

Glen Eira City Council Mid-year Report July–December 2025



GLEN EIRA
CITY COUNCIL

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





ACKNOWLEDGEMENT OF COUNTRY

Glen Eira City Council acknowledges the Boon Wurrung/ Bunurong and Wurundjeri Woi Wurrung peoples of the Kulin Nation as Traditional Owners and Custodians, and pays respect to their Elders past and present. 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.

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Councillors with the Hon Nick Staikos MP, Member for Bentleigh and club representatives celebrating the opening of the new Bentleigh Hodgson Reserve multi-purpose facility, with upgraded netball and cricket training spaces designed to support local players of all ages.

CHIEF EXECUTIVE OFFICER OVERVIEW

I'm pleased to share Glen Eira's first *Mid-year Report* and my first as your new CEO since joining Council in August 2025. It has been a privilege to step into this role and see first-hand the commitment, care and energy that our community, Councillors and staff bring to shaping our City.

This report provides a transparent update on the progress we've made from July to December 2025, a period where we continued to focus on the things that matter most to our community. Across the first half of the year, we made good progress on the projects, initiatives and services that sit at the heart of our *Council Plan*. This includes making our neighbourhoods safer and more connected, keeping our parks, facilities and activity centres vibrant and accessible, continuing our environmental work, and strengthening long-term financial sustainability. We advanced our annual *Action Plan*, with the overwhelming majority of actions on track and clear momentum across all four strategic directions.

We have made great progress in the last six months delivering our capital works program. We invested \$6.8 million in upgrades across Glen Eira, with 94 of our 110 projects now under way, six already completed and 10 being closely monitored. Completed works include the new multi-purpose facilities at Murrumbeena Park and Bentleigh Hodgson Reserve, right-of-way design upgrades in Glen Huntly and important safety improvements, such as splitter islands and road safety audits around schools. These projects improve community access, strengthen safety and support participation in local sport and recreation. Looking ahead, we are preparing for construction of the Packer Park Pavilion.

Council made 89 decisions during this period, helping to shape our City's future in planning, community safety, infrastructure, cohesion and sustainability. These decisions were informed by strong participation from our residents, with more than 6,800 contributions to community engagement activities, 34 pop-ups across the municipality and extended conversations through *Community Voice* — an online panel of Glen Eira residents who regularly share their views.



We made meaningful gains in advocacy, securing more than \$4 million in external funding for community priorities, including clean-energy upgrades, pavilion improvements and safer streets. At the same time, our financial forecast now shows a smaller surplus of \$4.43 million, compared with the originally adopted *2025–2026 Budget* surplus of \$6.03 million. To strengthen our long-term position, we also adopted our *Financial Sustainability Strategy*, which sets a clear foundation for responsible financial management that protects the services and infrastructure our community values most.

As we reflect on these achievements, we also acknowledge the deep sadness felt across Glen Eira following the tragic attack in Bondi. We know this event has been particularly distressing for our Jewish community. We stand with you and reaffirm our commitment to ensuring Glen Eira remains a safe, inclusive and respectful place for all. We stand united against antisemitism and hate in any form, and we will continue working closely with community leaders to promote understanding, solidarity and care.

Thank you for your continued engagement and trust. I look forward to working alongside you as we build an even stronger, more connected and future-ready Glen Eira.

PROJECTS SNAPSHOT

Our capital works program invested \$6.8 million in projects across Glen Eira from July to December 2025. This financial year, the program includes 110 projects with a total forecast investment of \$35.5 million.

OVERVIEW

- 94 projects in progress
- 6 projects completed
- 10 projects at risk, currently being monitored

Key projects completed:

- Constructed Murrumbeena Park multi-purpose facility
- Constructed Bentleigh Hodgson Reserve multi-purpose facility
- Designed right-of-way upgrade (Waratah Avenue and Rosedale Avenue West, Glen Huntly)
- Designed and constructed splitter islands around schools in Elsternwick
- Completed road safety audits around schools

These upgrades improve safety, accessibility and community participation in sport and recreation.

Key projects looking forward:

- Construction of Packer Park Pavilion
- Upgrade to public toilets in Staniland Grove, Elsternwick

Note: most capital works spending occurs in the second half of the financial year.

FAST FACTS



20,000 square metres of roads resurfaced



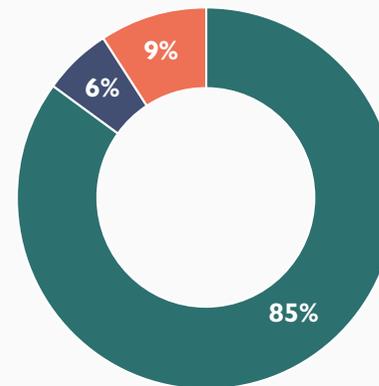
6,500 square metres of footpaths repaired



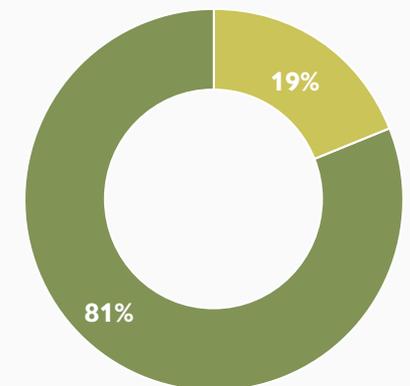
Cricket Victoria approved multi-purpose facility design

HOW WE'RE TRACKING

Projects



Expenditure



● In progress ● Completed ● At risk ● Actual spend ● Remaining spend

PROJECTS SNAPSHOT



Splitter islands improving safety around schools in Sandham and Elizabeth Streets, Elsternwick.



Murrumbeena Cricket Club training at the upgraded Murrumbeena Park multi-purpose facility.

GOOD GOVERNANCE

Clear roles and responsibilities are the foundations of good governance. We operate effectively because we have such constructive working relationships between the community, the elected Councillors, the CEO and Council officers.

From July to December, Council made 89 decisions. Here are some of the highlights:

- *Council Plan 2025–2029* and other plans adopted
- endorsing a submission to advocate for community involvement in state-led planning
- night-time cat curfew adopted
- committed to developing an antisemitism strategy
- installing parking sensors for better real-time parking data
- The Elsternwick Club concept plans adopted to inform future development at the site.

Read about these key decisions on pages 8–9, or visit www.gleneira.vic.gov.au/councilmeetings

In November, Councillors confirmed the leadership team for the year ahead, re-electing Cr Dr Simone Zmood as Mayor for 2025–2026 and appointing Cr Li Zhang as Deputy Mayor. The decision was made at a Special Council Meeting. Representing Orrong Ward, Cr Dr Zmood said she was honoured to serve a second term. “I’m humbled and grateful to be supported as Mayor,” Cr Dr Zmood said. Representing Wattle Grove Ward, Cr Zhang said serving as your Deputy Mayor is a responsibility she takes seriously — with courage, dedication and a strong sense of purpose.

FAST FACTS



10
Council
meetings held



89
decisions made
at Council meetings



41
public participation
at Council meetings



L–R: Cr Kimberley Young, Cr Kay Rimbardo, Cr Margaret Esakoff, Deputy Mayor Cr Li Zhang, Mayor Cr Dr Simone Zmood, CEO Lucy Roffey, Cr Jane Karlake, Cr Luca Ragni, Cr Sam Parasol OAM JP and Cr Arabella Daniel

KEY COUNCIL DECISIONS

Council Plan 2025–2029 and other plans adopted

At the special meeting on 28 October, Council adopted the following:

- [Council Plan 2025–2029](#) — sets our direction for the next four years, outlining how we'll deliver services, manage resources and work with the community to build a more inclusive, sustainable and connected Glen Eira.
- [Financial Plan 2025–2035](#) — tracks our financial health and helps us make responsible and smart decisions about money and resources.
- [Asset Plan 2025–2035](#) — guides how we manage assets like roads, footpaths and playgrounds on behalf of our community.
- [Climate Emergency Response Strategy 2025–2029](#) — outlines how we plan to tackle climate change.



Endorsing a submission to advocate for community involvement in state-led planning

At the meeting on 16 October, Council endorsed the preparation of a submission to the Victorian Government's *Activity Centre Program* near the main shops in Carnegie, Murrumbeena and Hughesdale. The plans showed how tall the new buildings could be. But they don't say where things like new schools, parks or better buses and trains will go.

We want to make sure our neighbourhoods are planned well and that the structure plans we made together with you are used.

That's why we asked the Victorian Government to:

- give people more time to share their thoughts
- show a better plan for new community places and services.



Night-time cat curfew adopted

At the meeting on 5 November, Council decided to introduce a night-time cat curfew in late 2026 that will require owners to keep their cats at home between 7pm and 6am.

We received more than 3,000 submissions during our community engagement in June with 68 per cent supporting the introduction of a cat curfew — including 60 per cent of cat owners and 86 per cent of non-cat owners.

Over the next 12 months, we'll be providing education and support to help owners prepare for the curfew.

We'll provide tips on building safe outdoor enclosures, run community workshops and work with animal welfare groups to promote affordable microchipping, desexing and containment options.



KEY COUNCIL DECISIONS

Committed to developing an antisemitism strategy

At the meeting on 25 November, Council committed to developing a dedicated two-year antisemitism strategy.

The strategy will set out practical actions, measurable outcomes and ways to hold ourselves accountable — all developed in partnership with our Jewish community.

Our Social Cohesion Taskforce, established early last year, will be central to this work. It brings together community leaders, agencies and organisations to tackle complex issues and strengthen inclusion.

The antisemitism strategy will reflect the work of the taskforce, ensuring a coordinated approach that reflects the voices and needs of our community.



Installing parking sensors for better real-time parking data

At the meeting on 16 December, Council discussed the *Parking Management Strategy* and decided to introduce smart technology parking sensors in public car parks and on-street parking across Bentleigh, Carnegie and Elsternwick. We will use these to better understand parking demand over a 12-month period.

The sensor data will help support more timely and efficient parking enforcement. Importantly, no user-pays parking will be introduced during the next 12 months.

We'll also look into a smart app that can show you parking availability and explore ways to improve consistency across parking limits.



The Elsternwick Club concept plans adopted to inform future development at the site

At the meeting on 16 December, Council adopted the final concept designs for The Elsternwick Club.

We received 292 feedback submissions through online activities and conversations at our pop-up events in Elsternwick. Overall, community support for the design was strong, with 87 per cent of quick poll respondents feeling positive or very positive about the design.

Your feedback was carefully considered and helped refine the design, bringing attention to specific elements, including shade over some play areas and more variety of seating options.

We continue to focus on working with other levels of government to secure funding for the project and will keep you updated on our progress.



COMMUNITY ENGAGEMENT SNAPSHOT

We're passionate about engaging with our community, so they can help shape our decisions, programs and services.

We champion open and transparent community engagement that informs and raises awareness across our community. We make it easy for people to have their say and be heard. It's an important process for the development of effective plans, projects and strategies.

Our engagements:

- [Mackie Road Reserve dog park](#) — helped shape the concept designs
- [Exploring Parking Together](#) — fairer ways to manage the future of parking
- [Our Place, Our Plan](#) (Council Plan 2025–2029, Financial Plan 2025–2035, Asset Plan 2025–2035, and Climate Emergency Response Strategy 2025–2029 on exhibition and Advisory Committee recruitment)
- [Community Place Project](#) — ideas to brighten up your neighbourhood
- [Youth Survey](#) — what's important to young people in Glen Eira
- [Domestic Animal Management Plan](#) — how we manage dogs and cats in Glen Eira
- [The Elsternwick Club](#) — helped to shape the draft design
- [Road Management Plan](#) — keeping roads and paths safe and accessible
- [Planning Scheme Amendment](#) — Protecting Glen Eira's heritage
- [Elster Creek Litter Action Plan](#) — helped shape the Plan protect Elster Creek
- [Customer Experience Hub](#) — bringing Council services closer to you at Bentleigh Library and Youth Hub

FAST FACTS



6,815
contributions via
surveys and polls



41,530
Have Your Say
website views



1,305 interactions
across 34
pop-up sessions

Members of the Youth Engagement Team, Anika, Alex and Eeshan, celebrating their work on the 2025 Youth Survey.

“The Youth Survey helps Council better understand what young people need and how they can support them.” — Alex

To see how you can help shape Glen Eira, visit www.haveyoursaygleneira.com.au



COMMUNITY ENGAGEMENT SNAPSHOT

Community Voice is another way we regularly engage our community. It's an online panel of Glen Eira residents who regularly share their views on a variety of topics through online surveys. We held two surveys across July and November 2025.

JULY SURVEY

We heard from 152 *Community Voice* members in July, a 43 per cent response rate.

Exploring our 2025 Community Satisfaction Survey results

We use the annual *Community Satisfaction Survey* to understand what matters to our community. We asked *Community Voice* members to dig deeper into the themes so we can plan and deliver services that meet local needs.

Members' views on our performance closely matched the broader *Community Satisfaction Survey*. Almost half rated overall performance as good, with personal experiences of our services and visible improvements in their neighbourhood being the strongest drivers.

Trust was built by us following through on commitments, positive interactions with staff and clear communication. Most respondents said they would like more regular and accessible information about our work.

NOVEMBER SURVEY

We heard from 147 *Community Voice* members in November, a 42 per cent response rate.

Use of Artificial Intelligence in our services

We continue to investigate new ways of making services more efficient, including technologies like Artificial Intelligence (AI). We think transparency is crucial — following the adoption of our *AI Policy* in November 2025 — we asked *Community Voice* what they think about us using AI.

Transparency emerged as the top priority. Respondents want to know when AI is used, what data it relies on and how risks are managed. Strong governance and clear safeguards were also considered essential. Members highlighted the importance of accuracy and the need to manage risks like bias or incorrect information.

While some support using AI for simple or low-risk tasks, they emphasised that staff must remain responsible for decisions and review any AI-generated content. A quarter of respondents stressed that being able to speak with staff is vital. Maintaining human connection and personal service remains a key expectation.

Glen Eira Circular Economy

We are passionate about making the circular economy accessible and meaningful for everyone. We asked *Community Voice* about their experiences with the circular economy.

Most members were familiar with the circular economy and strongly supported reducing waste. Many are already taking part by donating or selling items, using recycling stations and food and garden organics bins, repairing household items and composting. Experiences with these activities were overwhelmingly positive.

Personal values were the main motivator. Members said they take part because they want to reduce waste, protect the environment and contribute to a more sustainable community.

Members also shared what would help more people get involved. Convenience was the biggest barrier, with calls for more local drop-off points, better access and more frequent opportunities like Repair Café sessions. Respondents also stressed the need for options that work for people living in apartments or without cars.

To learn more and read our *Community Voice* summary reports, visit www.haveyoursaygleneira.com.au/communityvoice

ADVOCACY SNAPSHOT

Our advocacy focuses on delivering outcomes that matter most to our community. This included safer streets, inclusive and welcoming communities, and planning for places that meet the needs of a growing population.

In October, Council adopted our *Advocacy Priorities 2025–2026* — they are inclusive, transparent and financially responsible, with a strong focus on safety, wellbeing, sustainability and connection.

Our priorities set out key focus areas that will guide our advocacy efforts:

- Safe, supported and inclusive communities
- Future-ready places built for everyone
- Resilient communities powered by clean energy
- Fair and sustainable funding and smarter partnerships

To learn more and read our *Advocacy Priorities 2025–2026*, visit

www.gleneira.vic.gov.au/advocacy

Key achievements:

- Delivered 168 advocacy actions, including meetings, letters and submissions on key community issues.
- Confirmed planning as Glen Eira's most topical advocacy priority, supported through 26 engagement opportunities with partners and stakeholders, followed by community safety and social cohesion, supported by 23 engagements.
- We secured \$4.3 million in funding for our aligned advocacy priorities.
 - \$2.5 million from the Australian Government for the transition off gas project at Glen Eira Sports and Aquatic Centre, a major step in our climate action program.
 - \$1.5 million for the Packer Park pavilion upgrade, which will support community sport and increased participation.
 - \$220,000 from the Transport Accident Commission (TAC) for targeted road safety improvements.
 - \$67,000 for lighting upgrades at Koornang Park, Murrumbeena Park and Bentleigh Reserve, improving safety and increasing community access.
 - \$55,000 for extended hours and to ensure safe library access at Bentleigh Library Youth Hub and Elsternwick Library.



Funding announcement for Glen Eira under the 2025–2026 *Living Libraries Infrastructure Program*
L–R: Cr Jane Karslake, the Hon Nick Staikos MP, Mayor Cr Dr Simone Zmood, Cr Arabella Daniel,
Glen Eira CEO Lucy Roffey and Cr Sam Parasol OAM JP

FINANCIAL OVERVIEW

Like many households and businesses, we're facing rising costs and changing community expectations. While our finances are stable today, we're not in a strong long-term financial position. We can't continue to operate in the same way and still meet community expectations into the future.

In December, Council adopted our *Financial Sustainability Strategy* — a long-term plan that protects the services and infrastructure that matter most to our community.

Our *Strategy* sets out five key goals that will guide our financial decision-making:

- balance our budgets so spending matches what we can afford
- boost efficiency and revenue through smarter service planning and fair user-pays models
- strengthen reserves to build future resilience
- manage debt responsibly to ease financial pressure
- reprioritise capital works so we can keep investing in infrastructure.

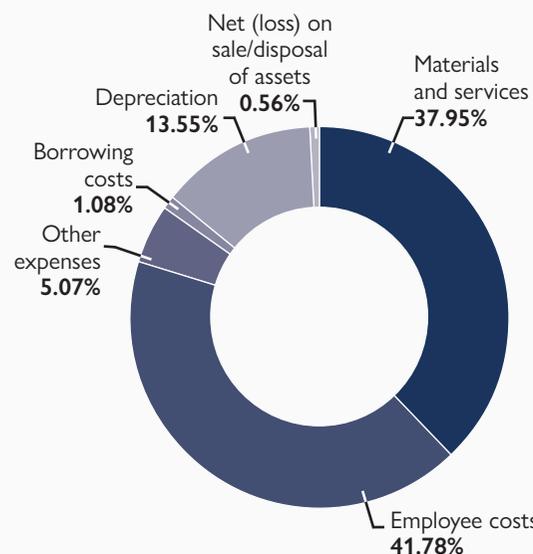
This isn't about quick fixes. It's about long-term, thoughtful approaches to ensure we can continue delivering the services our community values.

To learn more and read our *Financial Sustainability Strategy*, visit www.gleneira.vic.gov.au/fssadopted

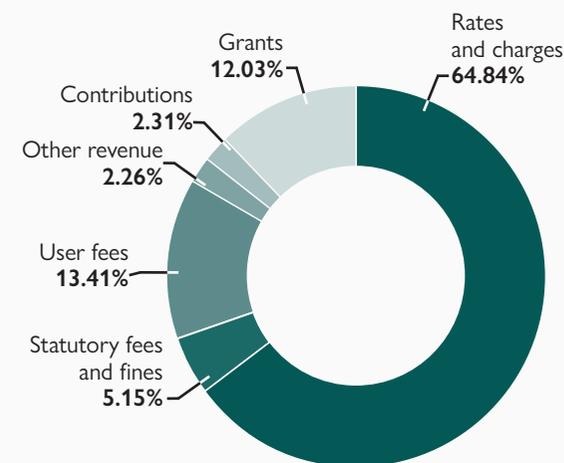
HOW WE'RE TRACKING

The forecast result expected for the financial year is a surplus of \$4.43 million. This compares unfavourably against the original adopted 2025–2026 Budget surplus of \$6.03 million, mainly due to the timing of the early receipt of 50 per cent of the estimated 2025–2026 Financial Assistance Grant allocation received in June 2025 (\$2.55 million). This is a timing variance only. The operating surplus is not a 'cash' profit as it recognises all revenue and spending for us to operate and includes one-off and non-cash items.

**2025–2026
Forecast expenditure**



**2025–2026
Forecast income**



COUNCIL PLAN 2025–2029

STRATEGIC DIRECTION SNAPSHOT

Our *Council Plan 2025–2029* was developed in collaboration with our community and responds to our most important priorities for the next four years.

We've grouped our goals into four key strategic directions:



Community safety, cohesion, health and wellbeing: Building a community where everyone feels safe, supported and connected.



Diverse, welcoming and accessible places: Creating neighbourhoods and public spaces that are inclusive and accessible for all.



Environmental stewardship: Taking strong action on climate change, reducing waste and supporting community-led sustainability.



Innovative and financially sustainable: Using resources wisely, making open decisions and focusing on what matters most.

Each direction is supported by a set of objectives and indicators. These indicators help us measure progress and show how we are tracking towards achieving our objectives.

At the mid-year point, our strategic indicators show a balanced picture of progress and areas requiring further focus. Of the 48 indicators in the *Council Plan*, 15 are currently on track and performing as expected. Another 11 indicators require monitoring to support improvement throughout the remainder of the year.

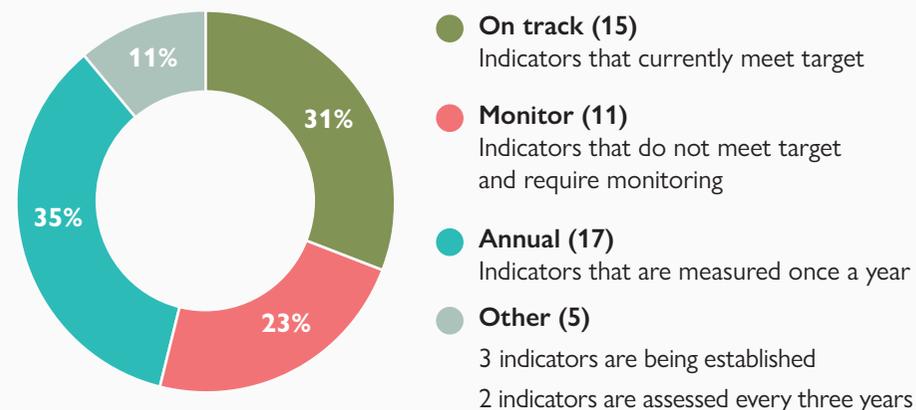
Many of our measures are designed for longer-term assessment rather than mid-year reporting. Seventeen indicators are reported annually, providing a more complete view at year's end. In addition, three indicators are being established and two are assessed every three years in line with their broader data cycles.

Together, these results provide a clear and transparent snapshot of how we are tracking against our long-term strategic goals and where we will focus our efforts next.

To track our progress in detail see the Appendix pages 16–79, or visit www.gleneira.vic.gov.au/progress

HOW WE'RE TRACKING

Strategic indicators



COUNCIL PLAN 2025–2029

ACTION PLAN 2025–2026 SNAPSHOT

To help achieve the goals set out in the *Council Plan 2025–2029* the annual *Action Plan* outlines the key projects and initiatives we will deliver during the 2025–2026 financial year.

This includes major initiatives that have been identified as top priorities — projects that will make a real difference in our community and directly support the long-term vision.

At the mid-year point, we are progressing well against the *2025–2026 Action Plan*. Of the 90 actions outlined for the year, 84 are tracking steadily and remain in progress. Three actions are currently behind schedule, however, monitoring and follow-up work are underway to support their delivery. Two actions have been completed, reflecting early momentum. One action has not started and will be initiated in the second half of the year.

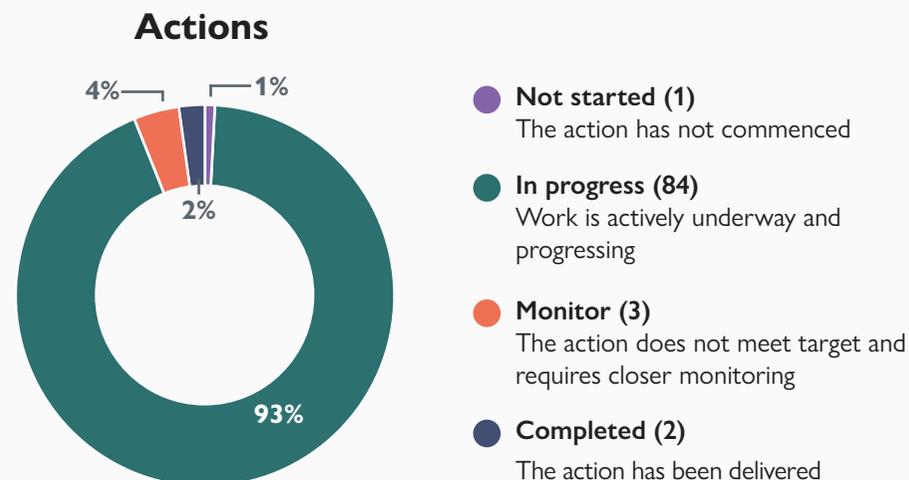
From July to December 2025, we continued to deliver strong progress across the key priorities our community cares about most. We supported local safety and wellbeing through expanded neighbourhood events, new cultural celebrations, digital confidence programs, homelessness support initiatives and free health and fitness opportunities. Work also continued to strengthen social cohesion, celebrate First Nations culture, improve access and inclusion, and support local community groups through grants and capacity-building programs. At the same time, upgrades to parks, open spaces, streetscapes and community facilities moved forward, with projects under way to improve accessibility, encourage active transport and enhance our vibrant local shopping strips.

We also advanced major environmental actions, including tree planting, biodiversity surveys, flood management planning, waste-reduction initiatives and clean-energy upgrades across community facilities.

Financial sustainability remained a strong focus, with a new *Financial Sustainability Strategy* adopted, updated asset and property plans progressing and improvements made to communications, engagement and customer service. Technology upgrades, including an *AI Policy* and *Digital and Technology* roadmap, are helping modernise how we work and serve the community. With most actions on track, the mid-year results reflect steady progress toward a safer, healthier, more sustainable and better-connected Glen Eira.

To track our progress in detail see the Appendix pages 16–79, or visit www.gleneira.vic.gov.au/progress

HOW WE'RE TRACKING





APPENDIX



STRATEGIC DIRECTION 1: COMMUNITY SAFETY, COHESION, HEALTH AND WELLBEING

Our community has told us they want to feel safe, stay healthy and have a good quality of life — no matter their age, ability or background. They want a place where everyone can thrive, where mental and physical wellbeing are supported, and where healthy lifestyles are easy to maintain.

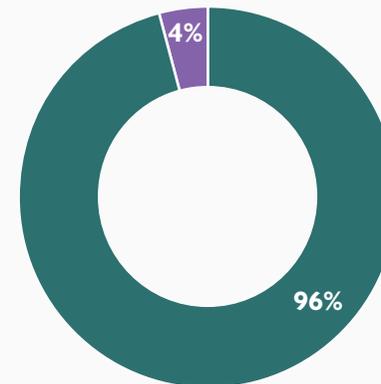
We continue to make strong progress in building a safer, healthier and more connected community. From July to December 2025, we delivered a wide range of programs that support safety, social cohesion and community wellbeing. A major focus this period was building social cohesion. The Social Cohesion Taskforce brought key community leaders together and agreed on seven shared priority areas.

We strengthened community safety through updated policies, stronger partnerships with Victoria Police and ongoing digital confidence programs. Local events, including *Diwali*, the *Storytelling Festival* and neighbourhood activities, helped bring people together, while inclusive programs for people with disability, older residents, young people and culturally diverse communities continued to grow.

We also delivered strong progress across health and wellbeing, including growth in *Active Communities* sessions and active-travel programs. We advanced key advocacy and support initiatives in homelessness, climate vulnerability and the prevention of gendered violence and gambling harm. These efforts show our continued commitment to creating a welcoming and resilient community.

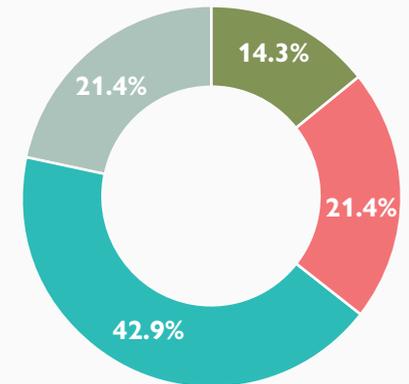
HOW WE'RE TRACKING

Actions



- **Not started (1)**
The action has not commenced
- **In progress (24)**
Work is actively underway and progressing

Strategic indicators



- **On track (2)**
Indicators that currently meet target
- **Monitor (3)**
Indicators that do not meet target and require monitoring
- **Annual (6)**
Indicators that are measured once a year
- **Other (3)**
1 indicators are being established
2 indicators are assessed every three years

STRATEGIC OBJECTIVE 1.1

OUR COMMUNITY FEELS SAFER

Strategic priorities and indicators

Strategic priorities	Strategic indicators	Progress
<p>We will focus on the following priorities in support of this objective:</p> <ul style="list-style-type: none"> collaborate with stakeholders to raise awareness and build community capacity to address, and support community safety and promote safe neighbourhoods advocate to the Victorian and Australian governments for stronger investment in violence prevention, community safety, infrastructure and support services 	<ul style="list-style-type: none"> Maintain or increase feeling safe in Glen Eira during the day Increase feeling safe in Glen Eira after dark 	<ul style="list-style-type: none"> Feeling safe in Glen Eira during the day is reported annually. Progress will be available in our <i>Annual Report</i>. ● Annual Feeling safe in Glen Eira after dark is reported annually. Progress will be available in our <i>Annual Report</i>. ● Annual

Major initiatives

Action	Deliverable	Progress
<p>1.1.1 Continue the Social Cohesion Taskforce to lead coordinated efforts in preventing and responding to racism and division ❤️</p>	<ul style="list-style-type: none"> Prioritised <i>Action Plan</i> developed and delivered 	<p>We continued to support the Taskforce, holding two meetings and bringing key stakeholders together. The group agreed on seven priority areas, including youth engagement and education, and formed sub-groups to progress the work.</p> <p>The Taskforce also hosted the <i>Flavours of Culture</i> event. Community leaders shared food and took part in conversations about cultural understanding and the values that connect our community.</p> <p>● In progress</p>

STRATEGIC OBJECTIVE 1.1

Continued

Actions to achieve the strategic objectives

Action	Deliverable	Progress	Status
1.1.2 Develop a <i>Community Safety Framework</i> to guide local safety and cohesion initiatives ♥	<ul style="list-style-type: none"> • <i>Framework</i> endorsed by Council • <i>Framework</i> implemented 	We have drafted a clear and inclusive <i>Community Safety Framework</i> . It sets out a roadmap for local safety and cohesion initiatives, with a focus on strengthening community confidence and wellbeing.	In progress 
1.1.3 Collaborate with stakeholders to ensure community safety when using Council services or attending Council events ♥	<ul style="list-style-type: none"> • <i>Glen Eira Respectful Interaction Policy</i> adopted by Council • Regular communication with Victoria Police • 'Coffee with a cop' sessions at Glen Eira facilities 	<p>The <i>Respectful Interaction Policy</i> was adopted by Council in November 2025.</p> <p>Victoria Police continue to receive a monthly schedule of our upcoming events.</p> <p>Crime Stoppers information nights were held at Carnegie Library and Community Centre in September and November.</p> <p>We held one 'Coffee with a cop' session.</p>	In progress 
1.1.4 Provide opportunities for the community to improve their understanding of online safety ♥	<ul style="list-style-type: none"> • Four learning opportunities on topics such as cyber security delivered 	<p>We continue to provide learning opportunities for the community to build confidence with online safety:</p> <ul style="list-style-type: none"> • <i>Be Connected</i> program offered July–December 2025 to build older residents' digital skills • monthly drop-in tech help sessions available at all library branches • upcoming sessions planned (wallets, safety, forms, social media) • <i>Getting Started with Computers</i> starts in March 2026. 	In progress 

STRATEGIC OBJECTIVE 1.2

OUR VIBRANT ARTS AND CULTURE PROGRAMS

STRENGTHEN THE COHESION OF OUR COMMUNITY

Strategic priorities and indicators

Strategic priorities	Strategic indicators	Progress
<p>We will focus on the following priorities in support of this objective:</p> <ul style="list-style-type: none"> improve the diversity of Council–run events to increase community participation strengthen relationships with First Nations people and Traditional Owner groups provide local and meaningful opportunities for arts and creative participation, learning and expression 	<ul style="list-style-type: none"> Maintain or increase community satisfaction with community and cultural activities Maintain or increase community satisfaction with arts centres and libraries 	<ul style="list-style-type: none"> Community satisfaction with community and cultural activities is reported annually. Progress will be available in our <i>Annual Report</i>. ● Annual Community satisfaction with arts centres and libraries is reported annually. Progress will be available in our <i>Annual Report</i>. ● Annual

Actions to achieve the strategic objectives

Action	Deliverable	Progress	Status
1.2.1 Provide opportunities for our community to connect within their local neighbourhoods ♥	<ul style="list-style-type: none"> Annual series of events or programs in various locations throughout the municipality 	<p>We continue to deliver events across Glen Eira to support local neighbourhood connection, including:</p> <ul style="list-style-type: none"> <i>Library After Dark</i> in Elsternwick, <i>Groove and Graze</i> (3,000+ attendees) in Ormond, <i>Live Sunday Sessions</i> and <i>Bacharach and Beyond</i> at Town Hall <i>Storytelling Festival</i> held across multiple locations, with a new opening event at Carnegie forecourt. Our <i>Youth Festival</i> at the Bentleigh Library and Youth Hub. 	<p>In progress</p> <p>●</p>

STRATEGIC OBJECTIVE 1.2

Continued

Actions to achieve the strategic objectives

Action	Deliverable	Progress	Status
1.2.2 Deliver inclusive and accessible events and programs that bring our diverse community together ❤️🗝️	<ul style="list-style-type: none"> Culturally diverse events including <i>Lunar New Year</i> and <i>Diwali</i> held Program developed and delivered for events for those with visible and non-visible disabilities Peer support social events for people with Autism delivered <i>Harmony Week</i> events held Women's only and Culturally and Linguistically Diverse (CALD) swimming lessons delivered <i>International Day of People With a Disability</i> event held 	We continue to deliver inclusive and accessible events and programs: <ul style="list-style-type: none"> <i>Diwali</i> held in October 2025, bringing community together to enjoy music, dance and food <i>International Day of People With a Disability</i> event held on 4 December 2025 where we showcased accessible sports, including a Wheelchair AFL demonstration match <i>Men's Shed</i> skills program developed with Marriott Support Services <i>Hidden Disability Sunflower</i> program continued across libraries and Customer Service <i>The Lab</i> autism social and gaming group delivered weekly during school terms held 80 (CALD) swimming lessons from July to December 2025 <i>Chat N' Chuckle</i> group for people with acquired brain injury continued to meet and connect. Planning is underway for <i>Lunar New Year</i> and <i>Harmony Week</i> events in early 2026.	In progress 

STRATEGIC OBJECTIVE 1.2

Continued

Actions to achieve the strategic objectives

Action	Deliverable	Progress	Status
1.2.3 Promote our events and programs to ensure the community are aware and engaged ❤️🔑	<ul style="list-style-type: none"> • Accessibility checklist developed to assist in community event planning • Printed and online libraries, arts and culture programs accessible to all 	<p>We are developing an accessibility checklist that will guide accessible community event planning.</p> <p>We promote all our events and programs through a mix of social media, printed materials and billboards when suitable. This helps ensure our activities are accessible, easy to find and welcoming to everyone.</p>	In progress ●
1.2.4 Recognise and celebrate First Nations culture and histories by implementing targeted arts and cultural programming for First Nations people	<ul style="list-style-type: none"> • Two programs per year held featuring First Nations people • Mobtix available at First Nations events • Dedicated Expression of interest (EOI) on website for First Nations artists 	<p>We're rescheduling the postponed <i>NAIDOC</i> week event featuring Boori Pryor and preparing First Nations programming for the 2026 <i>Storytelling Festival</i>. Mobtix is available at events. A dedicated EOI for First Nations artists is also in development and will be in place by June 2026.</p>	In progress ●

STRATEGIC OBJECTIVE 1.3

OUR COMMUNITY HAS A STRONG SENSE OF CONNECTION AND BELONGING

Strategic priorities and indicators

Strategic priorities	Strategic indicators	Progress
<p>We will focus on the following priorities in support of this objective:</p> <ul style="list-style-type: none"> • support social cohesion initiatives that promote respect, inclusion and improve access to opportunities for connection • improve the accessibility of programs, services and facilities that we and our partners provide to the community • improve our approach to promoting diversity and inclusion, gender equity and supporting people with disability (non-visible and visible)  • prioritise support for those experiencing social isolation, vulnerable families, people living with chronic illness and those whose health may be impacted climate change • support, encourage and build the capacity and resilience of local community groups that promote connection, cultural expression and inclusive community interactions across all ages and backgrounds. 	<ul style="list-style-type: none"> • Increase opportunities to be active and involved in the community • Maintain or increase quality of life in the Glen Eira • Maintain the number of community groups awarded grants 	<ul style="list-style-type: none"> • The opportunities to be active and involved in the community are reported annually. Progress will be available in our <i>Annual Report</i>.  Annual • The quality of life in the Glen Eira is reported annually. Progress will be available in our <i>Annual Report</i>.  Annual • We are on track to maintain grants awarded to community groups. We have awarded 92 grants to 85 community organisations, providing \$402,403 in funding across our <i>Small Grants</i>, <i>Facility Hire Grants</i> and <i>Annual Community Grants</i> programs. This support helped maintain the number of groups we fund and strengthened community-led projects that promote respect, diversity and inclusion.  On track

STRATEGIC OBJECTIVE 1.3

Continued

Major initiatives

Action	Deliverable	Progress
1.3.1 Strengthen the capacity and engagement of the First Nations community within Glen Eira	<ul style="list-style-type: none"> Adopt inclusive terminology for First Nations peoples and Traditional Owners Refine traditional owner engagement protocols Progress <i>Reconciliation Action Plan (RAP)</i> for Reconciliation Australia approval Complete review of Closing the Gap (CTG) report 	<p>We strengthened our use of inclusive and respectful language when referring to First Nations people and Traditional Owners, helping us communicate in a fair and culturally informed way.</p> <p>In December 2025, we approved work to refine the Traditional Owner engagement protocols. Planning has begun for engagement meetings that will support stronger relationships and more meaningful partnership-based conversations</p> <p>Council also endorsed the development of the <i>Reconciliation Action Plan 2026–2028</i>, which will set clear priorities and actions to guide our ongoing commitment to reconciliation.</p> <p>We have not yet completed the review of the <i>Closing the Gap Report</i>. Insights from the <i>2024–2026 Traffic Light Report</i> are being captured to support a future review.</p> <p> In progress</p>

STRATEGIC OBJECTIVE 1.3

Continued

Actions to achieve the strategic objectives

Action	Deliverable	Progress	Status
1.3.2 Develop a whole-of-Council <i>Diversity and Inclusion framework</i> 🔑	<ul style="list-style-type: none"> Council’s cultural diversity and inclusion policies and practices benchmarked across the whole organisation <i>Diversity and Inclusion Framework</i> adopted by Council 	We’ve started the early work needed to develop our <i>Diversity and Inclusion Framework</i> . This includes mapping who needs to be involved and benchmarking our current policies and practices. These first steps are helping us build a solid foundation for a whole-of-Council approach to inclusion.	In progress
1.3.3 Develop an approach to supporting the LGBTIQ+ community within Glen Eira ❤️	<ul style="list-style-type: none"> <i>Rainbow Ready Roadmap</i> commenced Partnership with Pride South east Alliance formed <i>Trans Awareness Week, IDAHOBIT, and Pride Week events held</i> 	We strengthened our partnership with the Pride South East Alliance and marked key LGBTIQ+ dates throughout the year. Work has started on the <i>Rainbow Ready Roadmap</i> and planning is underway for our involvement in the <i>2026 Midsumma Festival</i> .	In progress
1.3.4 Review the community grants program to respond to current and emerging community needs ❤️	<ul style="list-style-type: none"> <i>Community Grants Policy</i> endorsed <i>Community Grants Guidelines</i> released Revised grants program awarded Community Grants web page updated 	We progressed the review of the <i>Community Grants Policy</i> , guidelines and program to ensure the grants better reflect community needs and our priorities. This work is helping shape future recommendations, which will be considered through our approval processes. We also kept the Community Grants web page updated so residents and organisations had access to current and accurate information.	In progress

STRATEGIC OBJECTIVE 1.3

Continued

Actions to achieve the strategic objectives

Action	Deliverable	Progress	Status
1.3.5 Facilitate capacity-building and collaboration for neighbourhood houses and community groups to strengthen partnerships, share resources, and expand support services and volunteering across Glen Eira ♥	<ul style="list-style-type: none"> • Scope prepared for a leadership program for community organisations including Service Level Agreements • Community Contacts web page updated 	We started planning a leadership program to support community organisations, including work to clarify scope and participation. The Community Contacts web page was updated to ensure information is accurate, easy to access and ready for future improvements.	In progress 
1.3.6 Review and deliver the community and business awards and recognition programs	<ul style="list-style-type: none"> • Review of community and business awards programs completed • One round of revised awards delivered 	We completed the full review of the community and business awards and drafted a proposal to bring them together as one <i>Glen Eira Awards</i> program. <i>Volunteer Recognition</i> would continue as a standalone event, with a small <i>Citizen of the Year</i> networking event planned for 2026 ahead of the combined program launch in 2027. We also delivered the <i>2025 Business Excellence Awards</i> , meeting the requirement to deliver one round of revised awards this year.	In progress 

STRATEGIC OBJECTIVE 1.3

Continued

Actions to achieve the strategic objectives

Action	Deliverable	Progress	Status
<p>1.3.7 Commence <i>Welcoming Cities</i> membership to advance our community so everyone can belong and participate in social, cultural, economic and civic life 🏠🗝️</p>	<ul style="list-style-type: none"> • Participation in <i>Welcoming Cities</i> forums • Development of intercouncil social cohesion forum explored • Capacity building of Council and community leader representatives 	<p>We started exploring what joining <i>Welcoming Cities</i> could mean for Glen Eira, including how the program’s requirements align with our priorities around belonging, social cohesion and inclusion.</p> <p>We are also looking at how accreditation could connect with the <i>Diversity and Inclusion Framework</i> now in development.</p>	<p>In progress</p> 
<p>1.3.8 Engage with individuals and organisations who are at high-risk of experiencing the impacts of climate change to assist them to protect themselves ❤️</p>	<ul style="list-style-type: none"> • Engage with at least three at risk groups • Identify the barriers faced by those most at risk of experiencing the impacts of climate change • Plan developed 	<p>We engaged with more than 100 older residents at the <i>Glen Eira Healthy Ageing Expo</i>, sharing practical ways to stay safe during extreme heat.</p> <p>A Heat Vulnerability Assessment is underway, with results due in the third quarter of 2025–2026. Procurement has begun for a Climate Vulnerability Assessment to identify high-risk groups, with a provider to be appointed in the same period. These projects will inform a targeted plan to support those most at risk from climate impacts.</p>	<p>In progress</p> 

STRATEGIC OBJECTIVE 1.4

OUR COMMUNITY HAS IMPROVED PHYSICAL AND MENTAL HEALTH AND WELLBEING

Strategic priorities and indicators

Strategic priorities	Strategic indicators	Progress
<p>We will focus on the following priorities in support of this objective:</p> <ul style="list-style-type: none"> increase collaboration and partnerships to enhance the health, wellbeing and resilience of the community raise awareness of issues impacting our community, such as mental health, cost-of-living pressures, affordable housing, and homelessness 	<ul style="list-style-type: none"> Maintain or increase Glen Eira Leisure Every Body Active support hours  Maintain or increase Glen Eira Leisure membership Decrease self-reported psychological distress Increase residents meeting physical activity guidelines 	<ul style="list-style-type: none"> From July to December, bookings for the <i>Every Body Active</i> program grew by 2.73 per cent, showing steady community demand. Session lengths shifted towards shorter one-hour bookings, which meant total support hours delivered were slightly lower for the period. <ul style="list-style-type: none">  Monitor Our Glen Eira Leisure membership base remains strong and well balanced. Growth in our health and fitness memberships is helping to offset lower than expected swim school enrolments. <ul style="list-style-type: none">  On track Self-reported psychological distress is released every three years. <ul style="list-style-type: none">  Other Residents meeting physical activity guidelines are released every three years. <ul style="list-style-type: none">  Other

STRATEGIC OBJECTIVE 1.4

Continued

Actions to achieve the strategic objectives

Action	Deliverable	Progress	Status
1.4.1 Develop a revised approach to our planning for passive and active recreation in Glen Eira ♥	<ul style="list-style-type: none"> Review of <i>Glen Eira GET Active</i> conducted Review of <i>Glen Eira Active Recreation Action Plan</i> conducted Revised approach presented to Council 	<p>We've drafted an internal framework to guide decision-making across all recreation plans and masterplans. Further consultation will take place before the framework is applied annually to inform recommendations to Council through the budget process.</p> <p>This work supports the reviews of <i>Glen Eira GET Active</i> and the <i>Active Recreation Action Plan</i>, and will shape a revised approach to passive and active recreation planning.</p>	In progress ●
1.4.2 Partner with local providers and community groups to deliver initiatives that help homeless individuals access essential services and find stability ♥🔑	<ul style="list-style-type: none"> Homelessness protocol developed and endorsed by Council Partnerships with local providers and community groups established Advocacy campaign 	<p>We drafted a homelessness protocol in partnership with local providers and held a forum to hear directly from service partners and people with lived experience.</p> <p>We also prepared a detailed homelessness advocacy paper to ensure community needs are clearly represented in future advocacy and partnership work.</p>	In progress ●

STRATEGIC OBJECTIVE 1.4

Continued

Actions to achieve the strategic objectives

Action	Deliverable	Progress	Status
1.4.3 Partner with Bicycle Network to promote the health benefits of walking and cycling to school	<ul style="list-style-type: none"> At least one school cycling event held 	<p>We're partnering with Bicycle Network to support active travel to school. Coatesville Primary School and Caulfield Junior College will take part in <i>Active Paths</i> student workshops in early 2026, with safe-route maps and wayfinding decals to follow.</p> <p>We have also called for school participation in the third year of <i>Glen Eira Open Streets</i>. Caulfield Junior College will host events in March that temporarily close nearby streets during drop-off and pick-up times.</p> <p>The program continues to show strong community benefits and has increased active travel participation across Glen Eira and other Melbourne schools.</p>	In progress 

STRATEGIC OBJECTIVE 1.4

Continued

Actions to achieve the strategic objectives

Action	Deliverable	Progress	Status
1.4.4 Promote and deliver campaigns that support improved health and wellbeing for all ♥	<ul style="list-style-type: none"> Free <i>Active Communities</i> program delivered Skin checks provided Hearing checks conducted Body scans offered Group exercise and wellness classes delivered 	<p>We delivered 50 free <i>Active Communities</i> sessions each week in November and December 2025, supporting residents to stay active and connected. The program will expand in March with additional class options.</p> <p>Free hearing checks were completed across community facilities and will continue through the second half of the year.</p> <p>Free skin checks will be offered in the coming months and body scans will commence in 2026.</p> <p>There was a strong demand for group exercise and wellness classes, with 215,997 bookings from July to December 2025.</p>	In progress 
1.4.5 Co-design a wellbeing initiative for youth to help address mental health and social connection ♥	<ul style="list-style-type: none"> Report on program design delivered Initiative delivered 	<p>Work to co-design a new youth wellbeing initiative will begin once the Youth Engagement Team is established in 2026. The initiative will draw on findings from the 2025 <i>Youth Engagement Survey</i>.</p> <p>Planning and scoping will occur through 2025–2026, with some early projects delivered this year.</p>	Not started 

STRATEGIC OBJECTIVE 1.5

OUR COMMUNITY BENEFITS FROM THE PROMOTION OF HEALTHY LIFESTYLES AND THE PREVENTION OF HARM AND ILL-HEALTH

Strategic priorities and indicators

Strategic priorities	Strategic indicators	Progress
<p>We will focus on the following priorities in support of this objective:</p> <ul style="list-style-type: none"> raise community awareness of the harms from tobacco and vaping, alcohol and gambling and preventable illness promote healthy lifestyles by sharing information and encouraging behaviour change strengthen gender equity and prevention of family violence and all forms of violence against women and children 	<ul style="list-style-type: none"> 73 per cent or greater participation in maternal child health programs Maintain or increase immunisation attendances We will work to develop an indicator to measure prevention, promotion, participation and gender equity in programs over the life of the plan 	<ul style="list-style-type: none"> Participation in our maternal and child health programs was 71.2 per cent, slightly below target. We expect participation to return to target. <ul style="list-style-type: none"> ● Monitor From July to December, our immunisation program recorded 2,091 attendances. We may see increased demand during a season of elevated influenza A and B. <ul style="list-style-type: none"> ● Monitor Work to develop this strategic indicator to measure prevention, promotion, participation and gender equity in programs is underway. <ul style="list-style-type: none"> ● Other

STRATEGIC OBJECTIVE 1.5

Continued

Actions to achieve the strategic objectives

Action	Deliverable	Progress	Status
1.5.1 Design and implement a program of initiatives to prevent all forms of gendered violence 🏠🔑	<ul style="list-style-type: none"> Community education initiatives delivered Partnerships fostered including Women's Health in the South East Internal training designed and delivered Advocacy campaign delivered Advocacy events held 	<p>We delivered the <i>16 Days of Activism</i> campaign, hosted a <i>Tomorrow Man</i> workshop and joined the <i>Walk Against Family Violence</i> to promote respect and prevent gendered violence.</p> <p>We strengthened our partnership with Women's Health in the South East, who briefed Councillors on local government's prevention role.</p> <p>We updated our <i>Family Violence Prevention in the Community Policy</i> and Statement of Commitment. We ran a communications campaign throughout the period to reinforce shared responsibility for preventing gendered violence.</p>	In progress ●
1.5.2 Design and implement a targeted advocacy and education campaign to reduce the impact of gambling-related harm ❤️	<ul style="list-style-type: none"> Advocacy campaign developed Community education program developed Partnerships with organisations formed to enable information sharing 	<p>We strengthened our advocacy and education work to reduce gambling-related harm by renewing our leadership membership with the Alliance for Gambling Reform. We co-signed a joint advocacy letter opposing carded play and pre-commitment trials. We promoted <i>Gambling Harm Awareness Week</i> across our channels and continued sector collaboration through the Alliance for Gambling Reform and Victorian Local Government Association working groups, contributing to a submission calling for improvements to the Electronic Gaming Machine application process.</p>	In progress ●

STRATEGIC OBJECTIVE 1.5

Continued

Actions to achieve the strategic objectives

Action	Deliverable	Progress	Status
1.5.3 Promote healthy eating by prioritising nutritious food and drink options at Council-run events to support healthy food environments in community settings ♥	<ul style="list-style-type: none"> • Healthy alternatives available at outdoor events • Healthy alternatives promoted as part of advertising 	We offer a range of healthier food and drink options at Glen Eira outdoor events. We're working with vendors to prioritise choices, such as fresh food, salads and juices. These options are also highlighted in event promotion to support healthy eating in our community.	In progress 
1.5.4 Promote healthy lifestyles through education, service and programming ♥	<ul style="list-style-type: none"> • Four campaigns promoting Glen Eira Libraries and what they offer, including Library of Things • Maternal and child health healthy lifestyle programs delivered with consideration for the diverse needs of our community, including those who may face barriers to access or participation 	<p>Seasonal library programs continue every three months across digital and print channels. Targeted promotions for major initiatives, including the <i>My Brother Jack Awards</i> and <i>BIG Summer Read</i>, are sent to schools. Monthly e-news reaches over 23,000 subscribers. Autumn program planning is underway, and the Library of Things has expanded to Caulfield with new promotional materials.</p> <p>Maternal and Child Health continues to deliver accessible healthy lifestyle and early years programs, including <i>Nature Play</i>, <i>Mother Goose</i>, infant nutrition sessions, father-focused support, Lamm Library weekly playgroups and <i>GEMS</i> program connecting families experiencing vulnerability with information, support and community connection.</p>	In progress 



STRATEGIC DIRECTION 2: DIVERSE, WELCOMING AND ACCESSIBLE PLACES

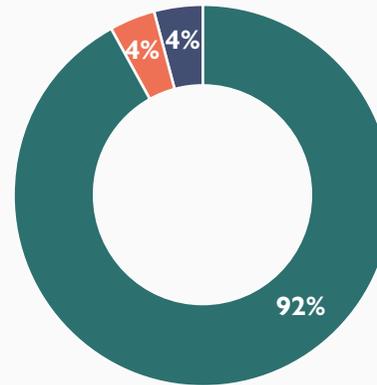
We want Glen Eira to be a place where everyone feels safe and welcome, where public spaces bring people together, and where neighbourhoods reflect the diversity of our community. Whether it's enjoying a local park, catching up at a café or moving easily through our streets — every resident should feel that they belong here.

We continue to make strong progress in creating safer, more accessible and more welcoming places for everyone. From July to December 2025, we upgraded open spaces, improved accessibility at community facilities, renewed footpaths and delivered important safety works near schools and shopping areas. Local libraries remain popular with more than 300,000 visits and new projects such as the Mackie Road Reserve Pavilion, The Elsternwick Club open space plan and improvements across our parks and playgrounds are well underway. Retail precincts are also thriving, with a high occupancy rate and ongoing improvements to streetscapes, lighting and public amenity.

We've heard from thousands of community members on issues, such as parking, local transport and neighbourhood planning, and this feedback continues to guide our work. Major cycling and walking connections are progressing, upgrades to the Frankston Rail Trail and Glen Eira Green Link are in design, and safety patrols and local law enforcement remain active across our parks and public spaces. Heritage protection, housing advocacy and planning for long-term community infrastructure are also advancing. Together, these projects are helping to ensure Glen Eira remains a vibrant, connected and inclusive place for all.

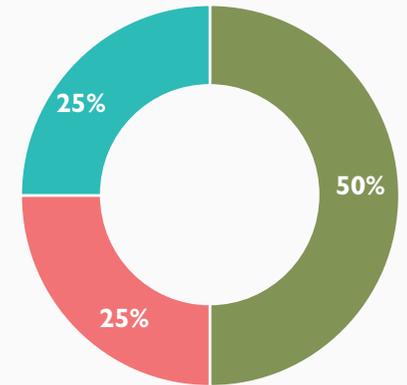
HOW WE'RE TRACKING

Actions



- **In progress (23)**
Work is actively underway and progressing
- **Monitor (1)**
The action does not meet target and requires closer monitoring
- **Completed (1)**
The action has been delivered

Strategic indicators



- **On track (8)**
Indicators that currently meet target
- **Monitor (4)**
Indicators that do not meet target and require monitoring
- **Annual (4)**
Indicators that are measured once a year

STRATEGIC OBJECTIVE 2.1

OUR GREEN OPEN SPACES AND COMMUNITY FACILITIES ARE WELL USED, WELL LOCATED AND ACCESSIBLE

Strategic priorities and indicators

Strategic priorities	Strategic indicators	Progress
<p>We will focus on the following priorities in support of this objective:</p> <ul style="list-style-type: none"> enhance our parks, gardens, playgrounds and open spaces so they are inclusive, sustainable and responsive to community needs ensure equitable access to our facilities for women and girls progress the development of new public open space, advocating for funding to other levels of government advocate for greater access and the development of community infrastructure at the Caulfield Racecourse Reserve, working with the Caulfield Racecourse Reserve Trust, Melbourne Racing Club and emerging stakeholders 	<ul style="list-style-type: none"> Maintain or increase investment in disability (non-visible and visible) access improvements Maintain or increase library visits per head of population Increase community open space facility bookings Maintain or increase investment in open space Maintain or increase community satisfaction with Recreation Facilities 	<ul style="list-style-type: none"> We are progressing several disability access improvement projects. The actual spend is tracking below forecast and requires monitoring. ● Monitor Our libraries welcomed more than 300,000 visits between July and December 2025, an increase of 15,000 visits compared with the same period in 2024. This steady growth shows strong community use of our library spaces and services. ● On track We are tracking above our target with 2,870 bookings between July and December 2025. Community groups and residents continue to use our open spaces for a wide range of events and activities. ● On track Our investment in open space is progressing through design and early delivery. The actual spend is tracking below forecast and requires monitoring. ● Monitor Community satisfaction with recreation facilities is reported annually. Progress will be available in our <i>Annual Report</i>. ● Annual

STRATEGIC OBJECTIVE 2.1

Continued

Major initiatives

Action	Deliverable	Progress
2.1.1 Begin construction of the Mackie Road Reserve Pavilion Bentleigh East	<ul style="list-style-type: none"> Demolition of the existing facility Construction of a new pavilion to accommodate the growing needs of tenant sports clubs including: <ul style="list-style-type: none"> (a) catering for growing female participation, (b) increasing junior participation and (c) club social activities. This project is in partnership with the Victorian Government 	<p>We are preparing the permit applications needed to begin construction of the new Mackie Road Reserve Pavilion and demolish the existing building.</p> <p>We're also waiting for the service authorities to complete the power disconnection at the current pavilion, which must occur before demolition can start.</p> <p>Once this step is finished, we will begin work on the new pavilion that will support growing female and junior participation and provide improved social spaces for clubs.</p> <p> In progress</p>

STRATEGIC OBJECTIVE 2.1

Continued

Actions to achieve the strategic objectives

Action	Deliverable	Progress	Status
2.1.2 Construct a dog park at Orange Street, Bentleigh East in partnership with the Victorian Government ❤️	<ul style="list-style-type: none"> Dog park at Orange Street, Bentleigh East open to the community 	Design for the new dog park at Orange Street, Bentleigh East is being finalised following community consultation. Procurement and construction will follow once the design is complete, with the project progressing toward opening the space for the community.	In progress ●
2.1.3 Provide access to promote inclusion and diversity within our facilities in response to community needs and in consultation with disability (non-visible and visible) groups on design ❤️ 🔑	<ul style="list-style-type: none"> Works to improve existing building accessibility of McKinnon Hall, Moorleigh Village, Bentleigh East and Glover Street, Bentleigh East Kindergarten to comply with <i>Disability Discrimination Act</i> (DDA) requirements Empathetic parking bays installed to support people with disabilities, seniors and parents with pram to access parks, reserves and community facilities at 21 locations in Murrumbeena, Carnegie, Ormond, Elsternwick, Caulfield East and Bentleigh East 	<p>Accessibility upgrades are progressing across Glen Eira. The Town Hall Service Centre entrance works have been awarded and are scheduled for February–March 2026. Plans for Moorleigh Community Village are complete and moving to procurement in February. At McKinnon Hall, minor access improvements are being installed and design work for the entrance upgrade continues. A <i>Disability Discrimination Act</i> audit is underway at Glover Street Kindergarten.</p> <p>Installation and construction of empathetic parking bays at seven locations are progressing well. Design plans have been finalised and notification with affected community members has been undertaken. Work is expected to begin in the coming months.</p>	In progress ●

STRATEGIC OBJECTIVE 2.1

Continued

Actions to achieve the strategic objectives

Action	Deliverable	Progress	Status
<p>2.1.4 Advocate to maximise the access to, and the development of community and open space infrastructure on the Caulfield Racecourse reserve ♥</p>	<ul style="list-style-type: none"> Work with the Caulfield Racecourse Reserve Trustees, Melbourne Racing Club and emerging stakeholders/property partners to deliver improved access to the Caulfield Racecourse reserve including: <ul style="list-style-type: none"> (a) upgrades to existing tunnels for improved cyclist and pedestrian access, (b) new access points (c) 'new outer track' around the perimeter of the reserve, consistent with the vision of the <i>Caulfield Structure Plan</i> 	<p>Access pathway and fencing upgrades within Glen Huntly Park are now complete. These works lay the groundwork for longer-term improvements to cyclist and pedestrian access.</p> <p>We continue to advocate for stronger community access and open space outcomes as part of the proposed Mt Scopus redevelopment and the proposed Melbourne Football Club training facility. This includes seeking improved access to the racecourse infield, identifying new access points and progressing the concept for a 'new outer track' around the reserve, consistent with the <i>Caulfield Structure Plan</i>.</p>	<p>In progress</p> 
<p>2.1.5 Explore opportunities for new public open spaces in areas lacking in accessible space, to serve our current and future community ♥</p>	<ul style="list-style-type: none"> Endorsed landscape concept plans for The Elsternwick Club future open space, which provide a range of activities, social elements and biodiversity enhancements Prepare a report for Council on the investigation into temporary open space options 	<p>Landscape concept plans for The Elsternwick Club have now been endorsed by Council and were strongly supported by the community. The plans outline a future open space that offers recreation opportunities, social areas and improved biodiversity.</p> <p>We have also considered the report on opportunities for temporary open space. Following this, we are in discussions with landowners to identify suitable sites and understand the conditions that may support short-term community use.</p>	<p>In progress</p> 

STRATEGIC OBJECTIVE 2.2 OUR PLACES ARE SAFE, HEALTHY AND VERSATILE

Strategic priorities and indicators

Strategic priorities	Strategic indicators	Progress
<p>We will focus on the following priorities in support of this objective:</p> <ul style="list-style-type: none"> • deliver facilities and infrastructure that encourage community health and wellbeing including parks, footpaths, facilities and support for participation in sport and recreation • undertake planning to ensure our community facilities and infrastructure meets our needs now and into the future balancing community benefit and long-term financial sustainability • develop plans to enhance and activate the Town Hall Precinct in Caulfield as a thriving community hub • increase community awareness of our community facilities and infrastructure 	<ul style="list-style-type: none"> • Maintain or increase community satisfaction with enforcement of local laws • Enhance amenity and safety through public space patrols • Increase community room bookings 	<ul style="list-style-type: none"> • Community satisfaction with enforcement of local laws is reported annually. Progress will be available in our <i>Annual Report</i>. ● Annual • We carried out 4,500 patrols across parks and reserves from July to December 2025. These regular patrols help keep our public spaces safe and welcoming. ● On track • We are on track for community room bookings with 3,455 bookings recorded for the period. Community groups and residents continue to use these spaces for meetings, programs and local activities, and we expect demand to build over the remainder of the year. ● On track

STRATEGIC OBJECTIVE 2.1

Continued

Major initiatives

Action	Deliverable	Progress
2.2.1 Works to improve safety around schools and shopping centres — construct safety features in seven locations	<ul style="list-style-type: none"> • Completion of works including: <ul style="list-style-type: none"> (a) Roundabout works at the Patterson Road-Allnut Street-Mitchell Street roundabout, Bentleigh (b) Intersection works along Glen Huntly Road, Elsternwick, which aim to reduce vehicle speeds and provide a continuous footpath connection across the side road intersections. (c) Speed humps on Adrian Street at Celia Street, Bentleigh East (d) Splitter islands at intersections in four locations in Elsternwick (e) Works including lighting, line marking and signage changes at Marara Road-Narrawong Road, Caulfield South (f) Safety treatments around Coatesville Primary School, Bentleigh East and (g) Traffic improvements in Cecil Street, Bentleigh East. 	<p>Safety upgrades across seven locations are progressing well.</p> <ul style="list-style-type: none"> (a) Designs for the works at the Patterson Road-Allnut Street-Mitchell Street roundabout, Bentleigh are nearing completion, with construction to begin in the coming months. (b) Designs for the raised crossings works along Glen Huntly Road, Elsternwick, which aim to reduce vehicle speeds and provide a continuous footpath connection across the side road intersections are nearing completion, with construction to begin in the coming months. (c) Speed humps on Adrian Street at Celia Street, Bentleigh East have been completed. (d) Splitter islands at intersections in four locations in Elsternwick have been completed. (e) Designs for improvement works, including lighting, line marking and signage changes at Marara Road-Narrawong Road, Caulfield South, are complete and ready for construction. (f) Designs for safety treatments around Coatesville Primary School, Bentleigh East are complete and ready for construction. (g) Designs for traffic improvements in Cecil Street, Bentleigh East are complete and ready for construction. <p>● In progress</p>

STRATEGIC OBJECTIVE 2.2

Continued

Actions to achieve the strategic objectives

Action	Deliverable	Progress	Status
2.2.2 Improve facilities at Packer Park, Carnegie	<ul style="list-style-type: none"> Upgrade 3-bay cricket net training facility to a 5-bay multipurpose facility with a basketball ring and futsal goals. Relocation of the existing golf cage facility. 	Works at Packer Park were completed in December 2025. The upgraded five-bay multipurpose training facility is now open to the community. The golf cage has also been successfully relocated.	Complete 
2.2.3 Renew playgrounds to enhance accessibility and safety	<ul style="list-style-type: none"> Completion of playground renewals at Victory Park, Bentleigh, Greenmeadows Gardens, St Kilda East, Packer Park, Carnegie and Glen Huntly Park 	Playground audits have been completed and the audit report is now being reviewed to identify priority improvements at Victory Park, Greenmeadows Gardens, Packer Park and Glen Huntly Park. This review will guide the upcoming renewal works to improve safety and accessibility for families.	In progress 
2.2.4 Develop a <i>Community Infrastructure Plan</i> to respond to current and emerging community needs	<ul style="list-style-type: none"> <i>Community Infrastructure Plan</i> developed Draft plan presented to Council 	<i>Community Infrastructure Plan</i> development is progressing but behind schedule. Key groundwork is complete, including information analysis, the Seniors Position Paper and a Gender Impact Assessment. Current work includes the human services needs analysis, <i>Early Years Infrastructure Plan</i> and community engagement planning, with the draft <i>Plan</i> due by June 2026.	Monitor 

STRATEGIC OBJECTIVE 2.2

Continued

Actions to achieve the strategic objectives

Action	Deliverable	Progress	Status
2.2.5 Plan for Town Hall in Caulfield precinct to optimise connectivity, access and community use	<ul style="list-style-type: none"> • Stage one <i>Caulfield Civic Precinct Masterplan</i> • Improve site connectivity and access • Enhance green spaces • Ensure adaptive re-use of existing assets 	<p>Work is progressing on the <i>Landscape and Placemaking Plan</i> for the Caulfield Town Hall precinct. Early investigations, including site surveys, <i>Disability Discrimination Act (DDA)</i> compliance audits and adaptive re-use planning, are underway. Buildings are being prepared for future works.</p> <p>The next stage includes finalising technical inputs, the <i>DDA</i> compliance audit and developing the plan, which will guide improvements to green spaces, pathways and community areas to enhance access and community use.</p>	In progress ●
2.2.6 Develop and adopt a public lighting policy	<ul style="list-style-type: none"> • Public lighting policy adopted 	<p>We've drafted a public lighting policy to guide future investment decisions that improve community safety, amenity and wellbeing. The draft draws on existing masterplans, benchmarking and adopted strategies. Community consultation is planned for the second half of the 2025–2026 financial year before the policy is finalised and presented to Council.</p>	In progress ●

STRATEGIC OBJECTIVE 2.3 OUR VIBRANT AND CLEAN ACTIVITY CENTRES SUPPORT A THRIVING LOCAL ECONOMY

Strategic priorities and indicators

Strategic priorities	Strategic indicators	Progress
<p>We will focus on the following priorities in support of this objective:</p> <ul style="list-style-type: none"> collaborate with local traders' associations, business networks and community groups to revitalise shopping strips, deliver improvements to local amenity and encourage economic activity enhance the appeal, amenity, cleanliness and accessibility of our activity centres adopt a holistic approach to economic development including consideration of wellbeing economy principles 	<ul style="list-style-type: none"> Maintain or increase retail occupancy rate Maintain community satisfaction with the appearance of public areas Maintain or increase investment in activity centres Maintain or increase the frequency of our cleansing services within our Activity Centres 	<ul style="list-style-type: none"> Our December 2025 vacancy audit shows a retail occupancy rate of 92.2 per cent. This strong result reflects ongoing stability across our shopping strips and activity centres, and we will continue working with local traders and property owners to support healthy retail activity throughout the year. ● On track Community satisfaction with the appearance of public areas is reported annually. Progress will be available in our <i>Annual Report</i>. ● Annual Our Activity Centre investment is progressing through design and early delivery. The actual spend is tracking below forecast and requires monitoring. ● Monitor Our cleansing services in Activity Centres met expected levels from July to December 2025 with 100 per cent delivery. We maintained footpath pressure washing and kerb-and-channel schedules to keep these areas clean and welcoming for the community. ● On track

STRATEGIC OBJECTIVE 2.3

Continued

Actions to achieve the strategic objectives

Action	Deliverable	Progress	Status
2.3.1 Deliver improvements to Bentleigh Activity Centre streetscape	<ul style="list-style-type: none"> Improve footpaths, garden beds, street trees and seating areas along Centre Road near Thomas Street, Bentleigh 	After community engagement in 2025, we finalised the designs for the streetscape improvements along Centre Road near Thomas Street. We will deliver stage one in mid-2026, covering the section between Cairnes Grove and Loranne Street. Our procurement process is almost complete and works are scheduled to start in April 2026 when planting conditions are most suitable.	In progress 
2.3.2 Complete streetscape and public toilet upgrades to Staniland Grove, Elsternwick 	<ul style="list-style-type: none"> Improvements to footpaths, garden beds and street trees completed Seating areas completed Construction of new public toilet facility completed 	<p>We have finalised the designs for the Staniland Grove upgrades following two rounds of community feedback. At the end of 2025, we released a public tender to appoint a contractor to build the new public toilet facility and we are now seeking quotations for the shade structure.</p> <p>We are on track to deliver the streetscape works in early to mid-2026. These works include improved footpaths, new street furniture, a shade structure, landscaping and the construction of the new public toilet facility.</p>	In progress 

STRATEGIC OBJECTIVE 2.3

Continued

Actions to achieve the strategic objectives

Action	Deliverable	Progress	Status
2.3.3 Deliver stage one of the Koornang Road streetscape revitalisation project in the Carnegie Activity Centre	<ul style="list-style-type: none"> • Delivery of stage one upgrades to the public seating areas in one kerb outstand on Koornang Road including upgrades to the footpath, street furniture and landscaping • Preparation of draft <i>Masterplan</i> for the commercial strip between Neerim and Dandenong Road, Carnegie 	<p>Following community engagement in 2025, we finalised the design for small public space upgrades at one kerb outstand on Koornang Road. Stage one is on track for delivery in mid-2026 and will include new pavements, improved street furniture and landscaping.</p> <p>We are also preparing a draft <i>Masterplan</i> for the commercial strip between Neerim Road and Dandenong Road. This work reflects community and trader feedback and includes further investigations into greening, vehicle movements and pedestrian safety.</p>	In progress 
2.3.4 Deliver the second year actions of the <i>Glen Eira Economic Development Action Plan 2024–26</i>	<p>All second year actions delivered, including:</p> <ul style="list-style-type: none"> (a) Business support and engagement (b) Vibrant activity centre and community activations (c) Strategic partnerships and inclusive economic development 	<p>We delivered most second year actions in the <i>Glen Eira Economic Development Action Plan</i>. Our programs strengthened local businesses through mentoring, training, networking and the <i>Business Excellence Awards</i>. We also updated economic profiles, monitored vacancies and improved key public spaces to support thriving activity centres. We advanced inclusive economic development by building new partnerships and designing a youth entrepreneurship pilot.</p>	In progress 

STRATEGIC OBJECTIVE 2.3

Continued

Actions to achieve the strategic objectives

Action	Deliverable	Progress	Status
2.3.5 Implement year three actions from the <i>Glen Eira Placemaking Strategy 2023–27</i>	<p>Third year actions delivered including:</p> <ul style="list-style-type: none"> (a) Round two of the <i>Community Place Projects</i> (b) Signage along the Boyd Family Walking Tour installed (c) Caulfield rail underpass murals and (d) Deliver a First Peoples’ public art project in one activity centre. 	<p>We completed engagement for the <i>Community Place Projects</i> and selected three community-led projects for delivery by June 2026.</p> <p>We installed new signage along the Boyd Family Walking Tour, including footpath decals and a new sign in Boyd Park.</p> <p>We are finalising an agreement with Metro to paint the Caulfield rail underpasses, with colourful designs ready to improve safety, amenity and reduce graffiti.</p> <p>We’re also progressing a First Peoples’ public art project in Elsternwick, with site approvals secured and artist engagement underway with the Bunurong Land Council Aboriginal Corporation.</p>	In progress 
2.3.6 Review parking management in Carnegie, Elsternwick and Bentleigh activity centres to help people find spaces, improve turnover and support funding for local upgrades.	<ul style="list-style-type: none"> • Community consultation report • Parking management options recommended for Council’s consideration • Commence implementation 	<p>We heard from almost 5,000 community members about parking in Carnegie, Elsternwick and Bentleigh. Council discussed the parking approach at its meeting on 16 December 2025.</p> <p>Council endorsed a staged approach focused on fairness and better data, including introducing smart parking sensors. No user-pays parking will be introduced in the next 12 months.</p>	In progress 

STRATEGIC OBJECTIVE 2.4 OUR PLACES ARE WELL CONNECTED BY A VARIETY OF TRANSPORT OPTIONS

Strategic priorities and indicators

Strategic priorities	Strategic indicators	Progress
<p>We will focus on the following priorities in support of this objective:</p> <ul style="list-style-type: none"> increase and enhance walking, cycling, active and accessible transport options such as footpaths, shared paths, bike parking, crossings, wayfinding and lighting advocate to the Victorian Government for more accessible bus and tram stops and improved actual and perceived safety at stops for all users  advocate to the Victorian Government to improve public transport frequency, reliability, operating hours, connections, real time information, access to Bentleigh East and connecting key nodes in the southern part of the City 	<ul style="list-style-type: none"> Increase community satisfaction with the condition of local streets and footpaths in your area Maintain or increase investment in active travel 	<ul style="list-style-type: none"> Community satisfaction with the condition of local streets and footpaths in your area is reported annually. Progress will be available in our <i>Annual Report</i>.  Annual Our active travel investment is underway, with cycling infrastructure, bike parking and integrated transport projects progressing through design and early delivery. The actual spend is tracking below forecast and requires monitoring.  Monitor

STRATEGIC OBJECTIVE 2.4

Continued

Major initiatives

Action	Deliverable	Progress
<p>2.4.1 Spend over \$2 million in our footpath renewal program including repair and replace broken footpaths in priority locations</p>	<ul style="list-style-type: none"> Enhancement of Council’s footpath network condition through the delivery of the footpath renewal program Minimum 10,000 square metres of footpaths renewed Minimum 22,000 trip hazards removed by mechanical grinding 	<p>We have marked all scheduled footpath renewal works on site for this financial year. Works are underway with our contractors. We have renewed 6,500 square metres of footpaths — that’s about the size of 15 basketball courts.</p> <p>Following requests from traders, we have rescheduled renewal works on Glen Huntly Road between Nepean Highway and Orrong Road to start in early 2026.</p> <p>Works on Normanby Road South, between Queens Avenue and Caulfield Station, will begin in January 2026.</p> <p>We are progressing reactive footpath repairs across a range of locations. We removed 7,500 trip hazards through mechanical grinding, improving accessibility for people walking in our community.</p> <p> In progress</p>

STRATEGIC OBJECTIVE 2.4

Continued

Actions to achieve the strategic objectives

Action	Deliverable	Progress	Status
2.4.2 Deliver a detailed design to improve cycling connections between Queens Avenue, Caulfield East and the Djerring Trail ❤️	<ul style="list-style-type: none"> Changes identified for line-marking, traffic signals and minor kerb adjustments Intersection upgrades delivered for Normanby Road, Caulfield North Queens Avenue Caulfield North underpass improvement delivered <p>Note: Design approved for construction in 2025/26 financial year</p>	<p>We have prepared a detailed design to improve the cycling connection between Queens Avenue and the Djerring Trail. This design responds directly to community feedback about safety risks at the intersection. It has passed a Road Safety Audit and traffic modelling, and it has been reviewed by the Department of Transport and Planning.</p> <p>We will continue working with the local community in early 2026 and will finalise the detailed design by June 2026, informed by the feedback we receive.</p>	In progress 
2.4.3 Improve condition of Council roads and foot-paths guided by the <i>Roads Asset Management Plan</i>	<ul style="list-style-type: none"> Completion of the road reconstruction program planned at: Lord Street, Caulfield East and Maple Street, Caulfield South 44,000 sqm of roads resurfaced in 23 streets along with footpaths, kerb and channel and drainage, signs and other operational works completed Communication with the community to help them understand the roads that Council has control over 	<p>The reconstruction contract for Maple Street has been awarded, with works starting in March 2026. The Lord Street reconstruction tender will be released in January 2026, with works scheduled to begin in March–April 2026.</p> <p>These projects form part of our broader program to improve local road condition and safety.</p>	In progress 

STRATEGIC OBJECTIVE 2.4

Continued

Actions to achieve the strategic objectives

Action	Deliverable	Progress	Status
2.4.4 Deliver stage one of the Frankston Rail Trail upgrades to improve the safety and journey experience for people walking and riding ❤️	<ul style="list-style-type: none"> New traffic calming treatments and bike stencils between Centre and South Roads, Bentleigh Ramps on and off existing shared use paths New signs 	<p>Designs for stage one of the Frankston Rail Trail safety improvements were finalised following community consultation in 2025.</p> <p>The project will improve safety and accessibility along this key cycling connection through new road markings for a shared lane, a speed hump, ramps and updated signage.</p> <p>Delivery is planned for the first half of 2026.</p>	In progress ●
2.4.5 Design and deliver active transport and landscape improvements along the trainline in Elsternwick to make it easier for people riding bikes and safer for all users (Glen Eira Green Link) ❤️🔑	<ul style="list-style-type: none"> Landscaping and active travel safety improvements delivered including: <ol style="list-style-type: none"> Transport and landscaping design completed Ramps, line-markings and signs at the entrance to Ripon Grove from Hotham Street, Elsternwick Landscaping improvements along Rippon Grove and the railway fence 	<p>Stage one concept designs for the Glen Eira Green Link are complete. The designs deliver safety, landscaping and biodiversity improvements to the cycling connection between Hotham Street and Rippon Grove.</p> <p>We will seek feedback from the Green Line Alliance in early 2026.</p> <p>We expect to deliver the project by June 2026.</p>	In progress ●

STRATEGIC OBJECTIVE 2.5 WE HAVE DIVERSE HOUSING OPTIONS WHILE MAINTAINING LOCAL NEIGHBOURHOOD

Strategic priorities and indicators

Strategic priorities	Strategic indicators	Progress
<p>We will focus on the following priorities in support of this objective:</p> <ul style="list-style-type: none"> • advocate to the Victorian Government for housing diversity outcomes that maintain our unique local identity • advocate for improved social and affordable housing outcomes • increase our advocacy to all levels of government to take action on housing stress and housing diversity in our community 	<ul style="list-style-type: none"> • Maintain or decrease the percentage of canopy tree removal permits issued • Increase the number of heritage places and precincts identified 	<ul style="list-style-type: none"> • We have approved 92 per cent of canopy tree removal permit applications under the Local Law. Some applicants withdrew their requests after speaking with our officers, which helped protect more established trees. We expect some variation in this measure as the Victorian Government introduces broader canopy protection requirements into the state planning scheme. <ul style="list-style-type: none"> ● On track • We exhibited heritage amendments covering 76 new places in Caulfield South and Gardenvale, including three precincts and one group listing. We also exhibited 95 new places in Caulfield North, including four precincts. Work has started on a heritage review of Murrumbeena to identify further places for protection. <ul style="list-style-type: none"> ● On track

STRATEGIC OBJECTIVE 2.5

Continued

Actions to achieve the strategic objectives

Action	Deliverable	Progress	Status
2.5.1 Advocate to both the Victorian and Australian Governments for social and affordable housing initiatives	<ul style="list-style-type: none"> Partnerships with registered housing providers to deliver social and affordable housing options Advocacy with Victorian and Australian Governments conducted 	We met with the Victorian and Australian Governments to advocate for more investment in social and affordable housing in Glen Eira. Our advocacy paper has helped clarify funding opportunities, local housing demand and forecasting unmet affordable housing needs. We are continuing to push for redevelopment of key priority sites. We also emphasised the need for community health and wrap around services to support residents near social and affordable housing developments.	In progress ●
2.5.2 Assess and protect places of heritage significance	<ul style="list-style-type: none"> Murrumbeena heritage review completed Planning scheme amendments commenced to implement the Caulfield North and Caulfield South/Gardenvale heritage review recommendations 	The Murrumbeena Heritage Review is 85 per cent complete. We will present the review to Council for adoption quarter four 2025–2026. Once adopted, we will begin the planning scheme amendment process.	In progress ●
2.5.3 Facilitate and advocate for quality urban planning outcomes for our City	<ul style="list-style-type: none"> Continued advocacy to Victorian Government for the authorisation of Council's <i>activity centre structure plan</i> and heritage amendments to provide clarity around housing growth in our major activity centres Active participation and advocacy for acceptable planning outcomes through the Victorian Government's <i>activity centre plans</i> 	We continued to advocate to the Victorian Government's <i>Activity Centre Program</i> for high-quality planning outcomes across our major activity centres. We submitted feedback on the draft plans for Carnegie, Murrumbeena and Hughesdale in October 2025 and continue to work with the Department of Transport and Planning as the plans progress.	In progress ●



STRATEGIC DIRECTION 3: ENVIRONMENTAL STEWARDSHIP

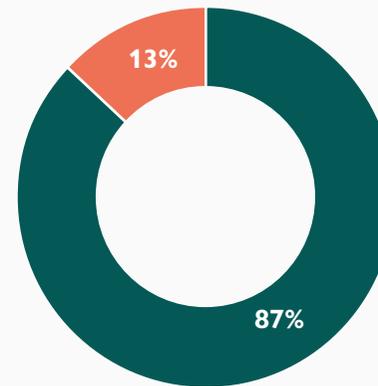
People across Glen Eira have told us they care deeply about the environment — our parks and gardens, our air and water, and the health of our streets and neighbourhoods. We know that acting on climate change, reducing waste and protecting biodiversity is essential not just for today, but for the generations to come.

We are continuing to strengthen our environmental work, with steady progress across projects that protect biodiversity, care for waterways and reduce emissions. From July to December 2025, we supported local species monitoring, delivered new waste-reduction programs and helped divert more than 15,000 tonnes of material from landfill. Tree planting was lower than planned due to supply issues, however new contracts are in place so planting can increase before the 2026 season. Clean-energy upgrades at key community buildings and the transition to electric vehicles are also well underway.

Community involvement remains strong through conservation working bees, litter clean-ups and waste-education programs. We are deepening our partnerships with Traditional Owners, embedding Caring for Country in local projects and expanding cultural perspectives in environmental work. While a few actions need closer monitoring, most initiatives are progressing and building a solid foundation for a cleaner and more sustainable future for everyone in Glen Eira.

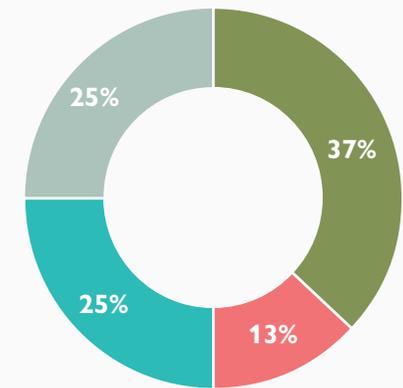
HOW WE'RE TRACKING

Actions



- **In progress (13)**
Work is actively underway and progressing
- **Monitor (2)**
The action does not meet target and requires closer monitoring

Strategic indicators



- **On track (3)**
Indicators that currently meet target
- **Monitor (1)**
Indicators that do not meet target and require monitoring
- **Annual (2)**
Indicators that are measured once a year
- **Other (2)**
Indicators are being established

STRATEGIC OBJECTIVE 3.1

OUR URBAN GREENERY AND BIODIVERSITY ARE ENHANCED

Strategic priorities and indicators

Strategic priorities	Strategic indicators	Progress
<p>We will focus on the following priorities in support of this objective:</p> <ul style="list-style-type: none"> • advocate to the Victorian Government for housing diversity outcomes that maintain our unique local identity • advocate for improved social and affordable housing outcomes • increase our advocacy to all levels of government to take action on housing stress and housing diversity in our community 	<ul style="list-style-type: none"> • Maintain or increase trees planted annually, prioritising indigenous species where possible and appropriate • Maintain or increase indigenous trees and understory plantings 	<ul style="list-style-type: none"> • We planted 440 trees from July to December 2025. Tree planting numbers were lower than planned due to contractual and supply issues. We have now re-tendered the planting and establishment contract, with new works scheduled to begin before the 2026 tree planting season so we can continue increasing tree canopy across the City. <ul style="list-style-type: none"> ● On track • Indigenous trees and understory plantings are reported annually. Progress will be available in our <i>Annual Report</i>. <ul style="list-style-type: none"> ● Annual

STRATEGIC OBJECTIVE 3.1

Continued

Actions to achieve the strategic objectives

Action	Deliverable	Progress	Status
3.1.1 Hold community indigenous planting events and indigenous plant giveaways in partnership with Traditional Owners	<ul style="list-style-type: none"> Community indigenous planting events held in collaboration Traditional Owners Community indigenous plant giveaways in collaboration Traditional Owners 	<p>We have continued engagement with Traditional Owners, who have expressed strong interest in partnering on community planting activities.</p> <p>We are developing proposals for indigenous planting events and plant giveaways in high-biodiversity areas to build our community's connection to nature and Caring for Country. These proposals will be presented to Traditional Owners in the coming months to confirm opportunities for collaboration.</p>	<p>Monitor</p> 
3.1.2 Carry out biodiversity surveys at target sites in Glen Eira to assess, prioritise and protect local flora and fauna	<ul style="list-style-type: none"> Biodiversity surveys conducted to assess local flora and fauna across identified target sites Commence development of management plans prepared for areas of significant biodiversity value 	<p>We took part in the <i>Great Southern Bioblitz</i> in October 2025, our community recorded 145 observations across 88 species in Glen Eira.</p> <p>We are now working with external experts to design biodiversity research and data collection programs at priority sites. This work will inform the development of management plans for areas with significant biodiversity value.</p>	<p>In progress</p> 

STRATEGIC OBJECTIVE 3.2 OUR AIR AND WATERWAYS ARE HEALTHY

Strategic priorities and indicators

Strategic priorities	Strategic indicators	Progress
<p>We will focus on the following priorities in support of this objective:</p> <ul style="list-style-type: none"> collaborate with our partners to raise community awareness and support and promote community education about preventing pollution and improving air quality encourage environmentally sustainable and water-sensitive urban design enhance our approach to integrated water management and stormwater systems 	<ul style="list-style-type: none"> Water sensitive urban design assets installed Air quality – during the term of this <i>Council Plan</i>, we will explore developing a strategic indicator for measuring/monitoring air quality in conjunction with actions within the <i>Climate Emergency Response Strategy</i> 	<ul style="list-style-type: none"> Water sensitive urban design assets are reported annually. Progress will be available in our <i>Annual Report</i>. ● Annual We're investigating the best technology and methodology about how to measure and monitor local air quality as part of implementing the <i>Climate Emergency Response Strategy</i>. Work to develop an appropriate target will be undertaken during this <i>Council Plan</i> term, ensuring it aligns with actions in the <i>Strategy</i> and supports long-term community health and environmental outcomes. ● Other

STRATEGIC OBJECTIVE 3.2

Continued

Actions to achieve the strategic objectives

Action	Deliverable	Progress	Status
3.2.1 Identify sources of air pollution impacting Glen Eira and develop an approach for Council to address them ♥	<ul style="list-style-type: none"> Research commissioned to identify and analyse sources of harmful air pollutants across Glen Eira Research report identifying air pollution sources, and those that are the most harmful to our environment and community Report to Council recommending actions Council may take within its authority to address the research findings. 	<p>We've commissioned research to identify the main sources of air pollution in Glen Eira, including wood heaters, vehicles and bushfire smoke.</p> <p>The study report, due in quarter four of 2025–2026, will outline the most harmful pollutants and recommend actions we can take within our authority to address them.</p>	In progress ●
3.2.2 Educate and inform the Glen Eira community about protecting waterways from the impacts of litter and pollutants	<ul style="list-style-type: none"> Community events focused on improving waterway health and litter reduction conducted Glen Eira approach to reduce litter impacting the Elster Creek developed connecting Brighton East to McKinnon 	<p>We worked with the Elster Creek Collaboration to prepare a draft <i>Litter Action Plan</i> for endorsement in quarter three of 2025–2026. A range of awareness activities and community litter-clean-up events have also been delivered to help protect local waterways from litter and pollutants.</p>	In progress ●
3.2.3 Work in partnership with Melbourne Water and Bayside, Kingston and Port Phillip Councils to review the <i>Elster Creek Catchment Flood Management Plan</i>	<ul style="list-style-type: none"> Updated draft <i>Elster Creek Catchment Flood Management Plan</i> developed 	<p>The Elster Creek CEO Forum has endorsed the updated draft <i>Elster Creek Catchment Flood Management Plan 2026–2027</i>. We will continue working with Melbourne Water and neighbouring councils to finalise the <i>Plan</i>.</p>	In progress ●

STRATEGIC OBJECTIVE 3.3 COUNCIL AND COMMUNITY EMISSIONS ARE REDUCED

Strategic priorities and indicators

Strategic priorities	Strategic indicators	Progress
<p>We will focus on the following priorities in support of this objective:</p> <ul style="list-style-type: none"> • deliver and enhance the accessibility of low-emission technologies across our assets and services through partnerships with others (e.g. EVs, solar, energy efficiency) • raise community awareness about reducing energy use, clean energy adoption and sustainable transport 	<ul style="list-style-type: none"> • Zero council emissions from natural gas, fuel, refrigerant and electricity usage by 2031 • Community emissions — during the term of this plan, we will explore developing a strategic indicator for measuring/monitoring community emissions in conjunction with actions within the <i>Climate Emergency Response Strategy</i> 	<ul style="list-style-type: none"> • We're progressing our zero council emissions pathway through the transition off gas program, supported by our investment in Victorian Energy Collaboration which supplies 100 per cent renewable, locally sourced electricity. <ul style="list-style-type: none"> ● Annual • We're exploring ways to measure community emissions during this <i>Council Plan</i> term. This work will align with the <i>Climate Emergency Response Strategy</i> and support future monitoring and reporting. <ul style="list-style-type: none"> ● Other

Major initiatives

Action	Deliverable	Progress
3.3.1 Complete getting off gas projects at seven priority locations	<ul style="list-style-type: none"> • Carnegie Library • Caulfield Park Pavilion, Caulfield North • EE Gunn Reserve and grandstand, Ormond • East Bentleigh Senior Citizens Centre • Marlborough Street reserve, Bentleigh East • McKinnon Kindergarten • Princes Park Caulfield South — DC Bricker Pavilion 	<p>We are progressing our transition off gas at seven priority sites. Upgrades at East Bentleigh Senior Citizens Centre, Marlborough Street Reserve Pavilion and McKinnon Kindergarten are complete.</p> <p>Carnegie Library is 60 per cent complete, with design and tender work underway.</p> <p>Designs for Caulfield Park Pavilion, EE Gunn Reserve and the DC Bricker Pavilion are yet to commence.</p> <ul style="list-style-type: none"> ● In progress

STRATEGIC OBJECTIVE 3.3

Continued

Actions to achieve the strategic objectives

Action	Deliverable	Progress	Status
3.3.2 Commission a community climate emissions study to address emissions sources in support of our <i>Climate Emergency Response Strategy 2025–2029</i> ❤️	<ul style="list-style-type: none"> Community climate emissions study commissioned Research report identifying sources of climate emissions Report to Council recommending actions within Council authority to address the research findings 	We have started detailed planning for the community emissions study and have engaged air-emissions expertise to support the project. We agreed on a staged scope of work and will progress each milestone based on data availability and successful completion of earlier steps.	In progress 
3.3.3 Continue transitioning Council fleet from fossil fuelled to electric vehicles	<ul style="list-style-type: none"> Six fossil-fuelled vehicles replaced with electric vehicles 	We replaced five fossil-fuelled vehicles with electric vehicles this period and the final replacement is underway. This transition supports our move toward a cleaner, more sustainable fleet and helps reduce emissions across our operations.	In progress 
3.3.4 Explore options for Council to consider to promote community uptake of electric vehicles	<ul style="list-style-type: none"> Documented approach established to define Council’s position on how to best support community uptake of electric vehicles 	We contributed to a joint submission from the Victorian Greenhouse Alliances to the Victorian Legislative Council’s Inquiry into electric vehicle (EV) charging. The submission highlighted the need for equitable access to EV charging, expanded financial support for households and small businesses, and further analysis to identify the most effective and fair charging infrastructure models.	In progress 

STRATEGIC OBJECTIVE 3.4 WASTE TO LANDFILL IS REDUCED

Strategic priorities and indicators

Strategic priorities	Strategic indicators	Progress
<p>We will focus on the following priorities in support of this objective:</p> <ul style="list-style-type: none"> enhance community awareness and participation in waste reduction and circular economy initiatives 	<ul style="list-style-type: none"> Increase waste diverted from landfill 	<ul style="list-style-type: none"> We diverted 15,118 tonnes of waste from landfill between July and December 2025, this is an increase and a positive sign we are on track. This includes materials collected through kerbside recycling, green waste bins and the booked hard-waste service. The amount diverted can vary due to seasonal factors, such as low rainfall and dry conditions that reduce garden waste, as well as changes in community behaviour, including increased use of the Container Deposit Scheme. <p>● On track</p>

Actions to achieve the strategic objectives

Action	Deliverable	Progress	Status
3.4.1 Complete the implementation of the <i>Circular Economy Plan 2022–2026</i> and prepare for a <i>2026–2030 Plan</i>	<ul style="list-style-type: none"> <i>Glen Eira Circular Economy Plan 2022–2026</i> final year of plan implemented Draft <i>Circular Economy Plan 2026–2030</i> engagement activities developed and implemented Draft <i>Circular Economy Plan 2026–2030</i> developed 	We started the final year of the <i>Circular Economy Plan 2022–2026</i> in November, with 15 per cent of year four actions complete. We are reviewing how we measure progress and have started early consultation and project planning for the draft <i>Circular Economy Plan 2026–2030</i> to support a more circular, low-waste future for Glen Eira.	In progress ●

STRATEGIC OBJECTIVE 3.4

Continued

Actions to achieve the strategic objectives

Action	Deliverable	Progress	Status
3.4.2 Deliver targeted community education programs to enhance awareness of and participation in waste reduction, landfill diversion and litter prevention ❤️	<ul style="list-style-type: none"> Bin inspection data gathered identifying contamination and incorrect waste sorting issues Targeted education and behaviour change programs to improve waste sorting and reduce contamination Benchmarking report identify other Local Government Area (LGA) successful waste diversion programs that could be introduced in Glen Eira Litter prevention initiatives integrated into existing Council processes 	<p>We've delivered targeted waste education at major events, libraries and festivals, reaching thousands of residents. Our <i>Waste Champions</i> program is improving waste management at 106 apartment blocks. Our education is supported by ongoing communications promoting composting, e-waste recycling, repair cafés and correct waste sorting.</p> <p>Additional contamination management programs, including bin inspections for food and organics and commingled recycling, will begin in February 2026 to support cleaner recycling and improved kerbside services.</p>	In progress 
3.4.3 Deliver new Council waste contracts to service community waste collection needs and use contract arrangements to reduce overall waste to landfill	<ul style="list-style-type: none"> New waste services contracts executed Glass recycling service approach investigated in preparation for mandatory Recycling Victoria scheme Opportunities to introduce more reusable containers and food waste recycling in an activity centre investigated Material gap analysis for item reuse and recovery from hard waste stream, and limited household disposal options 	<p>We have executed all new waste service contracts with no disruption to our community. Work is underway to establish new waste and circular economy initiatives, supported by committees focused on continuous improvement.</p>	In progress 

STRATEGIC OBJECTIVE 3.5 OUR COMMUNITY IS ACTIVELY ENGAGED IN CARING FOR COUNTRY AND THE NATURAL ENVIRONMENT

Strategic priorities and indicators

Strategic priorities	Strategic indicators	Progress
<p>We will focus on the following priorities in support of this objective:</p> <ul style="list-style-type: none"> adopt and promote principles of environmental stewardship and Caring for Country enhance community awareness, education and participation in local environmental action, environmental stewardship and Caring for Country 	<ul style="list-style-type: none"> Increase Council led Community Caring for Country, biodiversity and conservation events 	<ul style="list-style-type: none"> We delivered three working bees with the Friends of Elster Creek Trail Volunteer Group. These sessions supported local conservation efforts and strengthened community involvement in biodiversity. <p>● Monitor</p>

Actions to achieve the strategic objectives

Action	Deliverable	Progress	Status
3.5.1 Collaborate with First Nations organisations to help protect local biodiversity ♥	<ul style="list-style-type: none"> Partnership agreements explored and signed where agreed with First Nations organisations to deliver biodiversity initiatives Advice from Traditional Owners incorporated into biodiversity management operations 	We are developing new biodiversity and community engagement projects in partnership with Traditional Owners. We will present proposed initiatives to Traditional Owners for their guidance and will deliver the projects they support, including any they initiate.	Monitor ●

STRATEGIC OBJECTIVE 3.5

Continued

Actions to achieve the strategic objectives

Action	Deliverable	Progress	Status
3.5.2 Promote and advocate for First Nations perspectives and Caring for Country	<ul style="list-style-type: none"> Glen Eira advocacy priorities incorporate Caring for Country and First Nations perspectives Promotion of First Nations organisations and initiatives through Council networks 	<p>We joined the inaugural Wurundjeri Woi-wurrung Country Local Government Group meeting in December 2025, contributing to early discussions on collaboration and how to strengthen Wurundjeri perspectives in local government work.</p> <p>We are promoting the group across our networks to involve all 19 councils on Wurundjeri land. We continue sharing First Nations priorities through networks, such as Eastern Alliance for Greenhouse Action, by outlining our engagement with Traditional Owners for the <i>Climate Emergency Response Strategy 2025–2029</i> and highlighting First Peoples’ climate initiatives.</p>	In progress 
3.5.3 Incorporate Caring for Country into Council engagement and education programs	<ul style="list-style-type: none"> Communications and engagement activities conducted that incorporate Caring for Country practices 	<p>Caring for Country principles were included in our climate engagement work, including our <i>Sustainability Champions</i> program completed in December 2026.</p> <p>We are now developing new project and engagement proposals to strengthen community connection to nature and encourage action to protect biodiversity and care for Country. These proposals will be shared with Traditional Owners for guidance and collaboration.</p>	In progress 

STRATEGIC DIRECTION 4:



INNOVATIVE AND FINANCIALLY SUSTAINABLE

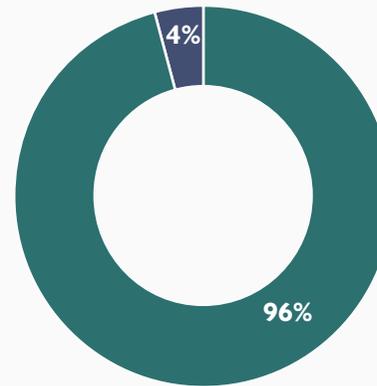
Glen Eira is changing and so are the needs of our community. People want us to be smart with spending, open about decisions and focused on services that make a real difference to their quality of life.

We continue to strengthen our financial position while improving the way it serves and communicates with the community. From July to December 2025, Council adopted a new *Financial Sustainability Strategy*, maintained a strong liquidity ratio and progressed important updates to asset, leasing and property plans. This work helps ensure our facilities, services and long-term investments remain sustainable and focused on community needs. We have also finalised the *Youth Engagement Survey*, begun developing a *Grants Framework* and continued improving how we plan, consult and share information.

At the same time, we are modernising how we work. This includes adopting our first *AI Policy*, completing a digital and technology roadmap and improving customer service through new self-service features and engagement tools. Community satisfaction with our service remains high and we are taking steps to reduce wait times and make accessing information easier for everyone. With most initiatives on track and progressing well, we are building a more efficient, transparent and future-ready organisation for the Glen Eira community.

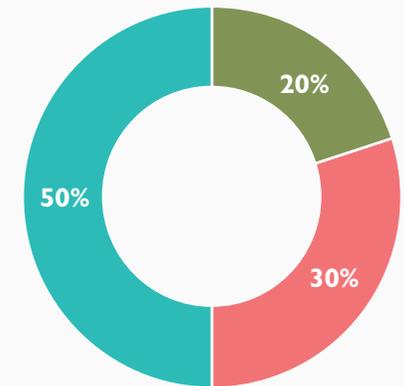
HOW WE'RE TRACKING

Actions



- **In progress (24)**
Work is actively underway and progressing
- **Completed (1)**
The action has been delivered

Strategic indicators



- **On track (2)**
Indicators that currently meet target
- **Monitor (3)**
Indicators that do not meet target and require monitoring
- **Annual (5)**
Indicators that are measured once a year

STRATEGIC OBJECTIVE 4.1 WE ARE FINANCIALLY SECURE AND SUSTAINABLE

Strategic priorities and indicators

Strategic priorities	Strategic indicators	Progress
<p>We will focus on the following priorities in support of this objective:</p> <ul style="list-style-type: none"> implement the Long-term Financial Plan to support the achievement of Council’s strategic objectives diversify and maximise our revenue sources 	<ul style="list-style-type: none"> Maintain 100 per cent liquidity or above 	<ul style="list-style-type: none"> Our liquidity ratio sits at 166 per cent, which is higher than budgeted for 2025–2026. This stronger position reflects the favourable financial results delivered in 2024–2025. <p>● On track</p>

Major initiatives

Action	Deliverable	Progress
<p>4.1.1 Develop a <i>Financial Sustainability Strategy</i></p>	<ul style="list-style-type: none"> <i>Financial Sustainability Strategy</i> developed Year one priority actions delivered Reforecast the <i>Financial Plan</i> for 2026–2027 	<p>Council adopted the <i>Financial Sustainability Strategy</i> in December 2025. We have developed a priority action plan to deliver the 2025–2026 initiatives and we are now reforecasting the 2026–2027 <i>Budget</i> and reviewing our borrowing strategy to support long-term financial sustainability.</p> <p>● In progress</p>

STRATEGIC OBJECTIVE 4.1

Continued

Actions to achieve the strategic objectives

Action	Deliverable	Progress	Status
4.1.2 Refresh the <i>Asset Strategy</i> and Policy	<ul style="list-style-type: none"> • <i>Asset Strategy</i> adopted • Year one priority actions delivered • <i>Asset Policy</i> updated 	<p>We're refreshing our <i>Asset Policy</i> and <i>Asset Management Strategy</i> to align with the <i>Council Plan 2025–2029</i> and the <i>Asset Plan</i> adopted in 2025. Both documents have been updated to reflect new priorities identified through recent engagement. The revised Policy has been reviewed and planned to be presented to Council for adoption in February 2026.</p>	In progress 
4.1.3 Review and update our <i>Leasing and Licensing Policy</i> so the community gets the best value from our community facilities	<ul style="list-style-type: none"> • <i>Leasing and Licensing Policy</i> reviewed and updated 	<p>We have reviewed and updated the <i>Leasing and Licensing Policy</i>, with the draft policy going to Council in April and adoption expected in June 2026.</p>	In progress 

STRATEGIC OBJECTIVE 4.1

Continued

Actions to achieve the strategic objectives

Action	Deliverable	Progress	Status
4.1.4 Progress the implementation of the <i>Strategic Property Plan 2025–2030</i>	<ul style="list-style-type: none"> Investigate Phase two sites highlighted within the <i>Strategic Property Plan</i> 	<p>We are progressing the <i>Strategic Property Plan 2025–2030</i>, aligning it with the <i>Community Infrastructure Plan</i> to meet future community needs.</p> <p>We’ve started detailed investigations on priority sites to plan for new or improved facilities, such as libraries, pavilions and community hubs.</p> <p>We are also exploring ways to make better use of existing buildings and land, including early engagement with community groups, business case development and partnership opportunities.</p> <p>All projects follow clear governance processes to ensure long-term sustainability.</p>	In progress 
4.1.5 Develop a new <i>Grants Framework</i> to mature our strategic approach to grants and partnerships so we can secure more funding for local projects	<ul style="list-style-type: none"> <i>Grants Framework</i> adopted 	<p>We’re developing a new <i>Grants Framework</i> that will help us take a more coordinated and strategic approach to grants and partnerships.</p> <p>We have completed the draft <i>Framework</i> and are now preparing it for Council consideration.</p> <p>Once adopted, it will guide how we secure more funding for local projects and deliver greater benefits for our community.</p>	In progress 

STRATEGIC OBJECTIVE 4.2 OUR COMMUNITY IS INFORMED AND ENGAGED

Strategic priorities and indicators

Strategic priorities	Strategic indicators	Progress
<p>We will focus on the following priorities in support of this objective:</p> <ul style="list-style-type: none"> enhance and expand how we promote and communicate opportunities more broadly to the community to access our services, programs and events to build community awareness, particularly with harder to reach and vulnerable groups 	<ul style="list-style-type: none"> Increase community satisfaction with consultation and engagement Increase community satisfaction with informing the community 	<ul style="list-style-type: none"> Community satisfaction with consultation and engagement is reported annually. Progress will be available in our <i>Annual Report</i>. ● Annual Community satisfaction with informing the community is reported annually. Progress will be available in our <i>Annual Report</i>. ● Annual

Actions to achieve the strategic objectives

Action	Deliverable	Progress	Status
4.2.1 Improve the effectiveness of Council's community engagement and insights approach	<ul style="list-style-type: none"> <i>Four-year Roadmap</i> developed and adopted New service level agreement published 	We are continuing to improve our community engagement and insights approach. Work is underway on a revised four-year roadmap and updated service levels, including clearer expectations for data use, risk assessment and pre-engagement planning. The updated roadmap remains on track to be presented to Council by June 2026.	In progress ●

STRATEGIC OBJECTIVE 4.2

Continued

Actions to achieve the strategic objectives

Action	Deliverable	Progress	Status
4.2.2 Ensure Council's news and information is accessible by all 	<ul style="list-style-type: none"> • Accessible Communications Blueprint endorsed • Easy read documents trialled for key information 	<p>We have started the development of an Accessible Communications Blueprint, which assesses our current performance in providing accessible Council news and information and identifies opportunities for improvement.</p> <p>An easy read version of the <i>Council Plan</i> has been published to support broader community understanding and we will continue trialling Easy Read formats for key information.</p> <p>We also promote the availability of translated content across our communications, to help residents access information in their preferred language.</p>	In progress 

STRATEGIC OBJECTIVE 4.2

Continued

Actions to achieve the strategic objectives

Action	Deliverable	Progress	Status
4.2.3 Explore ways of how to promote and include all people in the communication of what we do	<ul style="list-style-type: none"> Promote lesser known services and enhance understanding within the community Improve the level of understanding about the services Council offers Use channels and formats preferred by young people to increase awareness and uptake of Council services among residents aged 10 to 25 	<p>We are launching a myth buster and first-person storytelling series in February to highlight diverse lived experiences. These initiatives aim to better reflect our community and demonstrate how residents engage with our services, events and facilities. The series will run across <i>Glen Eira News</i>, social media and our e-newsletters.</p> <p>We have also undertaken a social media review, with the objective of strengthening our engagement with younger community members and increasing representation across our digital platforms.</p>	In progress 
4.2.4 Deliver <i>Youth Engagement Survey</i> ♥	<ul style="list-style-type: none"> Analyse results and develop results infographic Deliver findings to Council Deliver initiatives 	<p>We delivered the <i>Youth Engagement Survey</i> in September, with 465 young people sharing their views on what matters to them.</p> <p>We analysed the results and created a clear, accessible infographic to highlight the key themes. We presented the findings to Council in December to help guide future planning and decision-making.</p> <p>The insights are now being used to shape a set of youth-focused initiatives.</p>	Complete 

STRATEGIC OBJECTIVE 4.3 OUR COMMUNITY HAS TRUST AND CONFIDENCE IN OUR DECISIONS

Strategic priorities and indicators

Strategic priorities	Strategic indicators	Progress
<p>We will focus on the following priorities in support of this objective:</p> <ul style="list-style-type: none"> enhance how we use community feedback, insights and data to inform our planning and decision making continue to strengthen our approach to governance and transparency 	<ul style="list-style-type: none"> Increase community satisfaction with decisions made in the interest of the community Increase community trust in us 	<ul style="list-style-type: none"> Community satisfaction with decisions made in the interest of the community is reported annually. Progress will be available in our <i>Annual Report</i>. ● Annual Community trust in us is reported annually. Progress will be available in our <i>Annual Report</i>. ● Annual

Actions to achieve the strategic objectives

Action	Deliverable	Progress	Status
4.3.1 Develop a <i>Strategic Decision-making Framework</i> to support well-informed and transparent decisions	<ul style="list-style-type: none"> Develop process maps for key decisions Decision-making principles that support council's strategic objectives and values defined Framework developed 	<p>We've explored different options for a new <i>Strategic Decision-making Framework</i> and reviewed a set of principles that could guide how decisions are made in future.</p> <p>Next we will draft the <i>Framework</i> for review and work with a range of stakeholders to map out the everyday decisions involved in running our services.</p>	In progress ●

STRATEGIC OBJECTIVE 4.3

Continued

Actions to achieve the strategic objectives

Action	Deliverable	Progress	Status
4.3.2 Publish plain language summaries of key council decisions and rationale	<ul style="list-style-type: none"> Concise, accessible summaries of key council decisions published online 	<p>We are publishing plain English summaries of key Council decisions across multiple channels, including our website, social media and <i>Glen Eira News</i>.</p> <ul style="list-style-type: none"> Glen Eira News — six editions Website — eight Council meeting snapshots Instagram and Facebook — 16 posts 	In progress 
4.3.3 Review Council's Strategic Risk Register to reflect Council's priorities	<ul style="list-style-type: none"> Council's strategic risks aligned to the new <i>Council Plan</i> 	<p>The Audit and Risk Management Committee has workshopped the updated Strategic Risk Register, reflecting the new <i>Council Plan</i>. The revised register is scheduled for adoption by the Executive Team, followed by endorsement by the Audit and Risk Management Committee in February 2026.</p>	In progress 
4.3.4 Align Council's risk management practices with legal obligations and best practice	<ul style="list-style-type: none"> Review of Council's <i>Risk Management Framework and Policy</i> Review of Council's <i>Fraud and Corruption Policy</i> and Procedure conducted 	<p>We are reviewing our <i>Risk Management Framework and Policy</i> to ensure that it aligns with legal obligations and best practice. We are also undertaking a review of our <i>Fraud and Corruption Policy</i> and Procedure to strengthen Council's safeguards and support a culture of integrity.</p>	In progress 

STRATEGIC OBJECTIVE 4.4 OUR SERVICES ARE HIGHLY VALUED, WELL DESIGNED AND RESPONSIVE TO COMMUNITY AND CUSTOMER NEEDS

Strategic priorities and indicators

Strategic priorities	Strategic indicators	Progress
<p>We will focus on the following priorities in support of this objective:</p> <ul style="list-style-type: none"> enhance service delivery through continuously evaluating changing customer and community needs maximise opportunities for partnerships and philanthropy enhance our capacity for service innovation through implementing an <i>Innovation and Continuous Improvement Framework</i> and program 	<ul style="list-style-type: none"> Maintain or increase customer service satisfaction Maintain or increase customer service calls answered within service standard 	<ul style="list-style-type: none"> Our customer satisfaction is currently 4.6 out of 5. This result exceeds our target of 4.5 and shows we are maintaining strong service experiences for our community. <ul style="list-style-type: none"> ● On track The percentage of customer service calls answered within 60 seconds is currently 62.32 per cent, which is below our target of 70 per cent. We will continue to focus on improving response times to better meet community expectations. <ul style="list-style-type: none"> ● Monitor

Actions to achieve the strategic objectives

Action	Deliverable	Progress	Status
4.4.1 Develop strategies to enable community access to co-located customer service functions across a range of Council facilities	<ul style="list-style-type: none"> Satellite customer service centre offered at Bentleigh Library and Youth Hub 	We have completed community engagement to help us understand how a satellite customer service centre at Bentleigh Library and Youth Hub could best support local needs. We are finalising the findings and once endorsed, we will use the feedback to inform the design phase.	In progress ●

STRATEGIC OBJECTIVE 4.4

Continued

Actions to achieve the strategic objectives

Action	Deliverable	Progress	Status
4.4.2 Enhance Council’s innovation capacity and maturity	<ul style="list-style-type: none"> • <i>Innovation Framework</i> developed and adopted to embed and maximise the value of innovation • Current baseline for innovation capability/ maturity quantified • Innovation toolkit operationalised and supporting new initiatives 	We have started developing our new <i>Innovation Framework</i> and have completed an innovation maturity assessment to establish our baseline capability. This work will guide the framework design and help us strengthen collaboration and continuous improvement across Council.	In progress 
4.4.3 Conduct an operational review of Caulfield Recreation Centre	<ul style="list-style-type: none"> • Operational review of Caulfield Recreation Centre completed • Report presented to Council 	We’ve started our initial review with data collection underway. First draft of the review will be provided to Glen Eira Leisure Advisory Committee in late February 2026.	In progress 
4.4.4 Develop and implement <i>Advocacy Priorities for 2026–27</i>	<ul style="list-style-type: none"> • <i>Advocacy Priorities 2026–2027</i> adopted • Advocacy campaign implemented 	We are drafting our advocacy priorities for 2026–2027, shaped by community and stakeholder engagement. The priorities remain on track to be presented to Council by June 2026.	In progress 
4.4.5 Review our approach to service planning to focus on our community’s changing needs 	<ul style="list-style-type: none"> • Refreshed service planning approach/ framework • Service profile/catalogue published to community • Service redesigns/reviews using community feedback and strategic insights implemented 	We have started reviewing our service planning framework and service catalogue to ensure they reflect our community’s changing needs. This work will support clearer, more accessible services and strengthen continuous improvement across Council.	In progress 

STRATEGIC OBJECTIVE 4.5 OUR TECHNOLOGY ENABLES US TO ACHIEVE OUR STRATEGIC PRIORITIES

Strategic priorities and indicators

Strategic priorities	Strategic indicators	Progress
<p>We will focus on the following priorities in support of this objective:</p> <ul style="list-style-type: none"> enhance our technology, data and digital capabilities to support the achievement of our strategic objectives develop an <i>AI Framework</i>, Policy and Roadmap 	<ul style="list-style-type: none"> Increase percentage of customer enquiries through digital channels (from mix of traditional/digital) 	<ul style="list-style-type: none"> Digital enquiries are 31 per cent below our 50 per cent target. Our chat and chatbot services were offline from October to December due to platform issues, so no chat data is available for that period. <p>We paused the service to avoid a poor customer experience and continued to support residents through our phone, email and front-counter services.</p> <p>We are working with our vendor to find a more reliable, user-friendly solution.</p> <p> Monitor</p>

STRATEGIC OBJECTIVE 4.5

Continued

Major initiatives

Action	Deliverable	Progress
4.5.1 Develop an <i>Artificial Intelligence Policy, Framework and Roadmap</i> to guide a responsible approach to the development and deployment of AI within Council	<ul style="list-style-type: none"> AI Policy adopted by Council AI Framework and Roadmap endorsed by the Executive Year one priority actions delivered 	<p>Council adopted our new <i>AI Policy</i> on 25 November 2025. We have also developed a <i>Framework</i>, setting clear expectations for how we use these tools. An AI Committee now helps guide this work across Council.</p> <p>Around 100 staff have completed our AI Masterclass and we have launched an AI Community of Practice.</p> <p>We also completed an AI maturity assessment to set our baseline. Work is now underway on the 2026 <i>AI Roadmap</i>.</p> <p> In progress</p>

Actions to achieve the strategic objectives

Action	Deliverable	Progress	Status
4.5.2 Adopt the <i>Digital and Technology Strategy</i> to provide a roadmap to help align our technology and digital tools with our strategic priorities	<ul style="list-style-type: none"> <i>Digital and Technology roadmap</i> implemented <i>Data Governance Framework</i> adopted Enhanced venue booking system installed 	<p>We've completed our <i>Digital and Technology roadmap</i>. Our <i>Data Governance Framework</i> has been endorsed.</p> <p>We are finalising the tender enhanced venue booking system. Once installed, it will make it easier for people to find, book and use our venues.</p>	<p>In progress</p> <p></p>

STRATEGIC OBJECTIVE 4.5

Continued

Actions to achieve the strategic objectives

Action	Deliverable	Progress	Status
4.5.3 Design, implement and evaluate Artificial Intelligence initiatives and pilots aligned to Council's objectives	<ul style="list-style-type: none"> Business case to use AI to enhance customer experience on Council's digital platforms developed Business case to introduce AI to reduce drowning risk at our aquatic facilities developed Continue to evaluate the benefits of Microsoft CoPilot and other generative AI platforms to enhance productivity 	<p>We have started piloting how AI can improve our work and customer experience. We are testing a generative AI tool to help customer service officers manage complex enquiries.</p> <p>We continue to evaluate the benefits and staff are trialing tools like Microsoft Copilot to see how AI can help them work more efficiently.</p>	In progress 
4.5.4 Explore ways to support self service opportunities for customers	<ul style="list-style-type: none"> Roadmap for improvement opportunities to increase self service for customer interactions developed 	<p>We are progressing SMS functionality to support the booked hard-waste service and payment reminders, with technical work now underway. We are also consolidating our 'Contact us' and 'General enquiry' web forms into one simple, user-friendly form to reduce confusion and improve self-service. Scoping is currently in progress.</p>	In progress 
4.5.5 Review governance processes to explore automation opportunities	<ul style="list-style-type: none"> Technology options identified to automate delegations, authorisations, policy register, legislative compliance, claims management and other currently manual processes 	<p>We have reviewed governance processes, such as delegations, authorisations, the policy register, Freedom of Information register and other processes and registers. An automation software has been purchased and implementation will begin shortly.</p>	In progress 

STRATEGIC OBJECTIVE 4.6 OUR WORKFORCE IS CAPABLE, INFORMED AND ENGAGED

Strategic priorities and indicators

Strategic priorities	Strategic indicators	Progress
<p>We will focus on the following priorities in support of this objective:</p> <ul style="list-style-type: none"> implement our <i>Workforce Plan</i> to build the capability and performance of our people 	<ul style="list-style-type: none"> Maintain employee satisfaction rating Increase employee compliance training completion 	<ul style="list-style-type: none"> Employee satisfaction is reported annually. Progress will be available in our <i>Annual Report</i>. ● Annual Our current completion rate is 76 per cent below our target of 90 per cent. A new reporting approach will help leaders follow up with their teams and support staff to finish outstanding training. ● Monitor

Actions to achieve the strategic objectives

Action	Deliverable	Progress	Status
4.6.1 Implement the <i>Workforce Plan</i> to remain an Employer of Choice	<ul style="list-style-type: none"> <i>Workforce Plan</i> developed approved by CEO Year one actions completed 	Our <i>Workforce Plan</i> has been approved by the CEO. This provides the foundation for delivering the year-one actions that support our goal of being an employer of choice.	In progress ●
4.6.2 Finalise the Glen Eira staff Enterprise agreements	<ul style="list-style-type: none"> Glen Eira Leisure Enterprise agreement finalised Glen Eira Enterprise agreements finalised 	The Glen Eira Enterprise Agreement has been submitted to the Fair Work Commission for approval. Work on a new agreement for Glen Eira Leisure will begin in February 2026.	In progress ●

GLOSSARY

Action	Deliverable
Active living	Incorporating physical activity into daily life.
Amenity	The pleasantness and usability of a place, including cleanliness, safety and facilities.
Bicycle Network	An Australian charity, one of the largest cycling membership organisations in the world, whose mission is to have more people cycling more often.
Biodiversity	The variety of plant and animal life in an area.
Caring for Country	A First Nations concept of caring for the land, water and natural systems in a holistic and respectful way.
CEO	Chief Executive Officer
Circular economy	A system that reduces waste by reusing, recycling and repurposing materials.
Climate emissions	Emissions released by human activity, which contribute to the warming of the atmosphere. These are usually measured in terms of the total amount of carbon dioxide that would lead to that level of warming expressed as the term CO ₂ equivalent (CO ₂ -e).
Community Vision	A long-term aspiration developed with community input that guides our planning.
Disability	Refers to both visible and non-visible disability. Visible disabilities are those that are immediately apparent to others, such as using a wheelchair or a service animal. Non-visible (or hidden/invisible) disabilities are those that are not obvious to others just by looking and they encompass a wide range of physical, mental, and neurological conditions.
Disability Discrimination Act (DDA)	A Commonwealth Act in Australia that makes it unlawful to discriminate against people with disabilities in many areas of public life, including employment, education, housing and the provision of goods and services.

GLOSSARY

Action	Deliverable
Empathetic parking bay	Parking solutions that are designed with consideration for people with diverse needs, such as those with disabilities, seniors or people with prams.
Gender equity	Fair treatment and opportunities for all genders.
Glen Eira Green link	A community-driven proposal for a linear park along the Sandringham Rail Corridor in Melbourne's south-east, aiming to improve native habitat, tree canopy, walking and biking.
Homelessness protocol	A set of guidelines to respond to people experiencing or at risk of homelessness, ensuring they are treated with dignity and connected to support services.
IDAHOBIT	International Day Against Homophobic, Biphobia, Intersexism and Transphobia.
Landfill diversion	The process of redirecting waste materials away from landfills and toward more sustainable alternatives, such as recycling, composting, reuse and waste-to-energy facilities.
Landscape concept design	A scaled drawing and written explanation that communicates the general layout, style and key features of a proposed landscape design.
LGBTIQA+	An acronym representing Lesbian, Gay, Bisexual, Transgender, Intersex, Queer, Asexual and other diverse gender, sexual orientation and/or sex characteristics.
Library of Things	A sustainable way to borrow a range of non-traditional library items through our Glen Eira Library service.
Mobtix	A program offering discounted or complimentary tickets for Aboriginal and Torres Strait Islander peoples, as well as other First Nations communities, to access cultural events, concerts, and sports games in Australia.

GLOSSARY

Action	Deliverable
Rainbow ready roadmap	A set of resources for Victorian rural and regional communities to build lesbian, gay, bisexual, trans and gender diverse, intersex and queer (LGBTIQA+) inclusion.
Service level agreement	A formal contract or agreement between a service provider and a customer that defines the level of service expected, outlines specific performance metrics (like uptime or response times), details the responsibilities of each party and includes procedures for resolving disputes and penalties if the service levels are not met.
Splitter island	A raised or painted area used to separate entering from exiting traffic, deflect and slow entering traffic, and provide a refuge for pedestrians crossing the road.
Strategic indicator	A measure used to track progress toward a strategic objective.
Strategic objective	A specific goal we aim to achieve within a strategic direction.
Strategic priority	A focus area we have identified as essential to achieving our strategic objectives and delivering services, infrastructure and amenity improvements.
Streetscape	The overall visual and functional character of a street or area, encompassing its physical features like buildings, trees, footpaths, street furniture and signage.
Welcoming Cities	A national network of cities, shires, towns and municipalities that are committed to an Australia where everyone can belong and participate in social, cultural, economic and civic life.



GLEN EIRA
CITY COUNCIL

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

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Caulfield Junction VIC 3161

Phone: (03) 9524 3333
mail@gleneira.vic.gov.au
www.gleneira.vic.gov.au

National Relay Service

A phone solution for people who have a hearing or speech impairment. Internet relay users connect to NRS then ask for 03 9524 3333.

TTY dial 13 36 77 or Speak and Listen dial 1300 555 727 then ask for 03 9524 3333. <https://internet-relay.nrscall.gov.au>

Social media

Glen Eira City Council:

www.facebook.com/GlenEiraCityCouncil

@cityofgleneira: www.instagram.com/cityofgleneira

LinkedIn: www.linkedin.com/company/glen-eira-city-council

Glen Eira arts, gallery and events:

www.facebook.com/gleneiraarts

www.instagram.com/gleneiraarts

Glen Eira Leisure:

www.facebook.com/GESAConline

www.instagram.com/gleneiraleisure

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www.facebook.com/sustainablelivinggleneira

Glen Eira Youth Services:

www.facebook.com/GlenEiraYouthServices

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