent for travel to work based on its analysis of 2016 Census data.

Principles

Our *Integrated Transport Strategy 2018-31*, published in 2018, contained nine principles. As we refresh this ITS in 2024, these principles are still relevant. They bring together a balance between existing conditions and diverse interests with aspirations and future possibilities (see the table below).

Principles from the 2018 ITS document and their continued relevance

Principle	Explanation	Observations and opportunities
1 Transport is for people – a range of options is needed to suit our busy lives	Individual travel decisions are influenced by a range of economic, physical, social and psychological factors and these decisions can change daily	Our recent community travel survey (2023) shows that most people use a variety of modes, including walking, driving and taking public transport; people are not exclusive to one mode. ¹¹
2 Most of the community currently relies on the car to undertake their daily activities	The car plays an important role in the way in which the majority of the community travels on a daily basis. ¹²	Different people have different needs, challenges and preferences. ¹³ Taking the train and commute to Melbourne CBD for people living near a station is easier than trying to carry groceries on and off a bus. While we work to encourage mode switch over time, we also need to empathise with people’s situation today.
3 Continued growth of car use will contribute to further traffic congestion and parking concerns	This growth is unsustainable and as Glen Eira is a middle/inner ring municipality with limited / no opportunity to increase road capacity.	Our recent community travel survey shows that most people recognised the challenges associated with relying on the car, although some more than others. ¹⁴ People want alternatives to the car, but would like the options to be more attractive e.g. more frequent bus services and safer cycling conditions.
4 Parking will continue to play an important role and complement our transport system	Given the role the private cars continue to play in people’s lives, parking is an important part of the overall transport system.	Optimising car parking is important when creating accessible and attractive places for our businesses and residents. Our experience shows that removing car parking can be highly contentious ¹⁵ .

¹¹ 47 per cent of our survey respondents said they mostly used the car, yet for at least 1 or 2 days a week, 16 per cent cycled and 82 per cent walked. Among the frequent cyclists, 57 per cent also used petrol car 1 or 2 days a week.

¹² The 2016 census showed approximately 60 per cent of our residents travelled to work by car. The 2021 census was undertaken during COVID-19 restrictions.

¹³ Our survey results show that female respondents were more likely to travel for health appointment / exercise and shopping, and less likely to commute to work. They are more likely to use petrol car every day and less likely to cycle. There is a range of factors behind choices, including doing multiple things on the same trip and perceptions on safety.

¹⁴ Our survey respondents placed the most importance on the two principles related to the adverse impacts from the cars. However, regular car users placed less importance on these statements compared to the whole sample.

¹⁵ In 2022, the Council voted to abandon the plan for the Inkerman Street bike corridor project and considerations for resident on-street parking was one of the considerations.

Principles from the 2018 ITS document and their continued relevance

Principle	Explanation	Observations and opportunities
5 Not all residents within Glen Eira experience the same access to transport	Glen Eira is a diverse municipality and across the City, residents have significantly different levels of transport accessibility.	Overall, people from the northern and northwestern part of the city enjoy better public transport than those living in the southeastern part where bus is the only public transport option. People from areas served by trains and trams have lower car ownership rates and drive less. ¹⁶ Such difference is reflected in our community survey, with many people from Bentleigh East believing better bus services is an important issue. ¹⁷
6 Peak hour travel movements should be as efficient and fast as possible	The road network within our city consists of 498 kilometres of Council roads and 95 kilometres of arterial roads under the responsibility of and managed by the Victorian Government. ¹⁸	The transport network functions as a system. Working together will achieve better outcomes. The Victorian Government has been developing the Smarter Roads program which has already delivered faster run-times and smoother traffic flows by optimising signals and delivering faster emergency responses.
7 Our streets are the defining features of our neighbourhoods	Our local streets make up a significant portion of our public spaces and the look and feel defines our neighbourhoods. Streets and routes are and should be treated as important public spaces. We should ensure that these spaces enable safe access for all users.	Since 2018, we have developed our Street Design Guidelines (2023) which sets out how our streets and roads should function to deliver balanced outcomes. The guidelines take onboard movement and place principles, with some roads more dedicated to facilitating movements, while some streets are more places for people to interact.

¹⁶ The 2018 Strategy shows that according to the 2016 Census, commuter car mode share was 56 per cent from people living in areas served by trains and trams, but significantly higher at 73 per cent among residents from areas where there were buses only.

Car ownership was approximately 30 per cent higher in areas with only bus services compared to areas with train and tram services. The 2021 Census was undertaken during the COVID-19 pandemic and hence the 2016 Census represents the latest comprehensive dataset. We look to strengthen our data (see section: *Strengthening capability*)

¹⁷ Approximately 75 per cent of our survey respondents from Bentleigh East believed that it was moderately or very important to advocate for new premium bus services.

¹⁸ *Glen Eira Road Management Plan 2021*

Principles from the 2018 ITS document and their continued relevance

Principle	Explanation	Observations and opportunities
8 Car alternatives can improve our health and the environment	By encouraging residents and visitors to choose more sustainable methods of travel, such as walking, cycling, carpooling and taking public transport, we aim to reduce congestion, improve air quality, improve our health and save money.	Our community travel survey shows that people would like to use active and public transport more, but there are barriers, such as concerns for cycle safety and poor bus service frequency. We recognise that different groups in our community have different preferences on improvements, ¹⁹ and that there is not a single solution that will meet all needs.
9 The future presents significant changes and opportunities to reimagine how we move around	We need to be more flexible and adapt to a fast-changing technological environment.	Working-from-home, increased EV uptake and e-mobility vehicles, these are just some of the key developments since 2018.

For the 2024 refresh of the ITS, we introduce two more statements – consolidating safety issues, and recognising our climate emergency declaration from 2020 (see the table below).

New principles for the 2024 ITS refresh

Principle	Explanation	Supporting commentary
10 Everyone should be safe and feel safe. We work towards zero deaths and serious injuries	We work with our stakeholders and community, State and Federal Governments to encourage positive behaviours and reduce the impact of accidents, improving safety for all the community across all modes.	We agree with the aspirations of the State and Federal Government, and value our community’s feedback on safety concerns, actual and perceived. ²⁰
11 Urgent climate change action is essential to help us secure our Glen Eira community vision	We will embed climate change action in everything we do.	Our <i>Climate Emergency Response Strategy 2021-2025</i> calls for transport to support the sustainability agenda, including through encouraging the uptake of active and public transport, as well as EVs.

¹⁹ Our survey showed that increased public transport services, more accessible public transport stops and low-floor vehicles, and improved safety and security on public transport were the top three issues the Council should advocate for. More specifically, female respondents were more likely to place importance on improved public transport safety and security, accessible stops and low-floor vehicles, they were less likely to place importance on strategic cycling corridors towards Melbourne CBD.

²⁰ Our survey shows that female respondents were more likely to rarely or never cycle, and they were more likely to cite not feeling safe as a barrier to taking up more cycling. While many male respondents also cited safety concerns, they still cycled regularly. Actual and perceived safety are both important in influencing behaviours.

Implications for ITS development

The vision, goal and the principles point to four themes, with the need to deliver:

- More efficient **movement**. Encouraging people to switch from the car to using public and active transport through positive improvements. Meanwhile, recognising the challenges people face today with their diverse circumstances and perceptions;
- An effective approach for delivering quality **places**. Supporting people's quality of life, health and the local environment, including in activity centres and neighbourhoods. Recognising the benefits from improving local access for all modes, and more car parks potentially lead to more congestion and worse amenity;
- A **safe** network that supports all the community. This includes making people feel safe, and lowering the risk of accidents, or when accidents occur, their impacts are minimised; and
- A **sustainable** approach to transport. Responding to the climate emergency, encouraging positive behaviours, and supporting the adoption of greener technology.

Framework

Overview of the framework and its components

Our ITS framework takes onboard the principles and helps to translate the vision and the goal into more practical directions for the development of priorities. Our framework²¹ is summarised below, with components relating to the implications for the ITS in terms of movement, place, safety and sustainability.

Framework and alignment to strategy themes		Movement	Place	Safety	Sustainability
Framework component	Aim				
Express public transport routes	To prioritise the movement of trams or buses. These modes are the most efficient at moving large amounts of people quickly within limited road space	✓			✓
Efficient driving routes	To ensure the movement of vehicle traffic is as efficient as possible	✓		✓	
Great walking and shopping streets	To provide positive experiences for accessing centres and open spaces, especially for pedestrians		✓	✓	✓
Walkable activity centres	To encourage residents and visitors to visit, shop and stay within our attractive and exciting destination precincts		✓	✓	
Child-friendly neighbourhoods	To provide opportunities for diverse experiences and encourage people to spend time engaging in social and recreational activities		✓	✓	
Safe cycling Streets	To enable cycling as a preferable transport mode choice. These streets foster a safe environment for people of all abilities	✓	✓	✓	✓
Safe school zones	To provide a range of safe travel options whilst not impacting on the amenity of nearby residents		✓	✓	
Be safe and feel safe for all	To improve safety outcomes for all, actual and perceived, based on a safe systems approach			✓	
Street Design Guidelines	To provide a single source of reference when developing our street network, and to be considerate of all users	✓	✓	✓	
Embed climate change action	To encourage the adoption of greener travel choices and reduce transport's adverse impact on the climate				✓

The next section explains each of the components including the type of improvements that could be considered over the 2024-31 ITS period.

²¹ The 2024 refresh continues with all framework components from 2018. Additional components are included for the new (1) safety principle, (2) Street Design Guidelines (2023), and (3) climate emergency declaration (2020).

Details of the framework components

Express public transport routes: to prioritise the movement of trams or buses

Given trams and buses have the capacity to carry significantly more people than cars using the same road space²², we need to prioritise them to make the most of our limited road space.

Key routes: Dandenong Road, Nepean Highway, Balaclava Road, Hawthorn Road, North Road, East Boundary Road, Murrumbeena Road, South Road.

Potential improvements: clearways / lane dedication, traffic signal prioritising buses, accessible stops, bus shelters and wayfinding, interchange facilities, adjust / reallocate road space.



Efficient driving route: to ensure the movement of vehicle traffic is as efficient as possible

While we encourage mode switch, we cannot ignore the role cars play in meeting a range of people's needs,²³ including for working, visiting, and spending in our City.

Key routes: Nepean Highway, Dandenong Road, South Road, North Road, Warrigal Road, Murrumbeena Road, Kooyong Road, Glen Eira Road, Poath Road, East Boundary Road, Neerim Road, Grange Road, Jasper Road, Hotham Street.

Potential improvements: reducing right-hand turns, consistent sign-posted speed limits, creating turning-only lanes, better-phased traffic signals, clearways.



²² A road with a 3.5-meter-wide lane can potentially carry 2,000 people an hour using car, or 9,000 using regular bus and 22,000 using light rail. Source: Greater Auckland / Transformative Urban Mobility Initiative / Delft University

²³ Our community travel survey showed that 45 per cent of the respondents said their most frequently used mode was petrol car, with female respondents and people over 50 years of age more likely to use the car.

Great walking and shopping streets: to provide positive experiences for accessing centres

We have five major activity centres, 11 neighbourhood centres and 36 local centres, providing coverage across our City. Given people's need for shopping and leisure, by making walking there as easy and pleasant will help with reducing congestion and improving health through exercise.

Key streets: Centre Road, Glenhuntly Road, McKinnon Road, Patterson Road, Neerim Road, Balaclava Road, Hawthorn Road, Koornang Road, North Drive, Sir John Monash Drive and Derby Road.

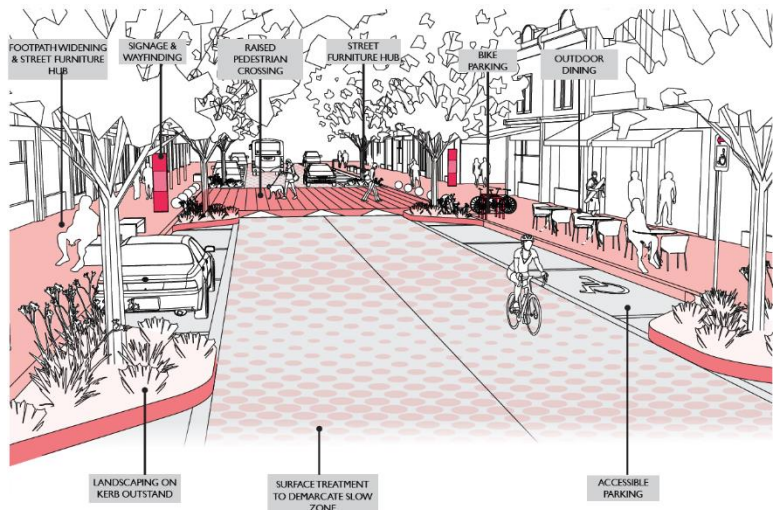
Potential improvements: pedestrian priority at intersections including traffic signals, shared zones, quality canopy trees, lighting and, decluttering the street²⁴.



Walkable activity centre: to encourage people visit and stay within attractive local precincts

A walkable activity centre is an attractive and exciting destination that encourages residents and visitors to visit, shop and stay within these precincts, rather than driving to a shopping centre. These streets should be designed to balance the needs of diverse users and create an environment that ensures easy access, safety, comfort and enjoyment for all.

Potential improvements: wide footpath and quality pedestrian networks, street furniture, decluttering, shared zones and road closures, safe and high-quality connections, consolidated parking including needs-based short-term parking, safe connections to cycle paths and lanes, optimise road and public space based on needs at each location.



Example of a walkable activity centre (Glen Eira's Street Design Guidelines)

²⁴ Unnecessary structures clutter the streets and adversely affect amenity and walkability. London (UK) has been decluttering including removing unnecessary guardrails, bollards, signs and other items that block-footpaths.

Child-friendly neighbourhoods: for diverse experiences, social and recreational activities

Child-friendly neighbourhoods as a concept is about creating safe residential streets that supports active travel short trips within and between neighbourhoods and centres. It is about encouraging social interactions, designing streets where pedestrians, cyclists and vehicles co-exist safely, and reducing unnecessary 'rat running' on local streets.

Potential improvements: trees²⁵ and vegetation, lighting and visibility, pedestrian crossings, traffic calming including adjusting speed limits, safe local connections with existing cycle paths and lanes, altering the local traffic network to create public spaces including one-way streets.



Safe cycling streets: to enable cycling as preferable transport mode choice that safe for all

Cycling is a good form of exercise and can be an alternative to using the car. However, people are concerned about safety.²⁶ We need to address this issue and support a range of shorter and local trips.

Key routes: Rosstown Rail Trail, Nepean Highway, South Road, South Drive, Crosbie Road, Deakin Street, Bignell Road, Mackie Road, Thomas Street, McKinnon Road, Riddle Parade, Tucker Road, Koornang Road, Bambra Road, Orrong Road, Inkerman Road²⁷.

Potential improvements: bike paths, bike lanes through intersections, minimise car movements across bike lanes, reduce vehicle speeds, improve lighting and visibility, adjust / reallocate road space.



²⁵ Glen Eira has relatively low levels of tree canopy cover and is predominantly eight to 12°C hotter than surrounding non-urban area. Providing shades is important to support walking, especially among the vulnerable.

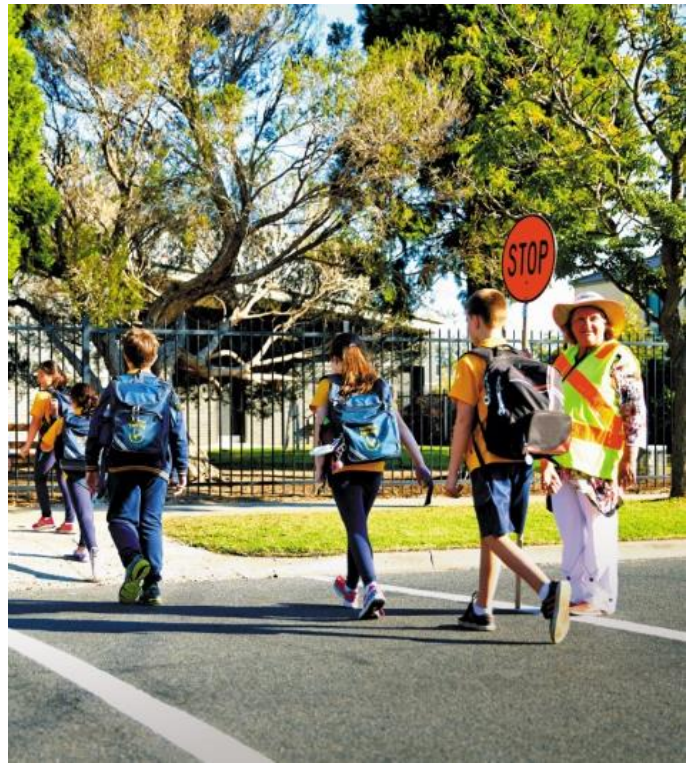
²⁶ Our survey shows that 47 per cent of people who selected bicycle as their most frequently used mode said exercise and health benefits were behind their choice. Not feeling safe is the top reason why people do not cycle more.

²⁷ Inkerman Road remains one of Victoria's Strategic Cycle Corridors. Future options to improve cycle safety and experience will learn from past project development experience and better balance a range of interests.

Safe school zones: to provide safe travel options while not impacting on local amenity

Safe school zones have a strong focus on accessibility and safety for all users. They seek to provide an environment that encourages active and independent active travel for shorter and local trips. They aim to ensure existing and future amenity of the area where designing movement around a school zone is protected and enhanced.

Potential improvements: quality walking streets, safer cycle connections, wide footpaths and raised pedestrian crossings, lighting and visibility, vehicle drop-off areas that do not affect safety of school users or residential amenity including being away from the immediate school entry, alternative traffic network including temporary road closures to create safe and inviting forecourts to schools, reduce speed limits consistent with best practice, encourage schools to provide quality cycle parking.



Be safe and feel safe for all: to improve safety outcomes for all, actual and perceived

Safety is a key issue. Our 2018 ITS discussed safety in relation to perceptions on our network, children around schools, people walking, cycling and using public transport, accessing public spaces and in activity centres. Given its importance, in 2024, we developed a consolidated statement for our safety principle. Based on the principle, our framework focuses on using a safe systems approach, recognising the importance of actual and perceived safety, and reflecting on the diversity in our community.

Potential improvements: road design and speeds²⁸, lighting and visibility, public transport environment, cycle and walking facilities, confidence and perceptions.

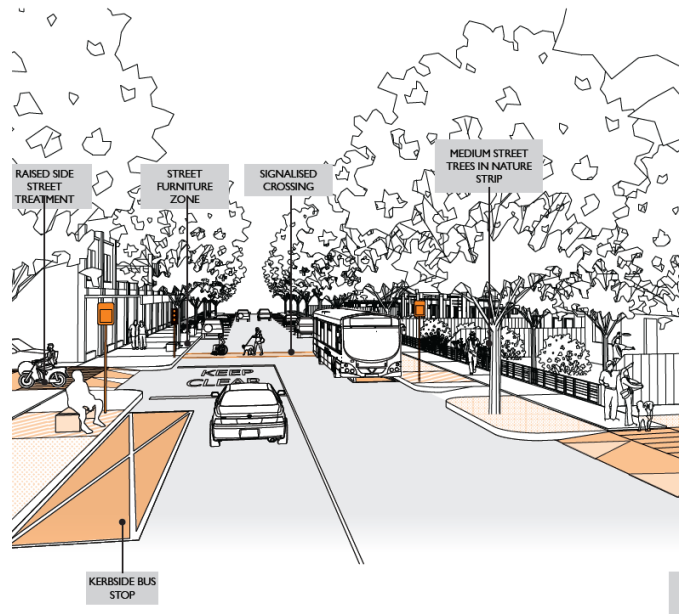
- | | |
|--|--|
| <p>We recognise:</p> <ul style="list-style-type: none"> - People are fallible - Humans are fragile - Road safety is a shared responsibility - Need to build a safe and forgiving road system <p>Actual safety is driven by:</p> <ul style="list-style-type: none"> - Probability - Impact - Aftermath | <p>Perceived safety is influenced by:</p> <ul style="list-style-type: none"> - Life experiences - Judgements - Confidence <p>Differences depending on:</p> <ul style="list-style-type: none"> - Sex / gender - Age - Past experiences - Health - Backgrounds and attitudes |
|--|--|

²⁸ An average person has a 2 in 10 chance of survival if hit by a vehicle travelling at 50 kilometers per hour. This increases to 8 in 10 if at 40 kilometers per hour and 9.5 out of 10 if at 30 kilometers per hour. Source: Austroads

Street Design Guidelines: to support improvements considerate of all street and road users

We consulted on and then published our Street Design Guidelines in 2023. This document brings together the different roles our network plays, reflects on the different needs of street and road users, and puts forward seven street types for our City, each with its own roles, priorities and design features. For example, Exchange Streets are where people meet and interact, Connect Streets are where people traverse and move, and Live Streets are for more local movements and interactions. These three broad concepts build on the framework components e.g. ‘walkable activity centres’, ‘efficient driving routes; and ‘child-friendly neighbourhoods’ respectively. (Please refer to the document on our website for details.²⁹)

Based on the street typologies, the guidelines put forward recommended street width, traffic lanes, speed limits, modal priorities and conceptual design options. When developing future capital works, our projects will align to these guidelines.



Example of a Live Street from the Glen Eira Street Design Guidelines.

Embed climate change action: support sustainable transport and reduce adverse impacts

Our 2018 ITS recognised the importance of climate change and sustainability, including the rationale for encouraging mode switch from the car to public and active transport. Given our climate emergency declaration in May 2020, our ITS now places greater emphasis on this issue.

Potential improvements: switch to greener modes through behaviours and positive choice, better active travel facilities including cycle parking, support EV transition.

Key points from *Our climate emergency response strategy*:

- Embed climate change action in everything we do
- Work towards net zero Council emissions by 2025 and community emissions by 2030
- Support the community to choose zero or low emission transport³⁰
- Embed climate emergency in related areas of advocacy, education, Council’s own assets and operations

²⁹ <https://www.gleneira.vic.gov.au/media/14119/glen-eira-street-design-guidelines-summary-document-2023.pdf>

³⁰ *Glen Eira, Our climate emergency response strategy 2021-2025*: 18 per cent of Glen Eira community greenhouse gas emissions was from transport in 2018-19.

Implications on priority areas

The framework guides the development of priorities for actioning over the next five years,³¹ pointing to the need to deliver:

- Efficient transport **movement** and improved connectivity to a range of opportunities across our city and beyond, offering choices to the community. This means making public transport more attractive to encourage mode switch from the car, while recognising the role of the car for different people their circumstances and perceptions;
- Vibrant and well-design **places** for all residents and businesses, supporting their quality of life and livelihoods. This means focusing on transport improvements to support the development of our key centres, enhance the liveability of our neighbourhood, provide access to people reflecting their different needs, and the recreational and health benefits from active travel. It means achieving balanced outcomes, including the recognition for the relationship between reliance on the car, availability of parking and congestion on limited road space;
- A transport network where everyone is **safe** and feels safe, including for the most vulnerable road users; and
- More **sustainable** transport. This means embedding climate change action in everything we do, whether it is about reducing Council's own emissions or positively encouraging 'greener' behaviours and choices.

³¹ A five-year planning and delivery period takes us to 2029 when it will be time to evaluate and start preparing for a new strategy for 2031 and beyond.

Priority areas

Overview of the priority areas

We aim to make transport movements more efficient, places more attractive, people being and feeling safer, and reduce transport’s adverse impacts on the climate. Over the next five years, we will work to:

- Develop the right solutions with our community, continuously learning and adapting;
- Focus on a set of manageable priorities especially local issues;
- Deliver within capital and operating budget; and
- Maximise impact by securing external funding and input through collaboration with our stakeholders and all tiers of Government.

The 2024 refreshed ITS sets out the priority areas (see the table below). We will develop detailed annual action plans under each priority area to ensure that we learn, adapt and improve our delivery with and for the community.

Summary of priority areas

Priority areas	1. Efficient transport movement and improved connectivity to a range of opportunities across our city and beyond, offering options to the community.	1.1 Public transport becomes more appealing, encouraging mode switch from the car. 1.2 Road traffic flows smoother and local roads are less congested.
	2. Vibrant and well-designed places for all residents and businesses, supporting their quality of life and livelihoods.	2.1 Our centres are more attractive and accessible to all. 2.2 Our community is healthier and happier.
	3. A transport network where everyone is safe and feels safe.	3.1 Active travel is safer and feels safer, thus encouraging mode switch from the car. 3.2 Accident risks are lower and the impacts less severe.
	4. More sustainable transport, minimising adverse impacts on the environment and embedding climate change action in everything we do.	4.1 More people prefer and choose active and public transport, encouraging mode switch from the car. 4.2 Emissions from vehicles are reduced.
Capability, implementation, monitor and review	Strengthen our capability, collaborating and delivering improvements more effectively.	Work more effectively with stakeholders and community. Deliver more effectively based on stronger evidence and inclusivity.

The next sections explain the outcomes sought and the priority areas. Priority areas will be supported by annual action plans with specific programs, milestones, monitoring and evaluation methodologies, including working with the Victorian Government, relevant operators, stakeholders and community participants.

Priority areas – movement

1. Efficient movement and connectivity with opportunities in our city and beyond, offering options to the community		
Outcome	Priority area for annual action plan	Current stage
1.1 Public transport becomes more attractive as a travel option, encouraging mode switch from the car		
1.1.1 There are more public transport services for our community.	Advocate to Victorian Government to improve (a) bus services (frequency, reliability, longer operating hours including the weekend, providing more connections and real-time information on all services) ³² , (b) train services (making the most of the capacity and service patterns enabled by the completion of Metro Tunnel and Level Crossings), (c) tram services (network, reliability, frequency, accessibility and supporting the potential Caulfield-Rowville Link) and (d) more integrated timetabling between all modes.	Continue our advocacy efforts and refine based on Victorian Government responses.
1.1.2 There are more accessible stops and safer environments for all users.	Advocate to Victorian Government for more accessible ³³ bus and tram stops, as well as improved actual and perceived safety at stops for all users.	As above.
1.2 Road traffic flows smoother and local roads are less congested		
1.2.1 Traffic flow is improved with reduced delays and congestion on key arterial roads, including signal priorities for buses.	Work with the Victorian Government on network performance improvement, including signal optimisation as part of the Smarter Roads program ³⁴ . Support rollout in our city and manage the impact of potential changes to traffic volumes away from local roads onto the arterial roads / efficient driving routes.	New action to engage with the Victorian Government. Refine approach based on response.
1.2.2 Needs and interests of all street and road users are balanced.	Apply Street Design Guidelines ³⁵ on future infrastructure and urban design improvement projects, ³⁶ reflecting the intended purpose of the network and the users' diverse needs at the locations.	Implement designs, and review feedback.

³² Including potential application of SmartBus (or better) concept and branding, with improvements building on DTP's bus network reform, advice from Commission for Melbourne and Infrastructure Victoria.

³³ This advocacy is consistent with Commonwealth review of the disability standards for accessible transport (December 2022) and *Disability Discrimination Act 1992*.

³⁴ The Victorian Government is investing \$340 million in the program. DTP analysis shows a 3 to 6 per cent reduction to travel time including on some of the most congested roads. Source: Smarter journeys on Smarter Roads

³⁵ <https://www.gleneira.vic.gov.au/media/14119/glen-eira-street-design-guidelines-summary-document-2023.pdf>

³⁶ A range of successful cities have applied design guidelines to their streets, with successful examples including the City of Auckland which developed and applied guidelines to transform its city centre, with a 54% increase to pedestrian volumes and a 47% increase in consumer spending. Source: National Association of City Transportation Officials (NACTO) review.

Priority areas – place

2. Vibrant and well-designed places for all residents and businesses, supporting their quality of life and livelihoods

Outcome	Priority area for annual action plan	Current stage
2.1 Our centres are more attractive and accessible		
2.1.1 Our structure plans are delivered with the transport improvements needed for the activity centres to be successful as they grow over time.	Develop packages of transport improvements to support the success of precincts and centres that reflect their characteristics and needs. Review parking provision and management, if applicable, optimise or consolidate parking, and improve parking management. Review active travel facilities and the environment, including cycle parking, crossings, wayfinding, streetscape, amenity, tree canopy and perceptions on safety. ³⁷ Work with the local community and traders to develop initiatives that brings multiple modes and services together. There will be a focus to encourage mode switch from cars, especially for local short trips.	Ongoing as part of our structure plan development, to be refined over time.
2.1.2 Our neighbourhoods are more attractive as places to live and play, with quality connections to places of interests, such as open spaces and schools.		Review and refine approach, taking onboard lessons learnt from past designs.
2.1.3 Our centres and services are more accessible for people living with disabilities.	Review all-abilities parking quantities, locations and customer information. Then, work with users and disability groups to develop the most appropriate next steps.	New action to develop with specific user groups.
2.2 Our community is healthier and happier		
2.2.1 There are more high-quality active travel opportunities, especially trails and connections ³⁸ .	(a) Complete Rosstown Rail Trail safety improvements including marked bike stencils, traffic calming including raised pavements, better signage to raise awareness of walkers and cyclists.	Implement, then review impact to inform future planning.
	(b) Develop designs and plans for Green Link cycling and walking path. ³⁹ Progress options for the Frankston Rail Trail. ⁴⁰ Advocate to the Victorian Government for funding assistance along with Boyd Park connection. ⁴¹	Continue our planning and advocacy efforts and refine.

³⁷ We have been improving our laneways to improve amenity and perceived safety. Further, we will review other councils' projects such as the award-winning 'Right to the Night' project from the City of Ballarat, in which women and girls were asked to drop pins on a web-based interactive map to identify where they felt safe or unsafe.

³⁸ The physical and mental health benefits of active travel are well-documented including in current Victorian Governments' and Australian Transport Assessment and Planning (ATAP) guidelines.

³⁹ Green Line is a community-led initiative for an active transport link that follows the route of the Sandringham rail corridor from South Yarra Station to Gardenvale Station. Green Link is the portion that is within Glen Eira.

⁴⁰ Connecting Moorabbin to Bentleigh.

⁴¹ Connection via Dandenong Road, joint advocacy with Stonnington City Council.

Priority areas – safety

3. A transport network where everyone is safe and feels safe		
Outcome	Priority area for annual action plan	Current stage
3.1 Active travel is safer and feels safer		
3.1.1 There is more cycling infrastructure that improves safety.	(a) Progress with the design and planning to improve cycling along the South Road corridor, then advocate to the Victorian Government. The project is jointly run with the councils of Bayside and Kingston and the State Government. It seeks to improve cycle safety and experience between Beach Road / Esplanade and Dingley Bypass.	Continue our planning and advocacy efforts and refine based on Victorian Government response.
	(b) Develop a program with schools and in activity centres to improve existing assets to encourage active travel, including potential affordable improvements to footpaths, signs and crossings, and incremental improvements to on-road cycling space.	New action, develop and test first, then refine approach for further rollout.
3.1.2 People feel more confident about cycling.	Work with interest groups and the community to develop initiatives for building confidence in cycling / improving perceived safety. There will be specific target groups to reflect differences and needs, such as women, children and new cyclists. The work will provide inputs to other programs including potentially road user behavioural changes, speed limit adjustments and infrastructure improvements. ⁴²	New action, develop and test first, then refine approach for further rollout.
3.2 Accident risks are lower and the impacts less severe		
3.2.1 Road safety is improved, particularly in local neighbourhood areas and for the most vulnerable users.	(a) Work with schools, interest groups and local residents to develop neighbourhood initiatives, including to improve crossings in school areas and intersections, with features such as pedestrian refuge, kerb outstands and traffic calming	Review and refine approach, taking onboard lessons learnt from past designs.
	(b) Develop a position on commercial e-mobility based on a comprehensive review, including demand, safety, operations and resource requirements. Inform decisions and next steps.	New action, develop and with support, accept a trial and review.

⁴² Our community survey shows that female respondents were more likely to cycle less and cite safety concerns as a barrier. This is consistent with broader research evidence and evaluation of pop-up bike lanes in Melbourne where on-road ridership increased from 16 per cent to 30 per cent among women.

Priority areas – sustainability

4. More sustainable transport, minimising adverse impacts on the environment		
Outcome	Priority area for annual action plan	Current stage
4.1 More people prefer and choose active and public transport		
4.1.1 People have more positive attitudes and behaviours towards switching from cars to active and public transport.	Develop initiatives to influence and change behaviours, (a) work with schools to promote walking and cycling, such as Open Streets ⁴³ , Active Paths and Go for Gold programs, (b) develop and organise events ⁴⁴ to encourage the use of active travel trails, (c) develop a program for individuals who chooses driving by default, aiming to raise awareness and explore alternatives, (d) work with the Victorian Government ⁴⁵ and operators to promote the rollout of Next Generation Trams and X'trapolis 2.0 trains. Develop and deliver a program to communicate their benefits, including comfort, accessibility and energy-efficiency.	Continue with our active travel behaviours programs. Expand over the next five years, to be developed with the community and the Victorian Government.
4.1.2 People find it easier to park their bicycles at home.	Work with industry and the Victorian Government to develop guidelines and potential requirements for new housing developments to adopt better standards for cycle parking.	New action for collaboration across industry and government.
4.2 Emissions from vehicles are reduced		
4.2.1 People find it easier to adopt EVs.	(a) Work with industry and the Victorian Government to develop guidelines and potential requirements for new housing developments to adopt better standards for EV charging at home, (b) issue Expression of Interest to generate interest for delivering EV charging stations in activity centres.	New action for collaboration with operators and government.
4.2.2 Bus emissions are reduced.	Advocate to Victorian Government for Zero Emission Buses. Work with operators on bus depot access issues from Council roads.	New action for collaboration
4.2.3 The Council's own emissions are reduced.	Continue with Council's fleet EV transition.	Expand current Council initiative to broader travel emissions.

⁴³ Merri-bek Open Streets trials reported 20% increase to cycling to school and 82% of parents agreed with the trails.

⁴⁴ Events also have the benefits of bringing people together, to promote volunteerism, community cohesion and inclusiveness.

⁴⁵ While making clear of the responsibilities between State and Council, including on new fleet quality and reliability issues.

Capability, implementation, monitoring and evaluation

Strengthening capability

Delivering the priority areas for our community requires not just us working hard but also working smarter, being better equipped and improving our practices. We identified four areas under two themes.

5. Stronger capability to deliver better results		
Outcome	Priority area for annual action plan	Current stage
5.1 More effective working with stakeholders and our community		
5.1.1 Our ability to deliver results for the community is stronger through collaboration with stakeholders and other government bodies.	Collaborate with State and Federal Government, as well as stakeholders, on initiative development and funding, including the Transport Accident Commission (TAC). ⁴⁶	Ongoing and with greater focus on road safety issues
5.1.2 We are more effective at working with the community when developing plans and solutions.	Continue to communicate with our community through the range of existing channels. Expand our outreach through further development of our communications and engagement methods, including with targeted groups, such as traders, schools and other networks when developing initiatives.	Ongoing and with greater focus on expanding contacts and collaborative working on specific issues.
5.2 More effective delivery based on stronger evidence and inclusivity		
5.2.1 We have stronger data to support our actions.	(a) enhance data collection and analysis, including consolidating internal data records and building greater understanding as we work with community groups on their nuanced needs and perspectives, (b) collaborate with academia and research institutes on Smart Cities, including urban heat and walking paths. ⁴⁷	Ongoing with greater focus on data consolidation and application for initiative design.
5.2.2 We make the most of the suite of tools available to strengthen our inclusion agenda and support our diverse community members.	Ensure the application of universal design principles and Gender Impact Assessment ⁴⁸ on projects.	Ongoing with greater focus on adopting best practice across all our work.

⁴⁶ This includes exploring options the TAC, including using the funding from the Safer Local Roads and Streets Program.

⁴⁷ This including the continued collaboration with Swinburn University.

⁴⁸ This includes the application of the toolkits and templates from the Victorian Commission for Gender Equality in the Public Sector.

Strategy implementation

This ITS sets out the priorities where more detailed plans and project scopes are to be developed. All priorities will involve working with the community, and many involve working with Victorian Government and other key stakeholders. Each priority area will be supported by an annual action plan which will develop, test, review and refine specific actions over the course of the five-year planning period, taking onboard learnings from interactions with the community, the Victorian Government and other stakeholders. The timeline below provides an overview, with details to be refined in the annual action plan.

High-level timeline

	Financial Year ending in June	2025	2026	2027	2028	2029
1.1.1 Advocate on public transport services		Active				
1.1.2 Advocate on stops		Active				
1.2.1 Work with Victorian Government on traffic flow		Active				Completed
1.2.2 Apply Street Design Guidelines		Active				
2.1.1, 2.1.2 Improve transport for centres and neighbourhoods		Active				
2.1.3 Review all-ability parking and develop next steps		Active				Completed
2.2.1 (a) Complete Rosstown Rail Trail improvements		Active				Completed
2.2.1 (b) Advance design / planning, then advocate for cycle trails		Active				
3.1.1 (a) Advance then advocate for South Road cycle project		Active			Completed	
3.1.1 (b) Improve existing assets for active travel		Active	Active			
3.1.2 Improve cycle confidence and safety		Active				
3.2.1 (a) Develop neighbourhood safety initiatives		Active	Active			
3.2.1 (b) Develop position on commercial e-mobility		Active		Completed		
4.1.1 (a), (b), (c) Encourage positive behaviours for greener travel		Active				
4.1.1 (d) Promote new trams and trains		Active				Completed
4.1.2, 4.2.1(a) Develop guidelines on cycle parking and EV charging		Active			Completed	
4.2.1 (b) Develop and issue EoI for commercial EV charging		Active				Completed
4.2.2 Advocate for Zero Emission Buses		Active				Completed
4.2.3 Continue with Council EV transition		Active				
5.1.1, 5.1.2, 5.2.1, 5.2.2 strengthen Council capability		Active				

Monitoring and evaluation

As we begin to implement the ITS, it is important to understand whether we are making a positive change. Following the ITS, each priority area will have its annual action plan with its own specific and detailed monitoring and evaluation methodology. We will differentiate between our immediate actions that we can control, and the ultimate results which are influenced by a range of factors. The methodology will detail how we monitor and evaluate each step, from planning through to refinement steps, with a set of key questions to be answered, providing confidence and supporting learning throughout the process. The table below summarises our approach for monitoring and evaluation.

Our approach to monitoring and evaluation

Step	Our key questions	Sub-question (examples of measures to be adapted as appropriate for each annual action plan)
Plan – how to make the change	Have we developed the right plan?	<p>Are we engaging with the community? (Groups reached out to, number of working sessions held, feedback gained, specific groups engaged such as women, people with a disability, culturally and linguistically diverse communities)</p> <p>Are we engaging with stakeholders? (Meeting requests made to Victorian Government, agreements reached)</p> <p>Are we taking onboard best practice and lessons learnt? (Documents reviewed, technical experts engaged)</p>
Execute – implement the change	Are we progressing well against plan?	<p>Are we delivering on time and to-budget? (Project plan, budget tracker)</p> <p>Are we delivering the outputs as planned (Deliverables approved and accepted, physical change made, our promotional website clicks and dwell time)</p>
Review – how effective the change	Are we seeing the results?	<p>Are we seeing results at the project level? (Compare performance before vs after intervention at the specific location / among specific target groups, whether better compared to benchmarks, number of beneficiaries / participants, feedback from participants including from different age and gender groups and whether living with a disability)</p> <p>Are we seeing results at the broader level? (Community survey results and feedback, Victorian Government data including accidents, patronage and traffic, Census)</p>
Identify – opportunities for refinement	What improvements can we make?	<p>Do we understand what is the difference between what we planned and what we have achieved, and why? (Desktop analysis, review sessions, participant and broader community feedback)</p> <p>Do we have a workable plan to take onboard the learning and develop a best set of next steps? (Progress reviews, stakeholder feedback)</p>



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CITY COUNCIL

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